



**Township of Woolwich
Regular Meeting of Council Agenda**

**Council Chambers - with YouTube Livestream
24 Church Street West, Elmira ON, N3B 2Z6**

Tuesday, September 15, 2026

Call to Order: 7:00 p.m.

Pages

1. Approval of Agenda (6:00 p.m.)

2. Closed Session

2.1 Public Resolution to Move Into Closed Session

Recommended Resolution:

That the Council of the Township of Woolwich convenes in closed session on Tuesday, September 15, 2026 at 6:00 p.m. in accordance with section 239 of the *Municipal Act, 2001*, for the purposes of considering the following:

- a. a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board (Water and Wastewater Negotiation Matter); and
- b. advice that is subject to solicitor-client privilege, including communications necessary for that purpose; and a proposed or pending acquisition or disposition of land by the municipality or local board (22 Church Street Land Sale Matter).

3. Call to Order (7:00 p.m.)

3.1 Roll Call

3.2 Public Resolution to Reconvene in Open Session

Recommended Resolution:

That Council reconvenes in open session.

3.3 Chair's Opening Remarks

3.4 Land Acknowledgement

3.5 Disclosures of Pecuniary Interest

4. Council (Chair: Mayor Shantz)

4.1 Items to Come Forward from Closed Session

4.2 Public Meetings

1. This meeting constitutes the formal public meeting required under Sections 17 and 34 of the Planning Act and is for information purposes only.
2. A decision of this application will be made at a future Regular Meeting of Council when staff has reviewed all submissions and prepared a report with a recommendation.
3. All those attending will be given an opportunity to speak and those speaking are asked to provide the written outline and/or information used in their oral submission to the Clerk for the public record.
4. Please contact Development Services Staff at the Township to receive further notifications about the application.

4.2.1 DS38-2025: Information Report - Official Plan and Zoning By-law Amendment Applications 2026-003 and Modifications to Draft Plan of Subdivision 30T-11701 - 2699 Victoria Street North and Block 124 Plan 58M657 (Greenhouse Road), Breslau (Thomasfield Homes)

1

4.2.1.1 Consultant: Patrick Casey, Planner with GHD

14

4.3 Presentations/Delegations

Instructions for Delegations

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

3. Council discussion and debate will start when all questions of clarification have finished.

4.3.1 Gateway Employment Lands Official Plan Amendment

4.3.1.1 Delegate: Jane Schultz
7 minutes

4.3.1.2 Delegate: Carolyn Hook
7 minutes

4.3.1.3 Delegate: Colleen Cooper
7 minutes

4.3.1.4 Delegate: Ashley Gellert
7 minutes

4.3.2 Region of Waterloo Presentation: Arthur Street Improvements and Potential Elmira Bypass Class Environmental Assessment
Presenter: Mike Henderson, Director of Transportation Services Division

42

4.3.3 2026 Municipal Election Update
Staff presenters: Jeff Smith, Alex Kirchin, Lee Ann Wetzel, and Jenn Horndl

4.4 Consent Items

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

Recommended Resolution:

That the consent items 4.4.1 through to 4.4.5 be approved:

4.4.1 Recommendations from Committee of the Whole (Tuesday, August 25, 2026)

48

4.4.2 Special Council Minutes - June 16, 2026

50

4.4.3 Special Council Minutes - August 20, 2026

55

4.4.4 Regular Meeting of Council Minutes - August 25, 2026

57

4.4.5	C05-2026: Procedural By-law Amendments <u>Recommended Resolution:</u>	67
	That the Council of the Township of Woolwich, considering Report C05-2026 respecting Procedural By-law Amendments, direct staff to bring forward the attached amending by-law for approval at the next Council meeting.	
4.4.6	C11-2026: Election 2026 Report 8 - Municipal Election Compliance Audit Committee (MECAC) Appointments <u>Recommended Resolution:</u>	73
	That the Council of the Township of Woolwich receive Report C11-2026 regarding Election 2026 Report 8 – Municipal Elections Compliance Audit Committee Appointments for information.	
4.5	Unfinished Business	
4.6	Council Business	
4.6.1	C12-2026: Privacy Legislation Updates and Policy Approval <u>Recommended Resolution:</u>	76
	That the Council of the Township of Woolwich, considering Report C12-2026 respecting Privacy Legislation Updates and Policy Approval, approve the Privacy Policy as attached to this report.	
4.6.2	IS25-2026: Water and Wastewater Investigation Update <u>Recommended Resolution:</u>	89
	That the Council of the Township of Woolwich, considering Report IS25-2026 respecting the Water and Wastewater Investigation Update, receive the staff report for information purposes.	
4.6.3	Motion: Street Lighting on Country Squire Road (Councillor Bryant) <u>Motion:</u>	106
	WHEREAS Enova Power Corp. (Enova) previously identified an interest in installing street lighting along Country Squire Road for improved visibility and security; and	
	WHEREAS at a town hall meeting organized by Enova on	

October 24, 2024, residents expressed concerns regarding nighttime safety and property theft and have requested that the proposed street lighting proceed, particularly in light of anticipated residential growth in the surrounding area; and

WHEREAS Country Squire Road is a boundary road shared by the Township of Woolwich and the City of Waterloo, but neither municipal Council has directed staff to initiate a lighting survey or included funding for street lighting in this area; and

WHEREAS Woolwich Council supports enhanced public safety and recognizes the potential benefit of additional lighting for residents, road users and properties along Country Squire Road; and

WHEREAS the proposed lighting is an Enova-led initiative and the Township is prepared to assume responsibility for the ongoing maintenance costs associated with the infrastructure following its installation;

NOW THEREFORE be it resolved that the Council of the Township of Woolwich Council:

1. Request that Enova prepare and submit a proposal for the installation of street lighting on Country Squire Road, generally between the west limits of Country Squire Road and Millenium Boulevard, with all capital costs associated with the design and installation of the lighting to be fully funded by Enova and ongoing maintenance costs funded by the Township;
2. Direct Township staff to work with Enova and the City of Waterloo to review the proposal, determine the approvals and technical requirements applicable to the boundary road, and report back to Council before final approval of the proposal; and
3. Direct the Clerk to forward this resolution to Enova and the City of Waterloo.

4.7 By-laws

Recommended Resolution:

That the following by-laws be read a first, second, third time and finally passed:

4.7.1 49-2026: A By-law to Confirm All Actions and Proceedings of

4.8 Council Adjournment

5. Recess

6. Committee of the Whole (Chair: Councillor Grant)

Any resolutions passed in the Committee of the Whole portion of the meeting are recommendations which are proposed for approval at the next Regular Meeting of Council.

6.1 Committee of the Whole Business

6.1.1 DS28-2026: Affordable Housing and Reserve Fund Policy Recommended Resolution:

108

That the Council of the Township of Woolwich, considering Report DS28-2026 respecting Affordable Housing and Reserve Fund Policy:

1. Adopt the Affordable Housing and Reserve Fund Policy (Policy No. DEV-03), attached to this Report as Attachment 1; and
2. Adopt the by-law in Attachment 2 to amend the Delegation of Authority By-law 41-2022 to delegate authority to the Director of Development Services to administer Policy No. DEV-03 and to approve minor or administrative amendments to the Policy, provided that any substantive changes, including to the contribution range or program options, shall be brought to Council for approval; and
3. Direct staff to include an amendment to the reserve by-law to establish the Affordable Housing Reserve Fund as part of the larger reserve and reserve fund review process; and,
4. Direct staff to examine the feasibility of a Township contribution to the Affordable Housing Reserve Fund, for Council's consideration through the next budget review process, to demonstrate the Township's leadership and commitment to advancing affordable housing.

6.1.2 Quarterly Report - Second Quarter - April 1 to June 30, 2026

139

6.2 Other Business

6.2.1 Mayor's Report on Regional Matters

6.2.2 Council Reports/ Updates

6.2.3 Outstanding Council Activity List as of Thursday, September 10, 2026

165

6.2.4 Items Pulled from the Information Package

6.2.5 Items for Information and Public Notices

7. Regular Meeting Adjournment

Recommended Resolution:

That the meeting adjourns to meet again in regular session on Tuesday, September 29, 2026.

This meeting is being live streamed to the [Woolwich Township YouTube channel](#) and a recording will be published following the meeting. Live meetings will appear on the home page once the live stream has started which may be shortly after the scheduled start time. If you don't see a live video, please be patient and try reloading the page. Every attempt is made to provide a live stream but it is not guaranteed.

To submit comments or speak in the meeting, if you have any questions about the content or outcome of this meeting, or if you require an alternative format of any documents within this agenda package, please contact the Deputy Clerk at 519-669-6005 or clerk@woolwich.ca



Development Services Staff Information Report

REPORT: DS38-2026

MEETING DATE: September 15, 2026

LOCATION: Virtual/ Council Chambers
24 Church Street West, Elmira

MEETING TIME: 7:00 p.m.

SUBJECT

OFFICIAL PLAN and ZONING BY-LAW AMENDMENT APPLICATIONS: 2026-03
MODIFICATIONS to DRAFT PLAN OF SUBDIVISION: 30T-11701

LOCATION: 2699 Victoria Street North and Block 124 Plan 58M657
(Greenhouse Road), Breslau

OFFICIAL PLAN DESIGNATION: The subject lands are within the Breslau Settlement Boundary and designated a combination of Employment Land I and Employment Land II, Open Space / Recreation and Environmental Protection with site specific policies as set out in Section 7.26.10.1 (Site Specific Polic Area 1 – Hopewell Crossing Mixed-Use) in the Township Official Plan.

PROPOSED OFFICIAL PLAN AMENDMENT:

The Official Plan Amendment application proposes to redesignate the subject lands to conform with the designations shown on the Preferred Land Use Plan for the Breslau Settlement Plan as endorsed by Council in February 2025

PROPOSED ZONING BY-LAW AMENDMENT:

From: Employment EM-5, Employment EM-6 and Open Space O-2 with site specific provisions and a holding provision.

To: Amending some elements of the site specific and holding provisions as detailed in the Comment section of this report.

EXPLANATION OF PROPOSAL: The applications for proposed Official Plan and Zoning By-law Amendments are proposed to be implemented through modifications to the existing Draft Plan of Subdivision 30T-11701, which received draft plan approval in 2018. The development proposed for the larger parcel will comprise approximately 545 – 627 dwelling units of various types and sizes (including single detached, townhouses and apartment dwellings), as well as 4 mixed-use buildings containing a total of 1,400 square meters of commercial

floor area. The smaller parcel is proposed to be developed with 52 stacked townhouse dwelling units.

LEGAL NOTICES

DATE APPLICATION RECEIVED:	June 17, 2026
DATE APPLICATION DEEMED COMPLETE:	July 9, 2026
DATE NOTIFICATION CIRCULATED TO ALL PROPERTY OWNERS AND TENANTS WITHIN 150 METRES OF THE SUBJECT PROPERTY:	August 11, 2026
DATE OF NEWSPAPER NOTICE:	August 13, 2026
DATE OF ENGAGEWR and WEBPAGE NOTICE:	August 11, 2026
DATE OF PUBLIC MEETING:	September 15, 2026

COMMENTS

The subject lands comprise two parcels in the Township of Woolwich: the smaller parcel, legally described as Block 124 Plan 58M657, has an area of approximately 1.03 hectares is vacant of any structures and is located on the easterly side of Greenhouse Road, while the larger parcel known municipally as 2699 Victoria Street North, has an area of approximately 42.05 hectares, of which approximately 20.76 hectares are proposed for development, and contains a single detached dwelling.

Development proposed for the larger parcel will comprise approximately 545 – 627 dwelling units of various types and sizes (including single detached, townhouses and apartment dwellings), as well as 4 mixed-use buildings containing a total of 1,400 square meters of commercial floor area. The smaller parcel is proposed to be developed with 52 stacked townhouse dwelling units.

The development will also include a stormwater management facility, a park /open space area and a natural heritage / wetland feature. Access to the larger parcel will be directly from Victoria Steet North and Kramp Road and indirectly from Greenhouse Road, the smaller parcel will have 2 access points directly onto Greenhouse Road.

Proposed Official Plan Amendment

The lands are currently within the Breslau Settlement Boundary and designated a combination of Employment Land I and Employment Land II, Open Space / Recreation and Environmental Protection with site specific policies as set out in Section 7.26.10.1 (Site Specific Polic Area 1 – Hopewell Crossing Mixed-Use) in the Township Official Plan. The Official Plan Amendment application proposes to redesignate the subject lands to generally conform with the designations shown on the Preferred Land Use Plan for the Breslau Settlement Plan as endorsed by Council in February 2025 as follows:

- changing the portions of the Subject Lands currently designated as “Employment Areas” to “Residential Neighbourhoods”;
- changing the blocks currently designated “Employment Land I” to “Medium/High Density Residential” (except for the southeasterly corner of current Block 56, which is to be re-designated as “Low/Medium Density Residential”);

- changing the blocks currently designated “Employment Land II” to “Low/Medium Density Residential”; and
- adding the additional roads internal to the subdivision proposed through the modifications to the Draft Plan.

In addition to these changes to the Official Plan schedules, the proposed amendment will amend certain site-specific provisions that apply to the Subject Lands, as outlined in the applicants Planning Justification Report.

Proposed Zoning By-law Amendment

The property is currently zoned Employment EM-5, Employment EM-6 and Open Space O-2 with site specific provisions and a holding provision. The applicant is proposing to amend some elements of the site specific and holding provisions as detailed in their Planning Justification Report. The Zoning By-law amendment will also establish the following zones:

- Residential R-5A for single detached dwellings;
- Residential R-6A for street townhouses;
- Residential R-6A with a holding provision for stacked townhouses;
- Mixed Use MU-2 with a holding provision for 4 four-storey mixed used buildings; and
- Open Space O-1 for park and open space blocks.

The stormwater management facility and wetland areas will retain the current Open Space O-2 zoning, this area represents approximately 40% of the overall subdivision/subject lands.

Proposed modifications to Approved Draft Plan of Subdivision

The applications of a proposed Official Plan and Zoning By-law Amendments are proposed to be implemented through modifications to the existing Draft Plan of Subdivision 30T-11701 which will need to be presented at a future undetermined date at this time to the Ontario Land Tribunal for approval. The proposed modifications to the previously approved Draft Plan of Subdivision are detailed in the applicants Planning Justification Report.

The applicant has submitted the following documents / studies in support of this application:

- Chloride Impact Assessment, prepared by C.F. Crozier & Associates Inc. (“Crozier”) and dated May 8, 2026;
- Draft Plan of Subdivision, showing requested “red-line” modifications, prepared by GSP Group;
- Environmental Impact Study, prepared by Natural Resource Solutions Inc. (“NRSI”) and dated January 2026;
- Functional Servicing & Preliminary Stormwater Management Report, prepared by Crozier and dated February 2026, accompanied by updated figures (Preliminary Site Servicing Plan, Preliminary Grading Plan, Pre-Development Drainage Plan, Post-Development Drainage Plan, Preliminary Sanitary Drainage Plan, Erosion & Sedimentation Control Plan, Cut-Fill Heat Map, Stormwater Management Facility Plan, and Concept Plan) prepared by Crozier and dated March 2026;
- Geotechnical Investigation, prepared by Peto MacCallum Ltd. and dated April 8, 2011;
- Supplementary Geotechnical Investigation, prepared by Peto MacCallum Ltd. and dated April 25, 2017;
- Hydrogeological Site Assessment, prepared by Peto MacCallum Ltd. and dated April 15, 2011;
 - Hydrogeological/Ground Water Monitoring Report, prepared by BluMetric and dated January 2026;
- Noise Feasibility Study, prepared by HGC Noise Vibration Acoustics and dated May 20, 2026;
- Planning Justification Report, prepared by GSP Group and dated June 2026;

- Stage 1 and 2 Archaeological Assessment, prepared by Golder Associates and dated February 2011;
- Topographical Survey, prepared by Van Harten Surveying Inc.;
- Transportation Impact Study, prepared by Paradigm Transportation Solutions Limited and dated June 2026; and
- Tree Protection Plan, prepared by NRSI and dated January 2026.

We also note that several of the above noted studies submitted by the applicants in support of this application are subject to receiving external peer review comments. A peer review agreement and assigned peer review consultant has been acknowledged by the applicants.

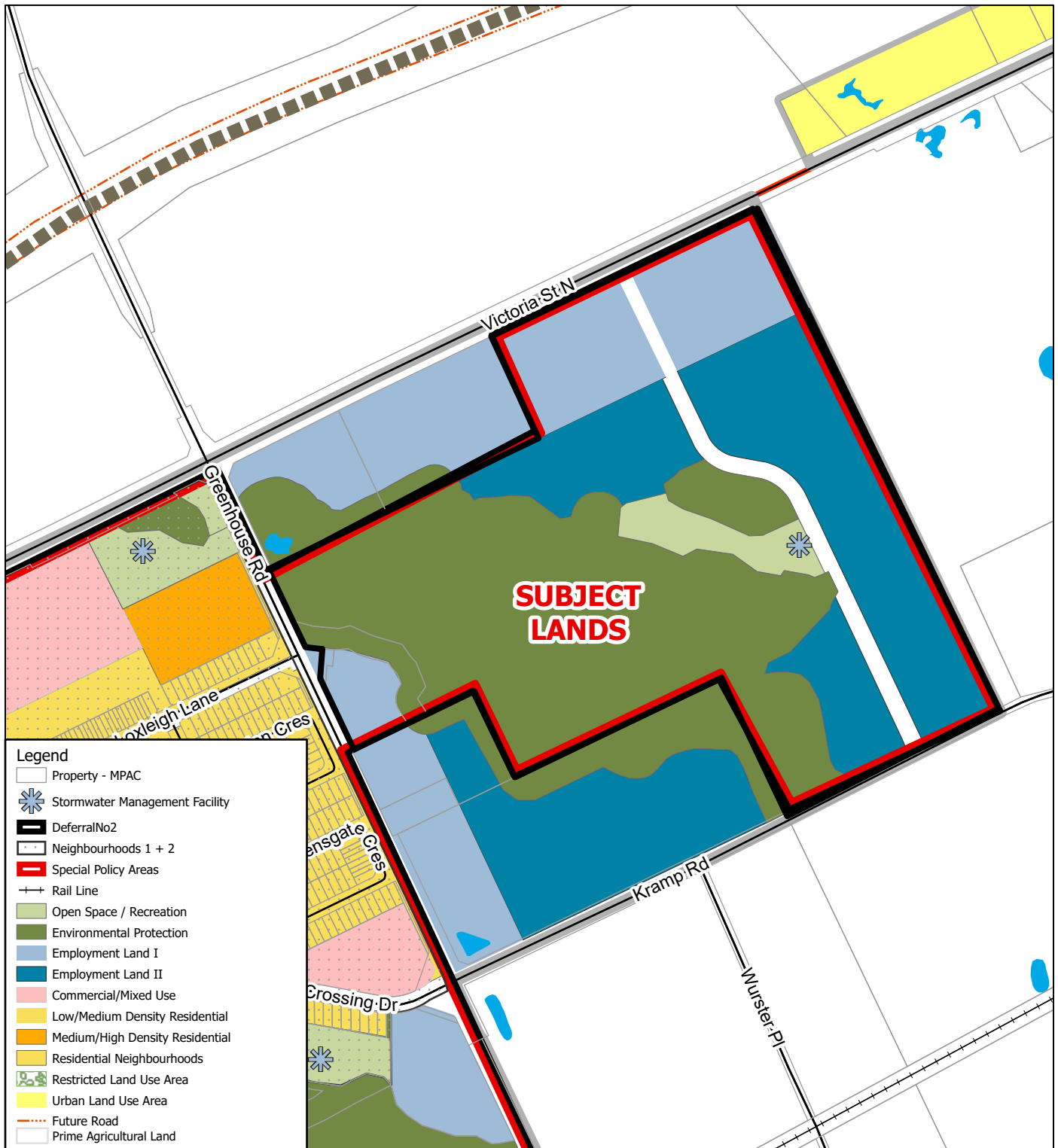
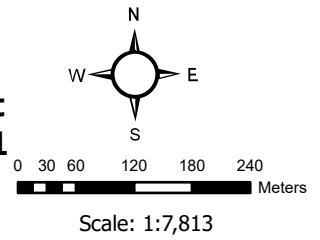
While the applications have been circulated to agencies and internal departments for comments, staff are requesting comments from the public at this time, as noted above, staff are awaiting comments from several agencies as well as from the peer review consultant. Staff will prepare a future recommendation for Council's consideration once all representations are known and have been considered.

LIST OF ATTACHMENTS

Attachment 1 – Map 1 – Official Plan
 Attachment 2 – Map 2 – Zoning
 Attachment 3 – Map 3 – Aerial Photo
 Attachment 4 – Map 4 – Conceptual Plan
 Attachment 5 – Public Comments Received to date

PREPARED BY: Victor Labreche
 Manager of Planning

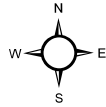
REVIEWED BY: Deanne Friess
 Director, Development Services

MAP 1 - Official Plan**File Number: 2026/03****File Type: Official Plan Amendment, Zoning By-Law Amendment
& Modifications to Draft Plan of Subdivision 30T11701****Location: 2699 Victoria Street North & Greenhouse Road
(Plan 58M657 Block 124)**

2026-07-30

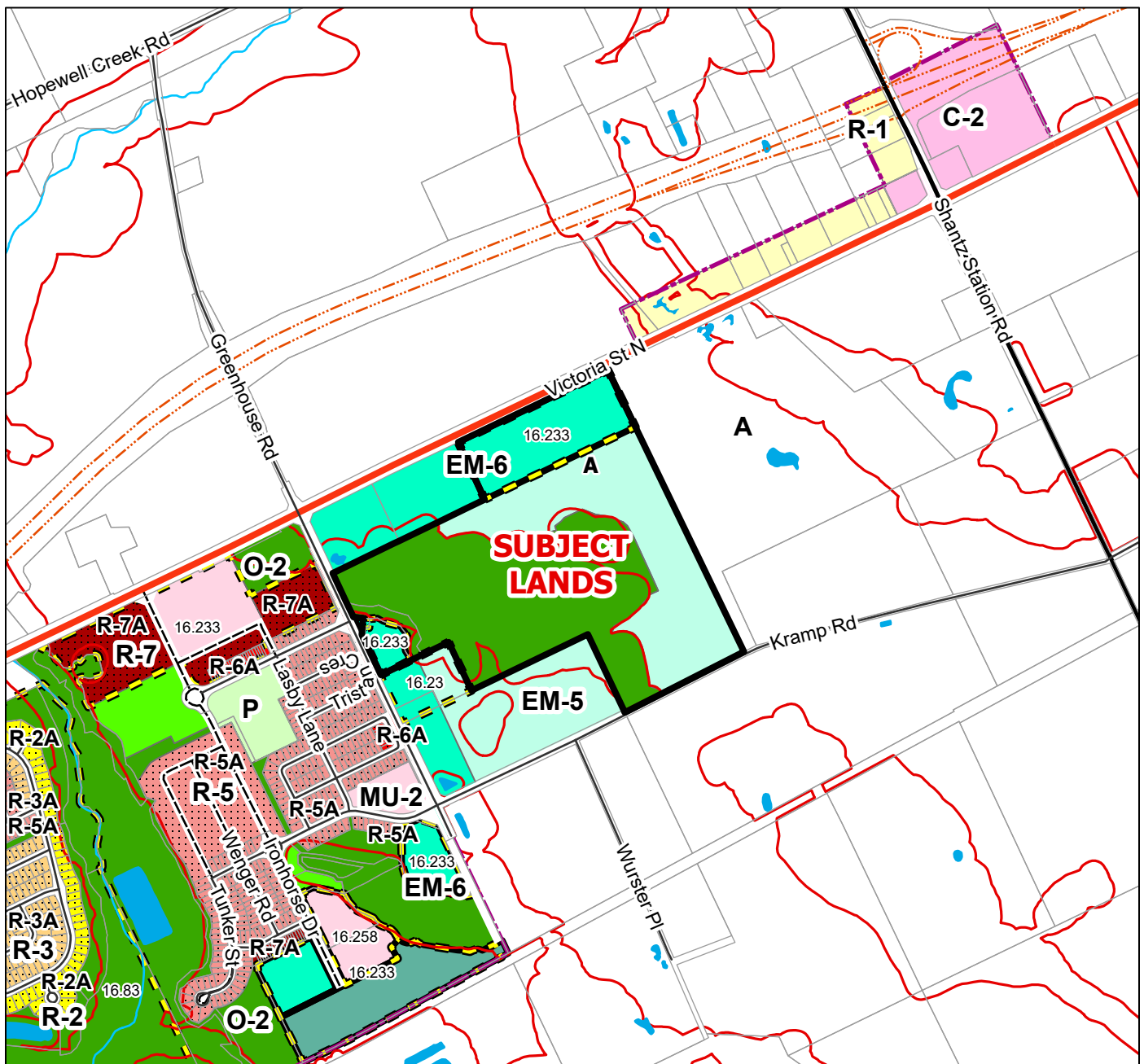
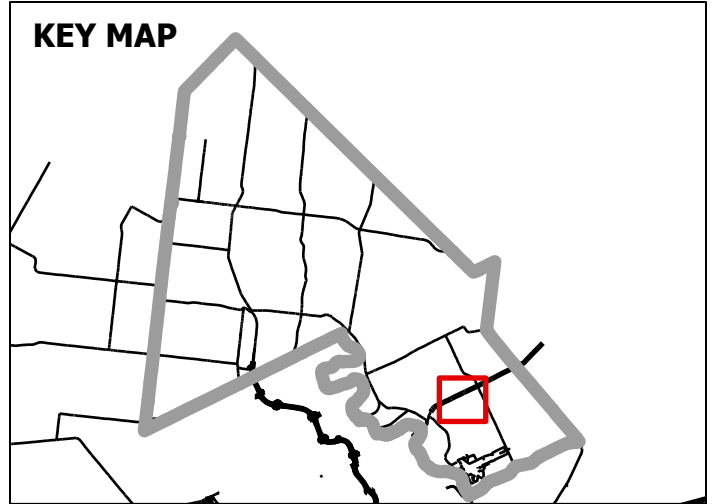
MAP 2 - Zoning
File Number: 2026/03
File Type: Official Plan Amendment,
Zoning By-Law Amendment
& Modifications to Draft Plan of
Subdivision 30T11701
 2699 Victoria Street North & Greenhouse Road
 (Plan 58M657 Block 124)

Scale: 1:15,000



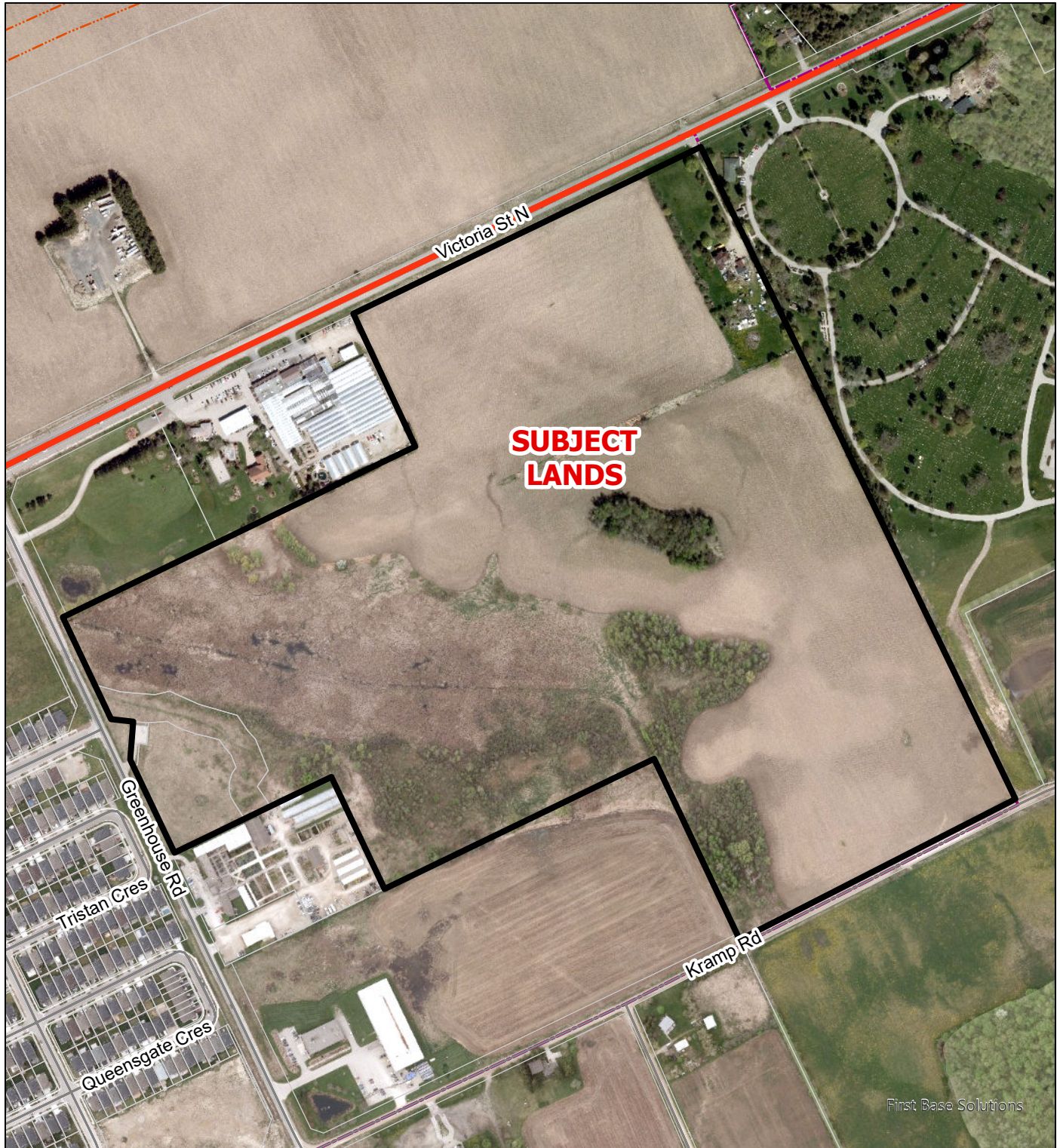
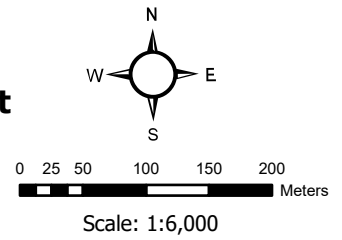
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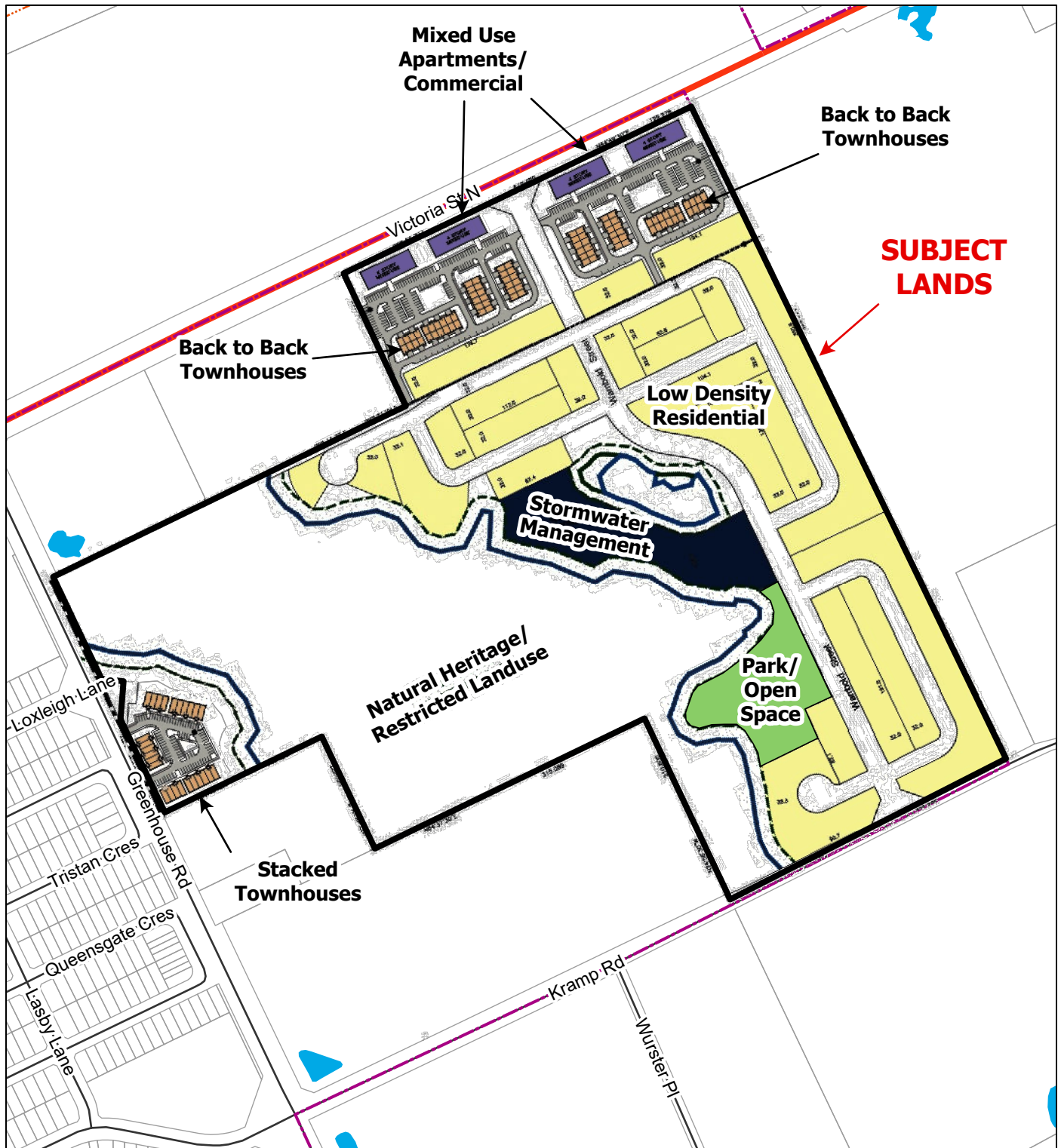
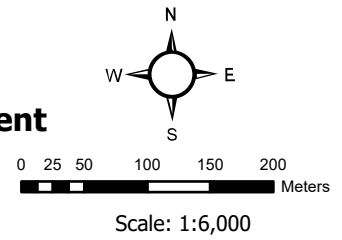
KEY MAP



2026-07-30

MAP 3- Aerial Photo
File Number: 2026-03
File Type: Official Plan Amendment, Zoning By-Law Amendment
& Modifications to Draft Plan of Subdivision 30T11701
Location: 2699 Victoria Street North and Greenhouse Road
(Plan 58M657 Block 124)



MAP 4 - Conceptual Plan**File Number: 2026-03****File Type: Official Plan Amendment, Zoning By-Law Amendment
& Modifications to Draft Plan of Subdivision 30T11701****Location: 2699 Victoria Street North and Greenhouse Road
(Plan 58M657 Block 124)**

2026-07-10

From: McKenzie Embree [REDACTED]
Sent: September 3, 2026 10:00 AM
To: Victor Labreche <vlabreche@woolwich.ca>
Subject: [EXT] Thomasfield Homes Breslau Application – Letters of Support

[EXTERNAL EMAIL] DO NOT CLICK links or attachments unless you recognize the sender and know the content is safe.

Hi Victor, I would like to advise that I support the application and believe we need more housing in Breslau. I support the amendment for the lands at 2699 Victoria St North & greenhouse road - block 124 plan 58M657
thank you,
McKenzie

From: Em Jay
Sent: September 4, 2026 1:13 PM
To: Victor Labreche <vlabreche@woolwich.ca>
Subject: [EXT] Fwd: Support Local Development

Dear Mayor Shantz and Members of Council,

I'm writing regarding my support for the Thomasfield Homes proposal on Victoria Street (Greenhouse Road).

This site is a natural extension of Breslau, within the area and connecting to a community that is already developed. I support the plan of mixed housing types and the large greenspace this plan offers.

The parks, open space, and commercial section will be a positive addition to this growing area.

I hope Council considers approving this proposal.

Regards,

Morwin Johans nedumparambil George

Woolwich, NOB1M0

[EXT] Development on Victoria St and Greenhouse Rd.

Ciro Gucciardi

Victor Labreche

September 4 2026

[EXTERNAL EMAIL] DO NOT CLICK links or attachments unless you recognize the sender and know the content is safe.

Dear Mr. Labreche, Mayor Shantz and Members of Council,

I'm writing to support the Thomasfield Homes application at Victoria Street and Greenhouse Road.

There is obviously a need for more housing across Waterloo Region and I think municipalities need to support good locations where that housing can actually be built.

To me this is a sensible extension of Breslau. It is within the existing settlement area and connects with a community that is already growing.

I especially support having different types of homes. We need places for first-time buyers, families, seniors and people who simply don't need or want a detached house.

The parks, open space and commercial pieces also make this feel more like a complete neighbourhood.

Overall I think this is good growth for Breslau and I hope Council supports it.

Sincerely,

Ciro Gucciardi

Breslau, Ontario

NOB 1M0

From: Angelika Djirard <
Sent: September 7, 2026 1:45 PM
To: Victor Labreche <>
Subject: [EXT] Support for Thomasfield Homes Application in Breslau

[EXTERNAL EMAIL] DO NOT CLICK links or attachments unless you recognize the sender and know the content is safe.

Hi Council,

I'm writing to express my support for the Thomasfield Homes application in Breslau.

As someone who lives in Breslau, I see firsthand why so many people want to call this community home. Waterloo Region continues to need more housing, and I believe this development is a sensible opportunity to add new homes in a growing community where people genuinely want to live.

I also appreciate that the proposed development includes a mix of housing options, including houses, townhomes and apartments. Providing different types of homes gives more people and families the opportunity to find something that works for them and become part of the community.

Breslau is a great place to live, and I believe thoughtful growth is an important part of its future. I hope Council will support and approve the application.

Thanks,

Angelique Guerard



Township of Woolwich
 Attn: Victor Labreche
 Manager of Planning, Township of Woolwich

September 8, 2026

Letter of Support for Thomasfield Homes - Proposed Development at 2699 Victoria Street North and Greenhouse Road in Breslau.

Good afternoon Victor,

On behalf of the Grand Highlands Home Builders' Association (GHHBA), I am writing to express our support for Thomasfield Homes' proposed development at 2699 Victoria Street North and Greenhouse Road in Breslau.

Waterloo Region continues to face a significant need for additional housing, and we believe this proposal represents a logical extension of the existing Breslau community. The mix of housing proposed would help provide additional housing options while building on an established community and its existing infrastructure and amenities.

As a Breslau resident myself, I am particularly supportive of thoughtful growth that allows the community to evolve and provide housing for current and future residents. We believe proposals such as this are an important part of addressing the Region's housing needs and supporting the continued growth of Breslau.

GHHBA is pleased to support the application and respectfully encourages the Township to continue working with Thomasfield Homes to advance the proposal.

Sincerely,

Melissa Jonker
 CEO, Grand Highlands Home Builders' Association

2699 Victoria Street North & Greenhouse Road (“Bisgould” Lands) Thomasfield Homes Ltd.

**Official Plan Amendment & Zoning By-law Amendment Applications 2026-03
Modifications to Draft Plan of Subdivision 30T-11701**

Public Meeting: Bisgould Lands (Thomasfield Homes Ltd.)
Tuesday, September 15, 2026

Overview

- Subject Lands
- Breslau Settlement Plan
- Development Applications
- Supporting Studies
- Planning Justification
- Conclusion
- Q & A



Image Source: Region of Waterloo, GIS Locator

Subject Lands

- Two parcels (total ~43.07 ha):
 - 2699 Victoria St N (~42.04 ha)
 - [0] Greenhouse Rd (~1.03 ha)
- Current uses: single dwelling, agricultural field crops, natural heritage features.

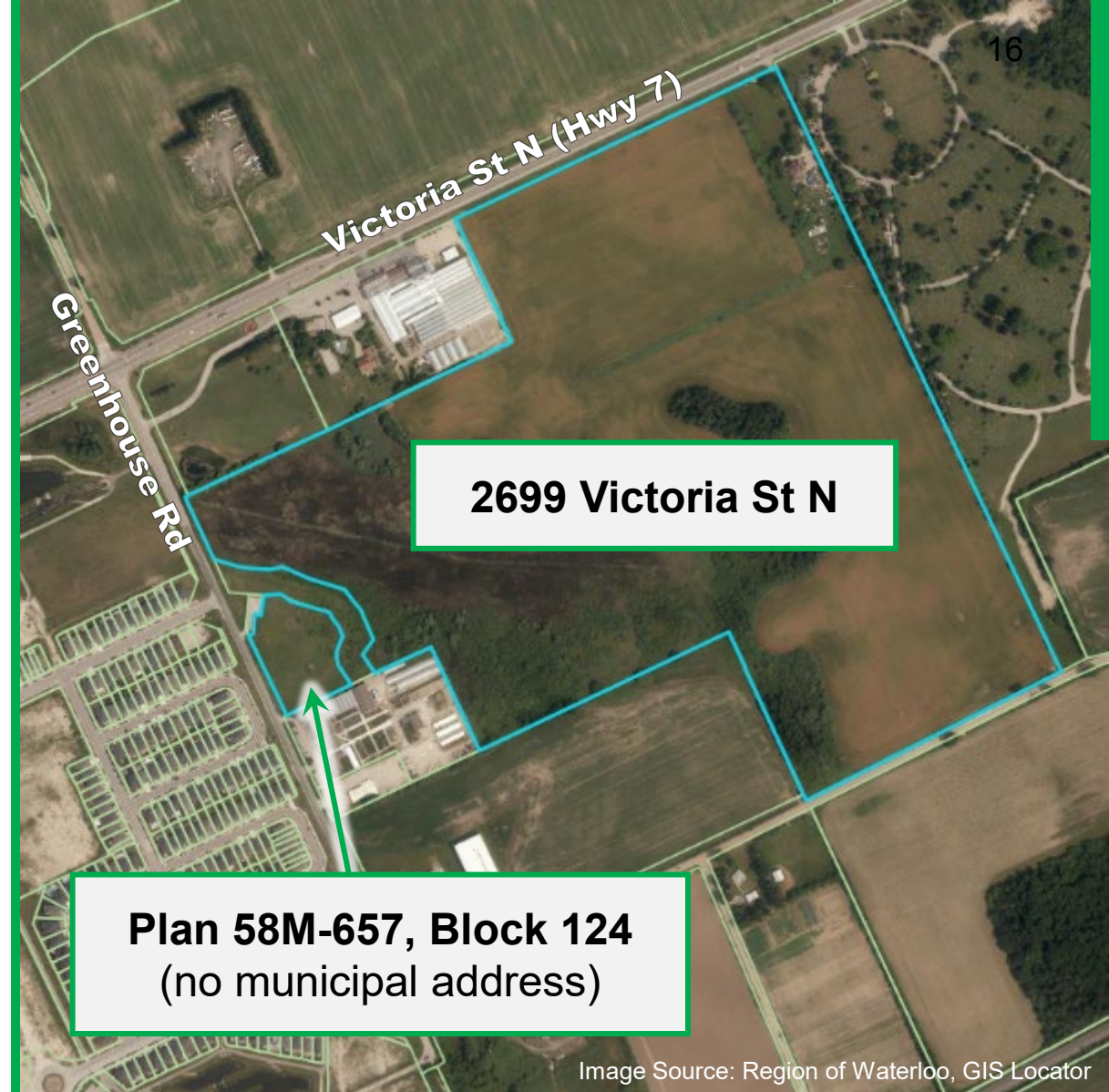


Image Source: Region of Waterloo, GIS Locator

Subject Lands

- Part of larger Hopewell Crossing Subdivision (Draft Plan 30T-11701):
 - Block 52 — Registered as part of Phase 1B in 2020.
 - Blocks 53–57, 66, 72, 73, 79, 85 — Part of Phase 4 (not yet registered).
- Received draft approval on May 25, 2016, through Order of OMB.
- Changes to draft plan and conditions approved in 2018 and 2025.

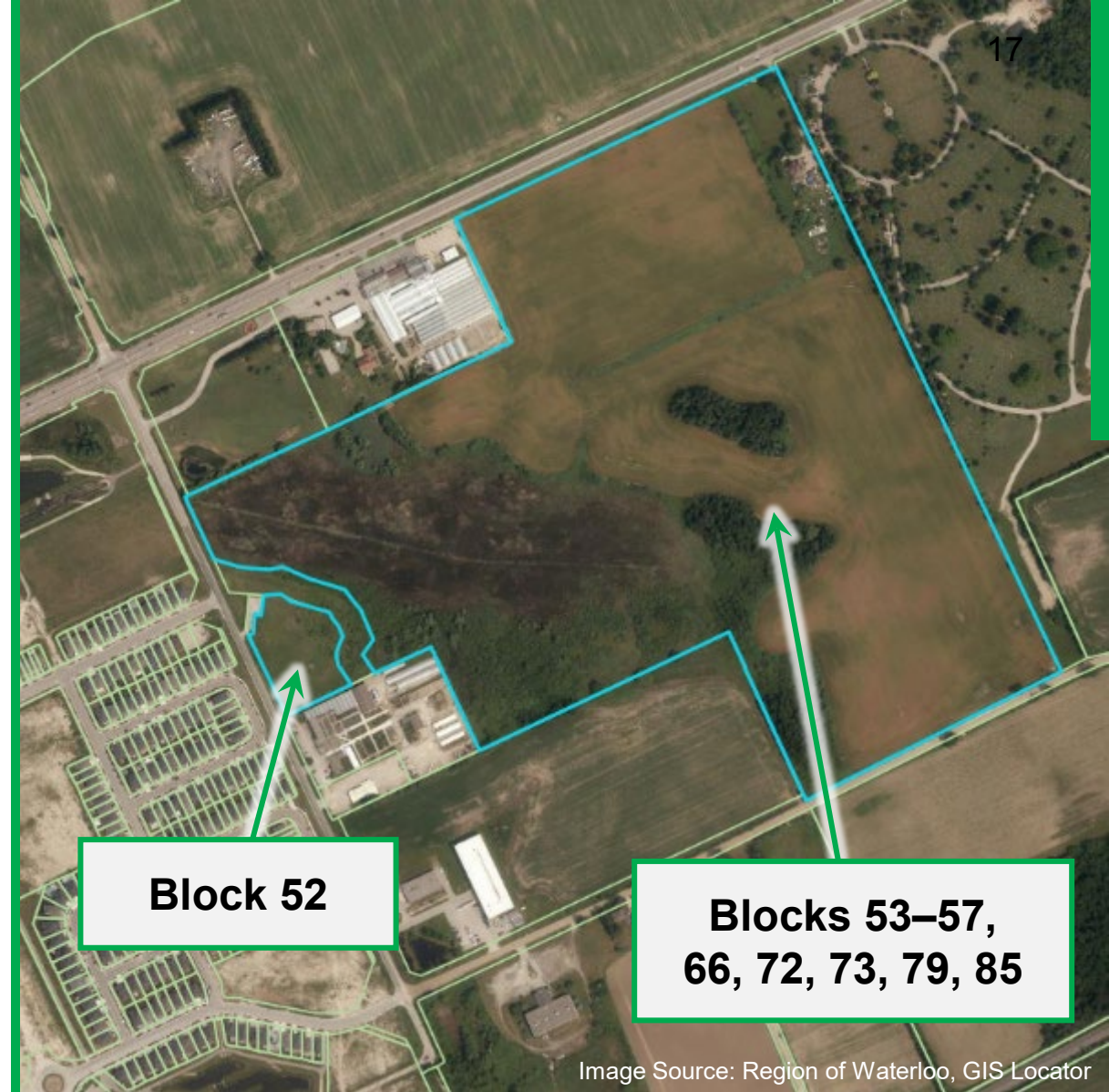
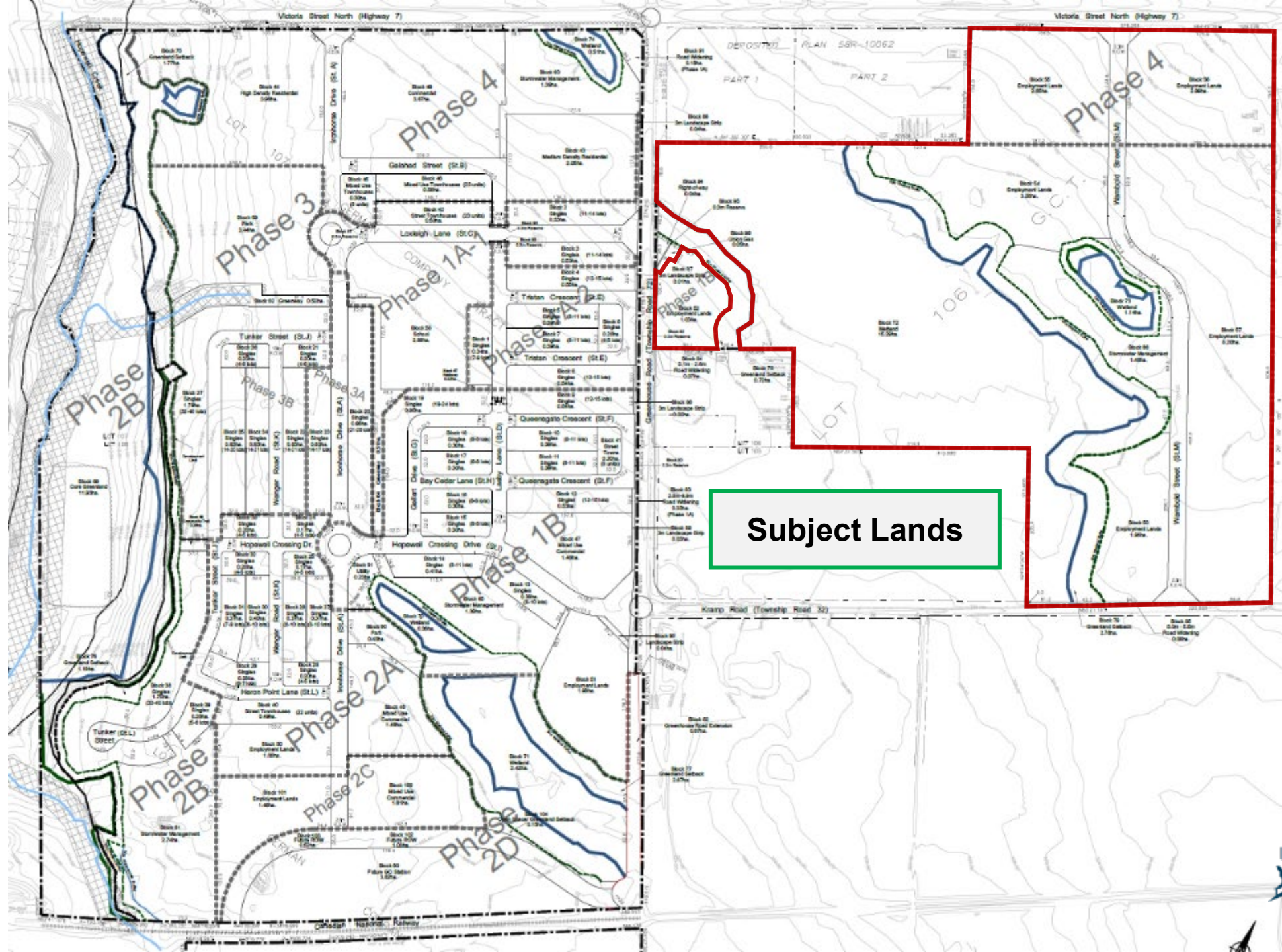
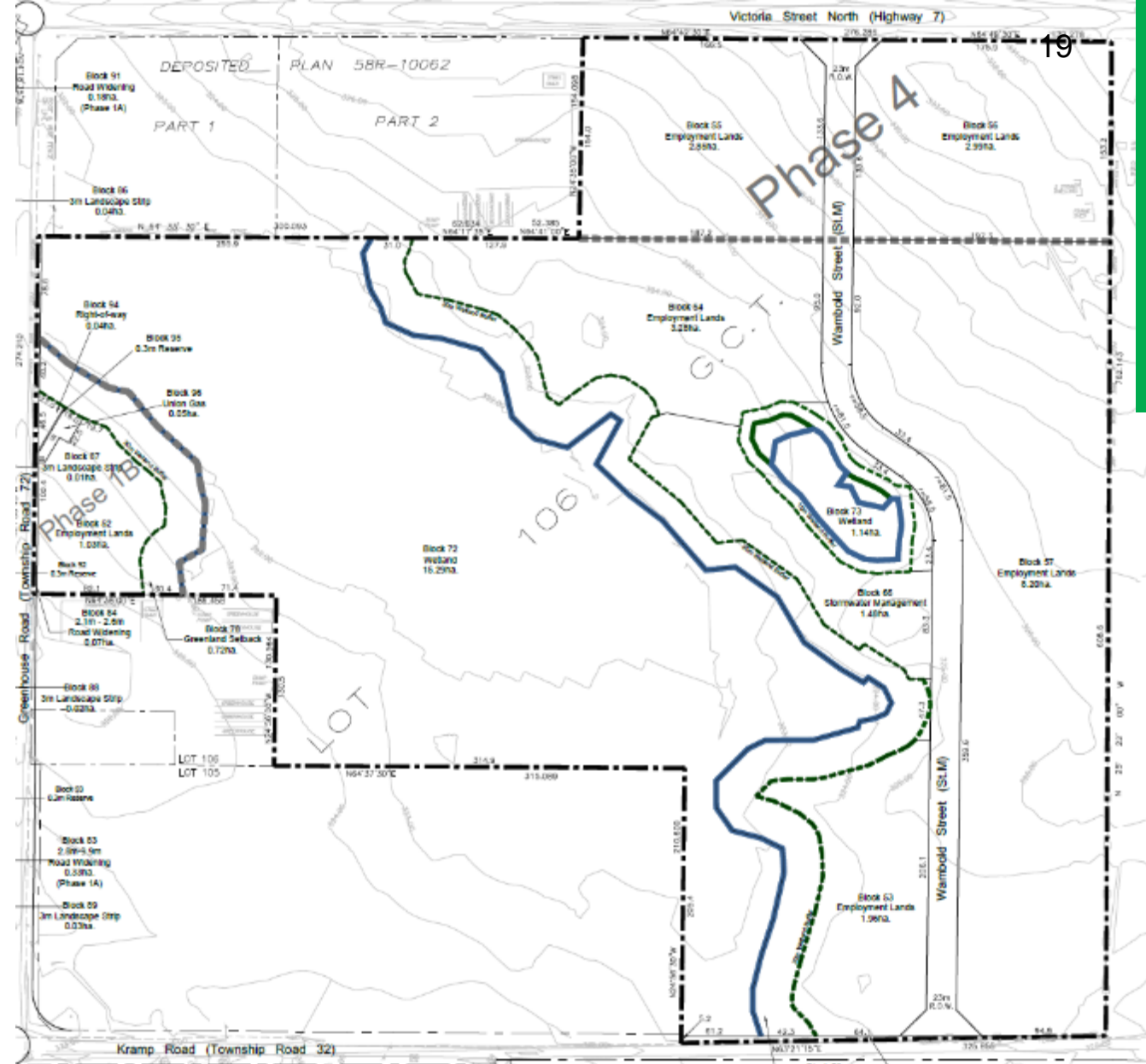


Image Source: Region of Waterloo, GIS Locator



Subject Lands

- Draft approval (OMB Order) in May 2016: draft-approved as “Employment Lands”.
- Draft approval includes Wambold St (Street ‘M’) between Kramp Rd and Victoria St N.
- Phase 4: conditions include transfer of Victoria St N (current Hwy 7) from Province to Region.



Breslau Settlement Plan

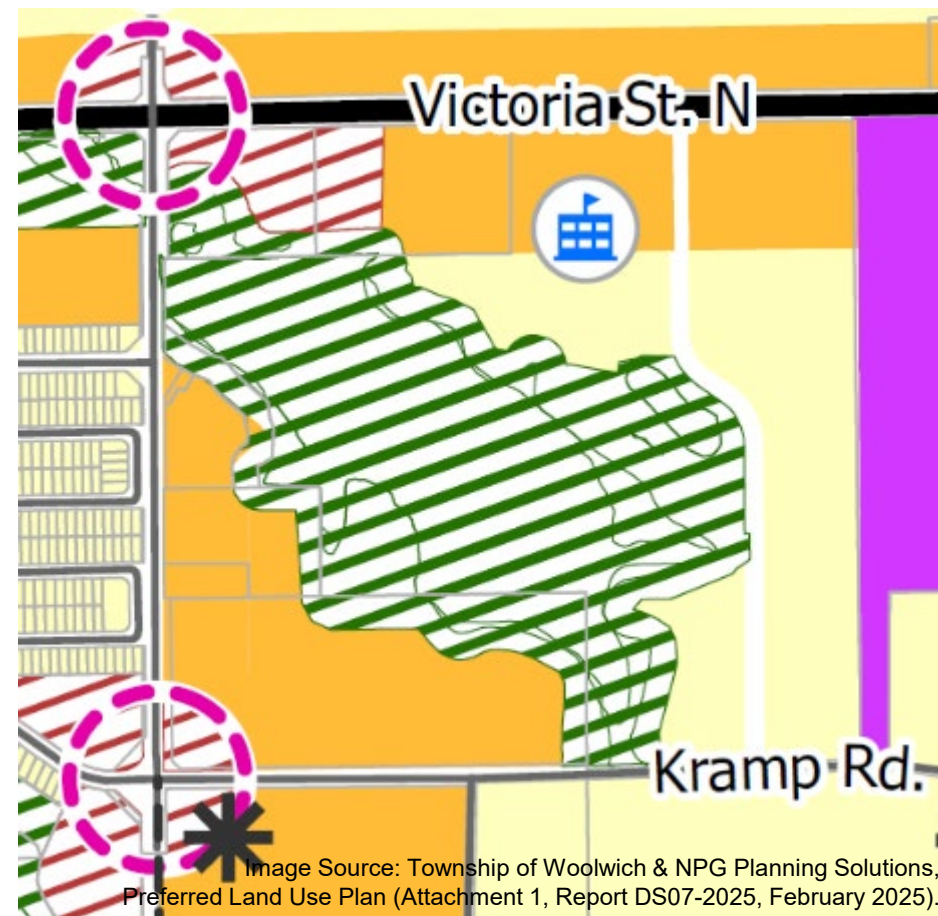
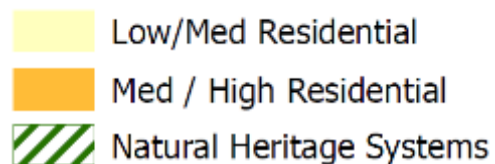
- Initiated as part of OP Update in early 2023.
- Thomasfield has been actively involved throughout process.
- Written comments submitted in August 2023, July 2024, and February 2025.
- Comments have included development concepts for Subject Lands similar to those submitted with applications.

Image Source: Township of Woolwich & NPG Planning Solutions,
Township of Woolwich Official Plan (Draft, September 2026).



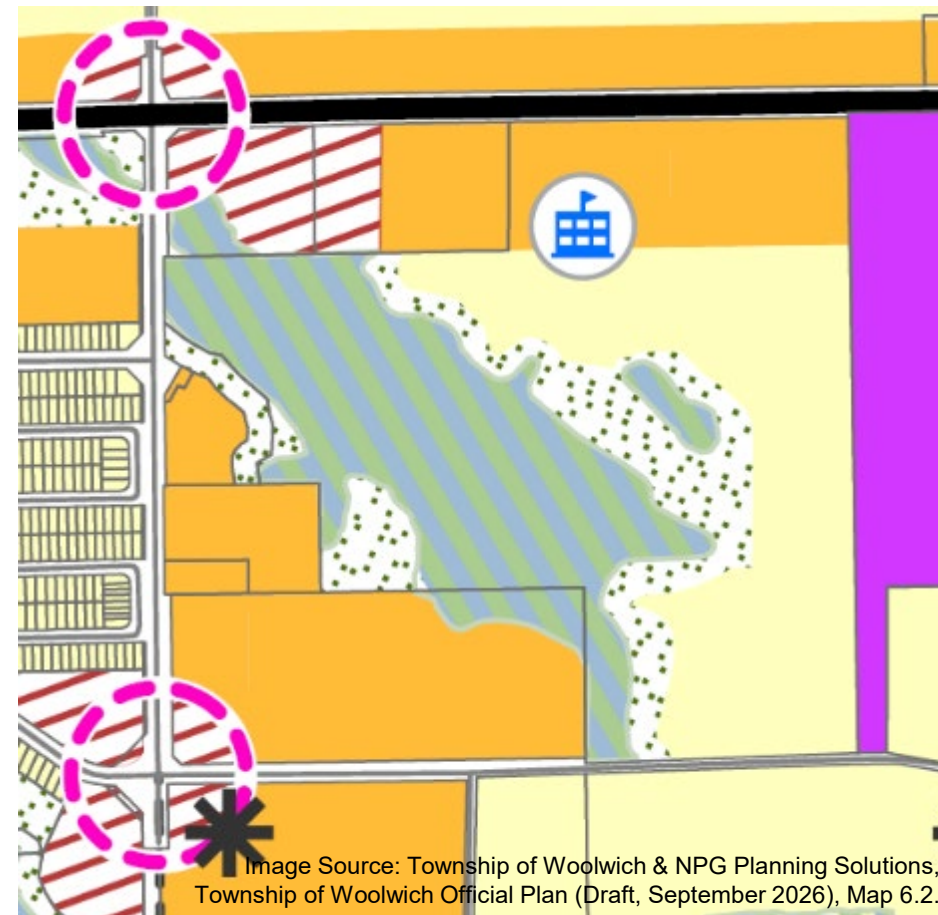
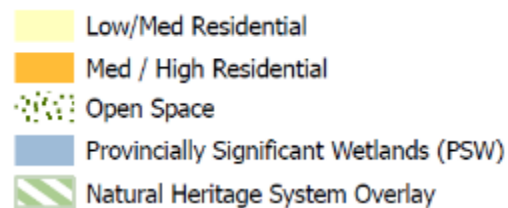
Breslau Settlement Plan

- Preferred Land Use Plan endorsed by Township Council in February 2025.
- Proposed designations: combination of “Low / Med Residential” (yellow), “Med / High Residential” (orange), “Natural Heritage Systems” (green lines).



Breslau Settlement Plan

- Preferred Land Use Plan endorsed by Township Council in February 2025.
- Proposed designations: combination of “Low / Med Residential” (yellow), “Med / High Residential” (orange), “Open Space” (speckled green).
- Similar designations shown in most recent draft.



Breslau Settlement Plan

- Proposed Staging Plan (Map 6.5 in draft Official Plan) shows Subject Lands as “Phase 2 (2026–2034)”.
- “Current allocated development (2017–2042)” identified as “Phase 1” on Staging Plan.

Phase of Planned Development

-  Built Boundary / Infil and Intensification Areas
-  Phase 1: Current Allocated Development 2017 - 2042
-  Phase 2: 2026 - 2034

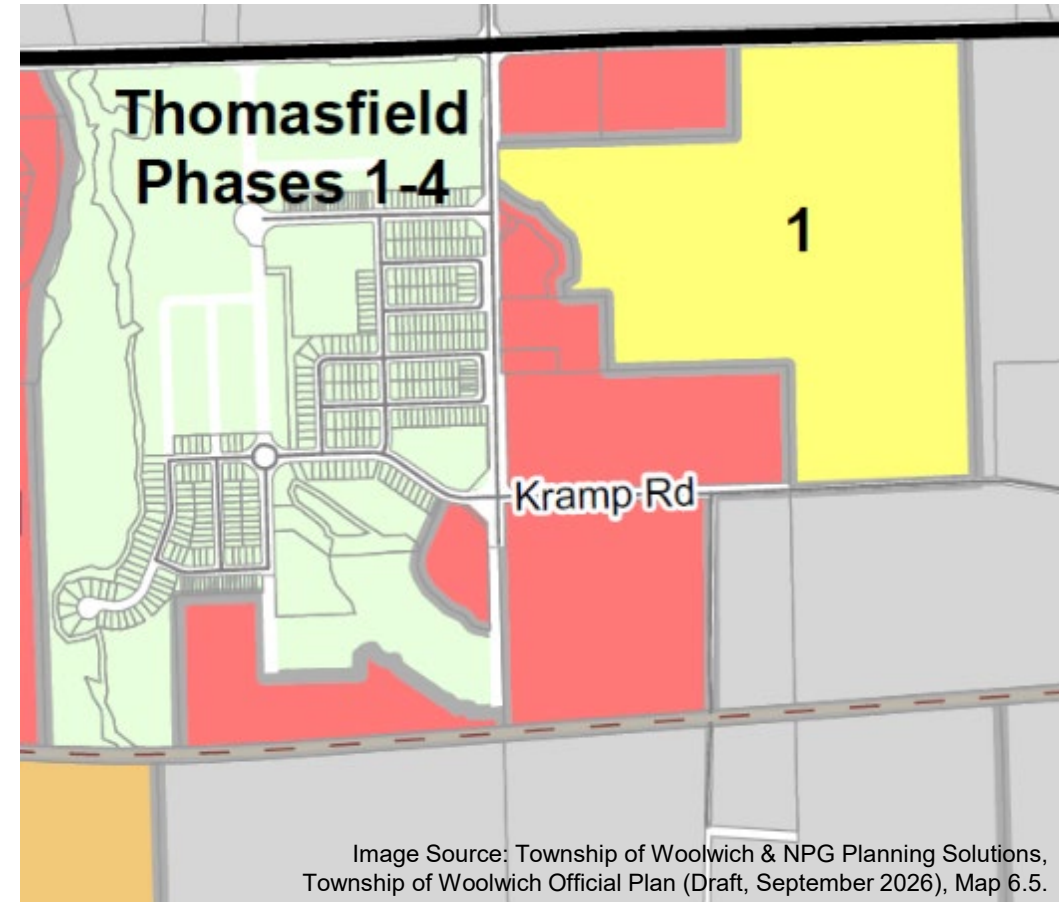


Image Source: Township of Woolwich & NPG Planning Solutions,
Township of Woolwich Official Plan (Draft, September 2026), Map 6.5.

Development Applications

- Modifications to Draft Plan & Associated Conditions
- Zoning By-law Amendment
- Official Plan Amendment

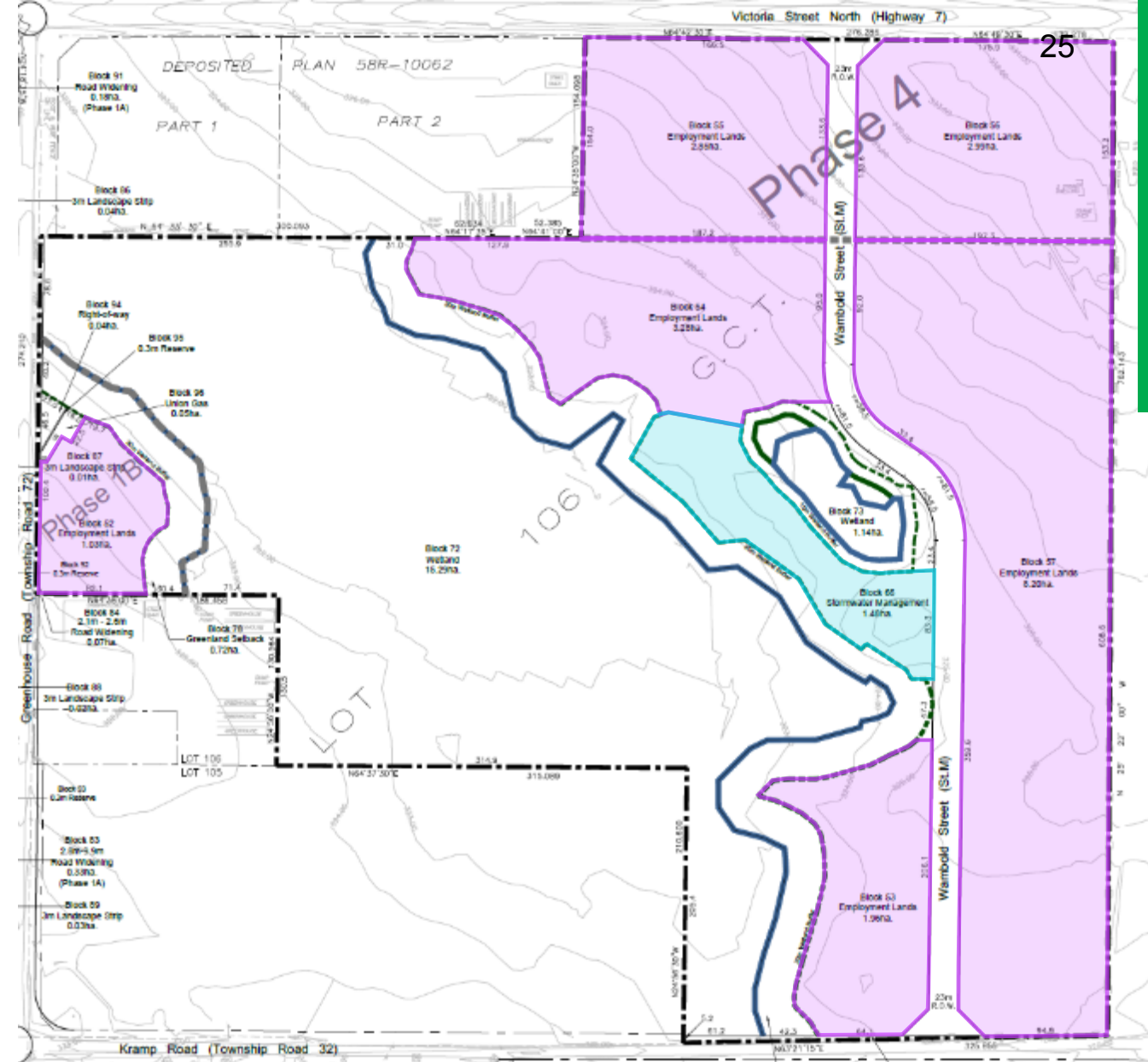


Image Source: Region of Waterloo, GIS Locator

Modifications

Current draft-approved plan:

	Employment Lands	
	Block 52	1.02 ha
	Blocks 53–57	19.28 ha
	Stormwater Management	
	Block 66	1.48 ha

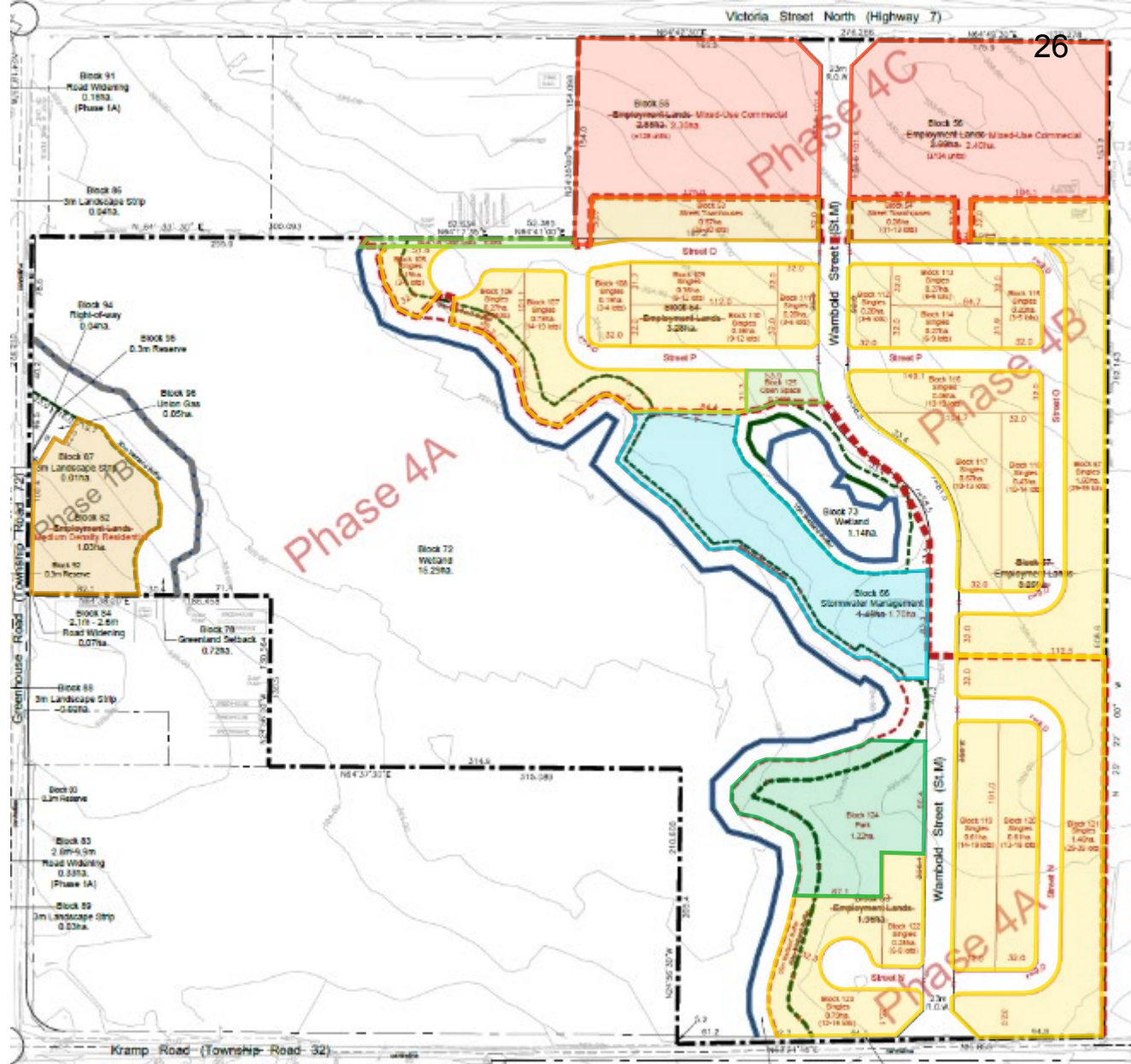


Public Meeting: Bisgould Lands (Thomasfield Homes Ltd.)
Tuesday, September 15, 2026

Modifications

Proposed land uses:

	Single Dwellings (195–267 units)	10.25 ha
	Townhouses (36–43 units)	0.83 ha
	Medium-Density (52 units)	1.03 ha
	Mixed-Use Comm'l (262 units)	4.70 ha
	Park	1.22 ha
	Open Space	0.24 ha
	Stormwater Mgmt	1.70 ha



Modifications to Draft Conditions

- Changes to land use descriptions.
- Creation of new blocks.
- Addition of new streets.
- Increase in number of dwelling units.
- Sub-phasing of Phase 4 and incorporation of residential blocks.

Zoning By-law Amendment

Current zones:

-  Employment — EM-5, EM-6
-  SWM — O-2

Proposed zones:

-  Single Dwellings — R-5A
 -  Townhouses — R-6A
 -  Medium-Density — R-6A (H1)
 -  Mixed-Use Comm'l — MU-2 (H2)
 -  Park
 -  Open Space
 -  SWM — O-2
- } O-1

Official Plan Amendment

- Proposed designations (based on designations in current Official Plan)
 - Low/Medium Density Residential
 - Medium/High Density Residential
 - Open Space / Recreational
 - Environmental Protection
- Generally align with designations on Preferred Land Use Plan and in draft new Official Plan.



Supporting Studies

- Functional Servicing & Stormwater Management Report
- Environmental Impact Study
- Geotechnical Investigation
- Hydrogeological Site Assessment
- Chloride Impact Assessment
- Transportation Impact Study
- Noise Feasibility Study

Servicing & Stormwater Management

- Approved draft plan has accounted for sanitary and water demand through Hopewell Crossing.
- Preliminary demand calculations show sanitary demand is less than previously assumed under draft-approved plan.
- Water demand calculations are similar to previous draft-approved values and will need to be confirmed through consultation with Region and Township.
- SWM to be provided by centralized facility to meet all quality and quantity control requirements.

Environmental Impact Study

- Large wetland not PSW but is locally important for diversity and habitat.
- Snapping turtle and associated habitat will be maintained and enhanced.
- No species at risk documented through surveys.
- Location of SWM block will provide enhanced connectivity between wetland features.
- Tree retention maximized through alterations to grading plan.

Transportation Impact Study

- Greenhouse Road townhouse block (“Block 52”) — 30 am/pm peak-period trips.
- Phases 4A & 4B — 194 am, 247 pm peak-period trips.
- Phase 4C — 153 am, 192 pm peak-period trips. (Considered separately because of Victoria St N jurisdiction.)
- Unlikely that traffic signal will be warranted at Victoria St N / Wambold St intersection.

Planning Justification

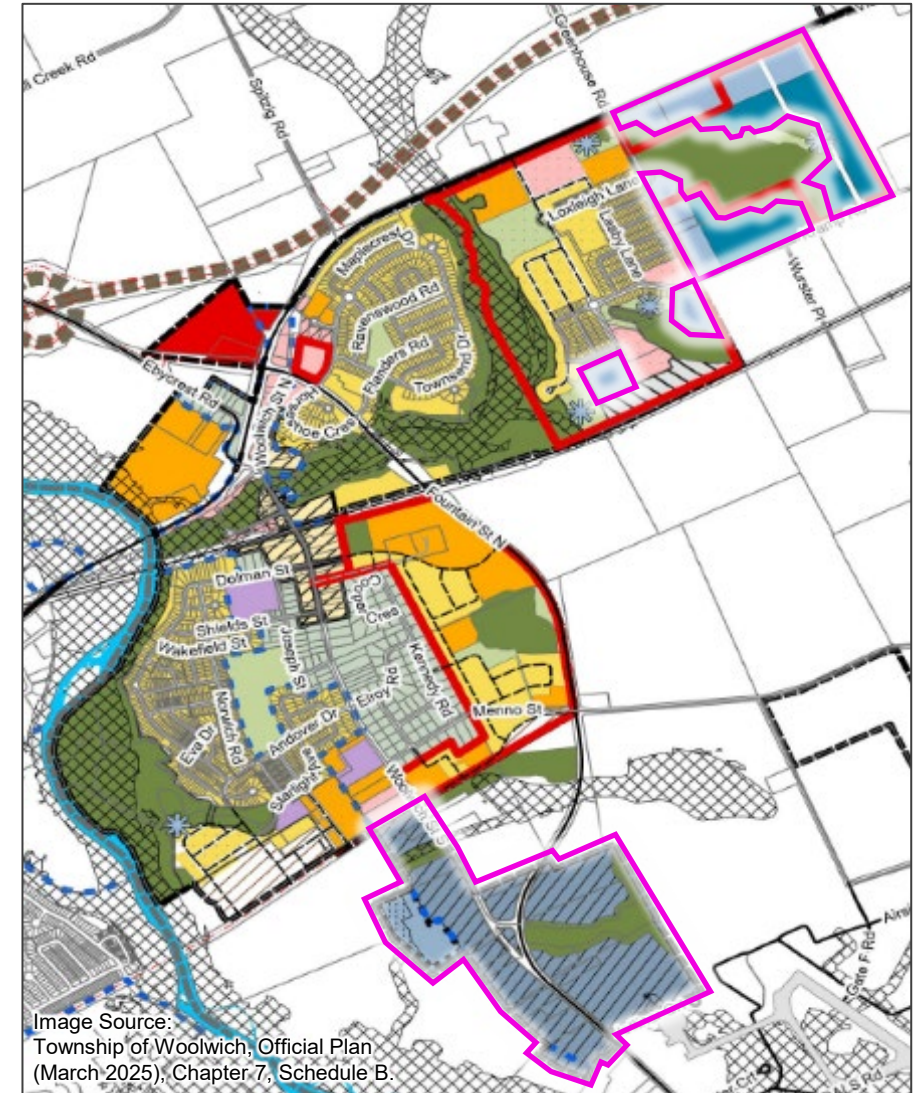
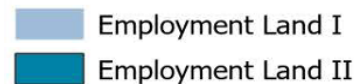
Housing:

- Proposed development will provide range of housing types (single detached, townhouses, apartment units) and sizes.
- Township's Housing Needs Assessment Report (Sept. 2024):
 - Action Item 7.2: Promote subdivisions with increased density and variety of unit types.
 - Action Item 7.4: Encourage developers to consider forms that increase density and offer modest footprints and diversity of built form.

Planning Justification

Conversion of employment lands:

- Current (in effect) Official Plan shows ~100.49 ha in Breslau (“Employment Land I” or “Employment Land II”).

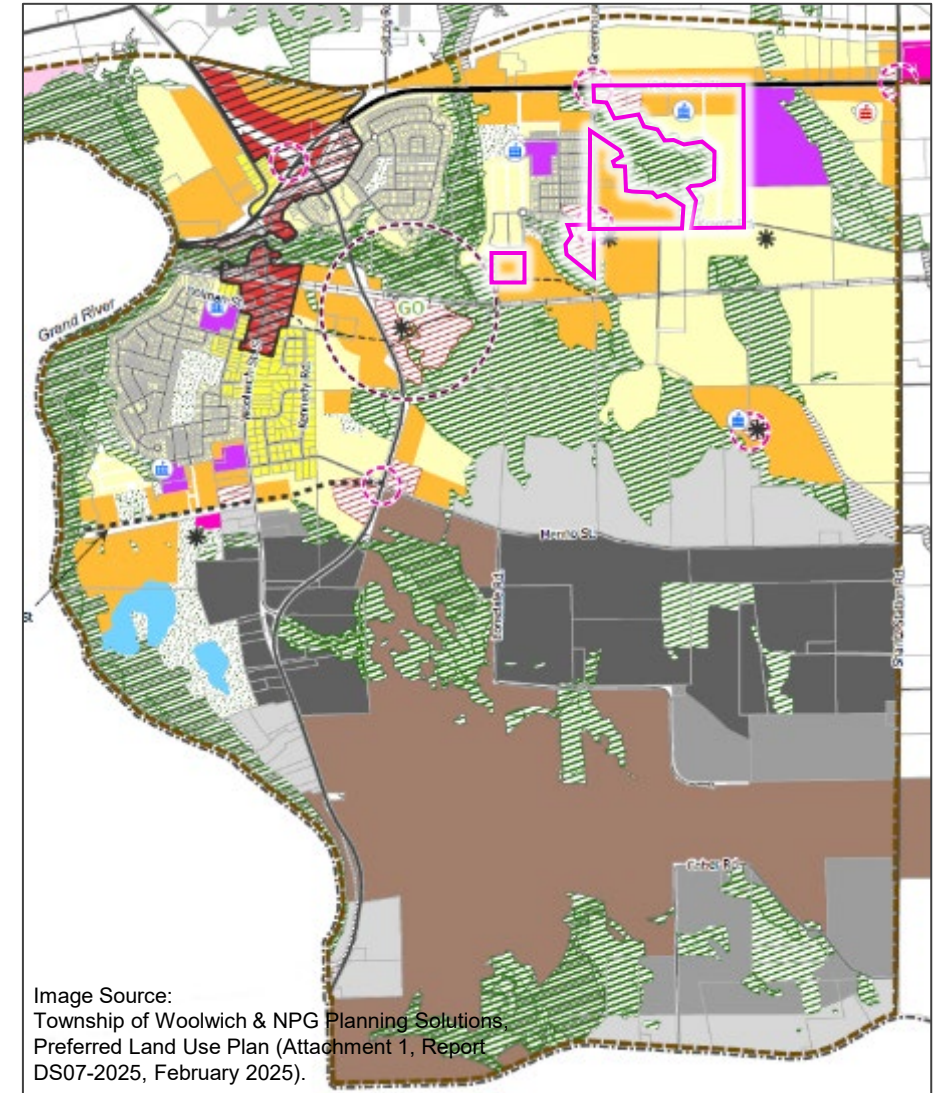


Planning Justification

Conversion of employment lands:

- Preferred Land Use Plan proposes conversion of ~41.61 ha to non-employment uses,

■ Employment Land 1
■ Employment Land 2

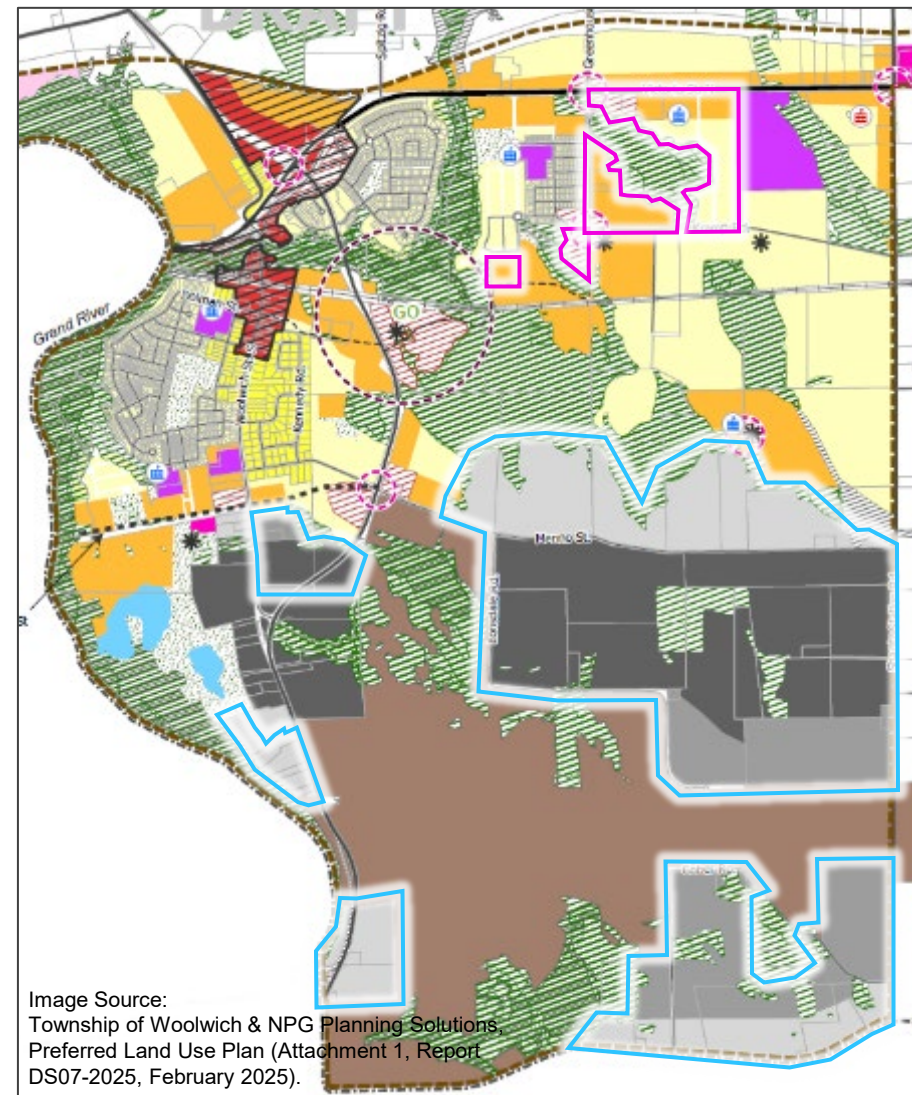


Planning Justification

Conversion of employment lands:

- Preferred Land Use Plan proposes conversion of ~41.61 ha to non-employment uses, addition of ~458.7 ha of “Employment Land 1” or “Employment Land 2” for a net increase of ~417.1 ha in Breslau.

■ Employment Land 1
■ Employment Land 2



Planning Justification

Conversion of employment lands:

- Current (in effect) Official Plan shows ~100.49 ha in Breslau.
- Preferred Land Use Plan proposes conversion of ~41.61 ha to non-employment uses, addition of ~458.7 ha employment land.
- Net increase of ~417.1 ha in Breslau.
- Subject Lands not needed to accommodate employment growth; need for additional residential land to be designated.

Planning Justification

- Development will be provided with municipal services in a manner that makes use of existing infrastructure and that will protect public health and safety.
- Internal road network provides appropriate level of connectivity while balancing other important considerations.
- Building heights will comply with Airport Zoning Regulations.
- No further archaeological assessment recommended.
- Not subject to natural or human-made hazards.

Planning Justification

- Supports the Planned Township Structure.
- Designed to support creation of complete communities.
- Provides for protection and enhancement of natural heritage features and water resources.
- Includes continuous network of sidewalks.
- Can support direct and efficient transit, if services become available.

Conclusion

- Proposed modifications to existing draft-approved subdivision to support residential and mixed-use development.
- Conforms with long-term direction contemplated through OP update.
- Will protect form and function of wetland features, provide net gain in natural cover.
- Servicing demand and capacity align with existing approvals.
- Consistent with PPS 2024, conforms with Township's current OP.



Image Source: Region of Waterloo, GIS Locator

Arthur Street Improvements and Potential Elmira Bypass Class Environmental Assessment

Woolwich Council Update
September 15, 2026



Region of Waterloo

Problem and Opportunity Statement

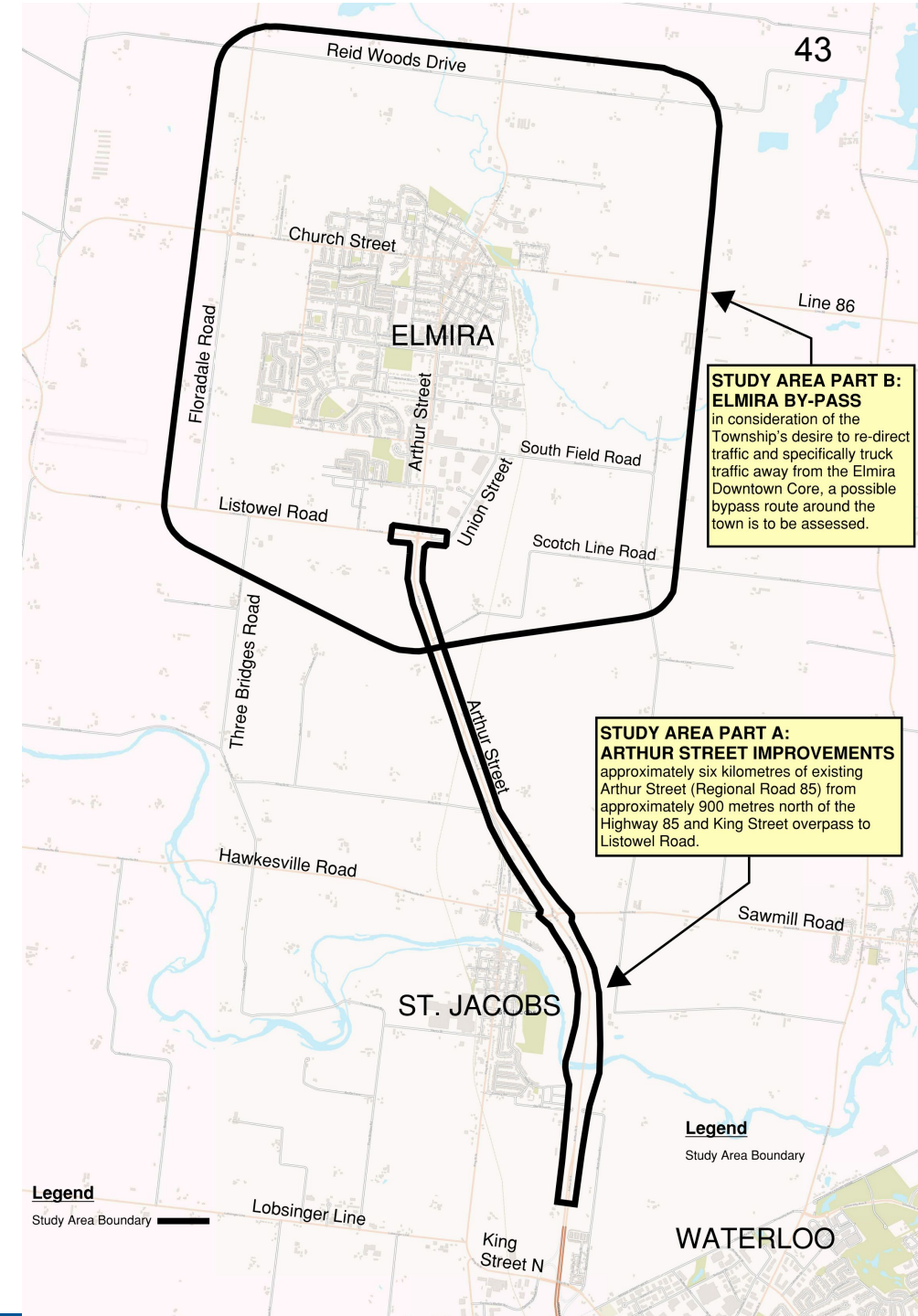
To be consistent with the Township of Woolwich's plans to enhance the Elmira Downtown Core, the Arthur Street corridor must provide safe conditions for all modes of travel.

Part A: Arthur Street from south Elmira to Highway 85

- Facilities for multi-modal transportation are inadequate.
- Safety conditions along the corridor should be enhanced for all modes of travel.

Part B: Elmira Bypass

- The presence of trucks in the Downtown core presents challenges for a pedestrian focused corridor.
- North-south active transportation facilities in Elmira are inadequate.
- Current traffic operations are poor during peak hours at the intersection of Arthur Street and Listowel Road.



What We've Heard

Public Meeting #2 — October 2025

Public Meeting #2 presented the Part A and Part B evaluation results, confirmed the preferred designs, and gathered public feedback. **The key message from the public was a concern for the operations of the Arthur Street intersection at Listowel Road / Union Street.**

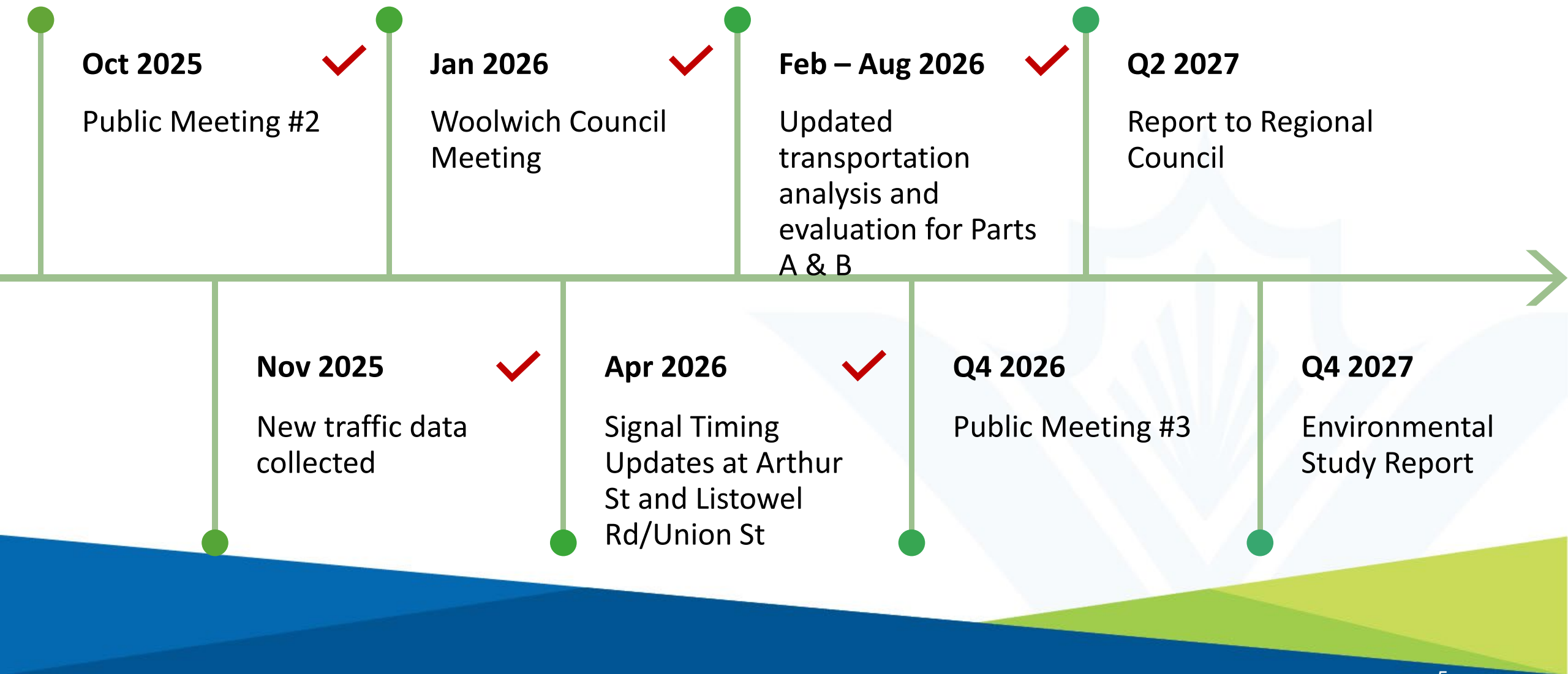
Woolwich Council Meeting — January 2026

Woolwich Township presented the preferred Part A alternative, which retained a two-lane cross-section, and introduced a **new Woolwich-recommended bypass alignment for Part B. Regional staff were advised that Woolwich Council's principal concern was whether the proposed corridor for Part A should accommodate a four-lane cross-section.**

How is the Region addressing the feedback?

- **For Part A: Arthur Street from south Elmira to Highway 85**
 - Collecting more recent traffic data including travel time and speed data.
 - Traffic signal timing updates to improve the operations of Arthur Street at Listowel Road/Union Street.
 - Updating the transportation analysis and evaluation of alternatives.
- **For Part B: Elmira Bypass**
 - Developing the new alignment proposed by Woolwich Township and updating the evaluation of alternatives
- **Public Meeting #3**
 - The Region will hold a third public meeting to present the updated transportation analysis, updated evaluations, and gather feedback on the updated preferred designs for Parts A & B.

What has been done and what is planned?



Thank you!

Please visit the project website www.engagewr.ca/arthur-street-and-bypass-ea or contact a member of the project team if you have additional questions:

Mike Henderson
Director, Transportation Services

Further questions can be directed to;
Oriana Aguas
Project Manager
Region of Waterloo
150 Frederick Street, 6th Floor
Kitchener, ON N2G 4J3
oaguas@regionofwaterloo.ca

**Township of Woolwich
Summary of Recommendations
From August 25, 2026 Regular Meeting of Council**

1. C10-2026: Comprehensive Human Resources Policy Review – Phase 1

That the Council of the Township of Woolwich, considering Report C10-2026 respecting Comprehensive Human Resources Policy Review – Phase One,

1. approve the proposed phase one policy amendments with the following changes from the drafts attached to the report:
 - a. changing the word “during” to “before” in Policy #29 on page 22 of the report; and
 - b. maintaining the current vacation entitlement framework, and
2. direct staff to conduct a future review of the vacation entitlement framework and benefit packages with the next compensation review.

2. DS31-2026: Telecommunications Tower - 31 Parkside Drive, St. Jacobs

That the Council of the Township of Woolwich, considering Report DS31-2026 respecting Telecommunications Tower – 31 Parkside Drive, St. Jacobs:

1. Advise Teletek Structures Inc. and Bell Mobility Inc. that the Township has no objection to the proposed 50- metre telecommunications tower on the lands known as 31 Parkside Drive, in St. Jacobs, as shown on the attached site plan.
2. Request that before the building permit is issued, a lease agreement be entered into to the satisfaction of the Township.

3. F11-2026: Updated Sick Leave/Short -Term Disability Analysis

That the Council of the Township of Woolwich, considering Report F11-2026 respecting Updated Sick Leave / Short-Term Disability Analysis direct staff to:

1. Maintain the existing sick leave program;
2. Continue to review existing sick leave policy with the goal of increasing accountability (such as by separating sick and personal days and implementing an attendance management program) and reducing the unfunded sick leave liability (through a cap on maximum sick balances and/or appropriately funded employee future benefits reserve);
3. Direct staff to perform a further review of the sick leave program and the costs and benefits of a short-term disability program before June 2027 to monitor potential cost savings or risk reductions; and

4. Direct staff to include sick time and vacation data with the quarterly overtime and lieu reporting.

4. C09-2026: IT Division Structure

That the Council of the Township of Woolwich, considering Report C09-2026 respecting IT Division Structure, approve the new structure for IT Services as set out in the report.

Township of Woolwich

Special Council Meeting Minutes



Tuesday, June 16th 2026 - 7:00 p.m.
Council Chambers – with YouTube Livestream
24 Church Street West, Elmira

Present: Mayor Sandy Shantz
Councillor Bonnie Bryant
Councillor Evan Burgess
Councillor Nathan Cadeau
Councillor Kayla Grant
Councillor Eric Schwindt

Staff Present: Chief Administrative Officer David Brenneman
Clerk/Director of Corporate Services Jeff Smith

* indicates remote participation in the meeting

Approval of Agenda (6:00 p.m.)

Moved by Councillor Grant
Seconded by Councillor Bryant

That the Council of the Township of Woolwich approve the agenda dated June 16th 2026 as presented.

...Carried

Closed Session

Public Resolution to Move into Closed Session

Moved by Councillor Schwindt
Seconded by Councillor Grant

That the Council of the Township of Woolwich convenes in closed session on June 16, 2026 at 6:00 p.m. in accordance with section 239 of the *Municipal Act, 2001*, for the purposes of considering the following:

- a. educating or training the members (Development Charges Training).

...Carried

Call to Order (7:30 p.m.)

Roll Call

Mayor Shantz called the Special Council meeting to order.

Public Resolution to Reconvene in Open Session (7:31 p.m.)

Moved by Councillor Bryant
Seconded by Councillor Grant

That Council reconvenes in open session.

...Carried

Land Acknowledgement

Mayor Shantz read a land acknowledgement.

Moment of Silence

Mayor Shantz noted the recent tragic vehicle accident of an Elmira family and offered Council's condolences to the family, as well as first responders, emergency personnel and support workers who were involved in responding to the accident.

Council observed a moment of silence.

Disclosures of Pecuniary Interest

None.

Council (Chair: Mayor Shantz)

Council Business

F10-2026: Development Charge Reduction Program

Director of Financial Services/Treasurer, Colm Lynn, provided Council with a presentation which outlined:

- the staff recommended approach to apply to the Development Charge Reduction Program (DCRP);
- the projects selected for the DCRP application;
- the financial impact of developing 246 units;
- the municipal financial contribution required for the two projects identified for the DCRP application; and
- the decision framework for the DCRP application.

Council discussed:

- funding options for the municipal contribution of the Breslau Wet Well project;
- the impacts of interest on external debt to fund the municipal contribution;
- cost responsibility for projects that come in over budget;
- flexibility of the cost estimates with the DCRP;
- project timeline impacts on the 2026 budget and department workplans;
- tax impacts of participating in the DCRP;
- whether housing will be more affordable as a result of the DCRP;

- requirements to be part of the DCRP;
- the impacts of not meeting the requirements or targets of the DCRP application;
- other sources of funding for the municipal contributions;
- cost recovery options after the program timeline passes;
- other municipalities applying for the DCRP and their rates of reduction;
- whether Council can opt out of the program if the Province approves the Township's application;
- funding options for the Township's Capital budget;
- inflation impacts over the three-year DC rate freeze period;
- whether a future Development Charge (DC) study can propose options to recuperate lost inflation;
- alternative rates of reduction for the application;
- using the Township's plan for growth and currently issued building permits with water allocation to calculate alternative housing unit allocations for the application;
- the Provincial guidance to base an application on historical analysis rather than projections;
- the data from the DC study that informs the DCRP application;
- concerns of different housing unit targets in the DCRP application; and
- whether changes can be made after the DCRP application is accepted by the Province.

Moved by Councillor Schwindt

Seconded by Councillor Grant

That the Council of the Township of Woolwich, considering Report F10-2026 respecting the Development Charge Reduction Program:

1. approve report F10-2026 Development Charge Reduction Program;
- 2.
3. direct staff to take the necessary steps to extend the residential Development Charge rate relief approved to eligible residential DC permits issued on or after March 30, 2026, when the program was first announced, subject to the Township being approved for DCRP grant funding;
4. acknowledge that as part of the DCRP program, current residential DCs will be frozen at the reduced rates for a period of three years and annual indexing of Residential Development Charges otherwise applicable under the Development Charges Act will temporarily not be permitted for the duration required by the program;
- 5.
6. direct staff to prepare an application to the Development Charge Reduction Program in support of the Breslau Wet Well project identified in the Township's current approved capital forecast and Development Charge By-law in the amount of \$8,706,104 with the federal and provincial governments providing up to 90% of the eligible project cost, supporting the addition of approximately 2318 housing units;
7. approve funding in the amount of up to \$870,618 from the Wastewater Reserve Fund for the Township's 10% share of the Breslau Wet Well project;
8. direct staff to prepare an application to the Development Charge Reduction Program in support of the Kramp Road project identified in the Township's current approved capital forecast and Development Charge By-law in the amount of \$2,020,650 with the federal

and provincial governments providing up to 90% of the eligible project cost, supporting the addition of approximately 575 housing units;

9. approve funding in the amount of up to \$126,825 from the Infrastructure Renewal Reserve and \$75,240 from the Water Reserve for the Township's 10% share of the Kramp Road Construction project; and
10. direct staff to report back to Council prior to signing the final transfer payment agreement(s).

Council requested that clauses number 2 and number 5 of the motion be voted on separately.

Councillor Schwindt requested a recorded vote for all votes on the motion.

Recorded Vote

In Favour

Councillor Schwindt
Councillor Grant
Mayor Shantz
Councillor Burgess
Councillor Bryant
Councillor Cadeau

Opposed

...Carried

Council discussed rationale for including the 305-unit target in the DCRP application.

That the Council of the Township of Woolwich, considering Report F10-2026 respecting the Development Charge Reduction Program:

2. approve a 35% reduction in-principle to all residential Development Charge categories, retroactive to March 30, 2026, for a three-year period, as required to qualify for the DCRP program, with implementation of the DC reduction being subject to the Township being approved for DCRP grant funding;

Recorded Vote

In Favour

Councillor Cadeau
Councillor Grant
Councillor Schwindt
Councillor Burgess
Mayor Shantz

Opposed

Councillor Bryant

...Carried

That the Council of the Township of Woolwich, considering Report F10-2026 respecting the Development Charge Reduction Program:

5. direct staff to prepare an application to the Development Charge Reduction Program with an estimate of 305 units built annually for the 3-year term of the program;

Recorded Vote

In Favour

Councillor Cadeau
Mayor Shantz
Councillor Schwindt

Opposed

Councillor Bryant
Councillor Burgess
Councillor Grant

...Defeated

In response to a procedural question, Clerk Smith noted that since item #5 in the resolution was an addition to the staff recommendation, staff will proceed with the unit count originally proposed in the report. Council discussed the impact of Strong Mayor powers on the resolution.

By-laws

Moved by Councillor Grant
Seconded by Councillor Bryant

That the following by-laws be read a first, second, third time and finally passed:

- **33-2026:** A By-law to Confirm All Actions and Proceedings of the Council

...Carried

Special Meeting Adjournment (8:31 p.m.)

Moved by Councillor Cadeau
Seconded by Councillor Bryant

That the meeting adjourns to meet again in regular session on Tuesday, June 23, 2026.

...Carried

Sandy Shantz, Mayor

Jeff Smith, Clerk

Township of Woolwich

Special Council Meeting Minutes



Thursday, August 20th 2026 - 6:00 p.m.
Council Chambers – with YouTube Livestream
24 Church Street West, Elmira

Present: Mayor Sandy Shantz
Councillor Bonnie Bryant
Councillor Evan Burgess
Councillor Nathan Cadeau
Councillor Kayla Grant
Councillor Eric Schwindt

Staff Present: Chief Administrative Officer David Brenneman
Clerk/Director of Corporate Services Jeff Smith

* indicates remote participation in the meeting

Call to Order

Mayor Shantz noted an amendment to the agenda for a property purchase matter in closed session and called the meeting to order.

Land Acknowledgement

Mayor Shantz read a land acknowledgement.

Disclosures of Pecuniary Interest

None.

IS20-2026: Elmira Salt Dome

Council discussed the increased traffic the project may generate in Conestoga, salt operation timing during the day, rationale for the project costs, operating budget impacts for the project, rationale for including two smaller buildings in the project, and differences in the repairs of both structures.

Council discussed rationale for only seeking advice from one engineering firm, recent staff visits to the site, funding options for the project, staff confidence in the cost of the project, and whether regular updates on the project and spending will be provided to Council.

Council discussed whether purchasing or leasing the land is a better option, funding options for the project, whether the limits of the procurement by-law need to be waived, and liability concerns with owning the land.

Moved by Councillor Grant

Seconded by Councillor Cadeau

That the Council of the Township of Woolwich considering IS20-2026 and an update provided to Council on August 20, 2026 respecting the Elmira Salt Dome:

1. Direct staff to acquire or lease the land at 110 Howard Ave from the Region of Waterloo;

2. Direct staff to demolish the existing salt dome, restore the asphalt surface and install a temporary structure to accommodate the storage of salt and sand before the 2026/2027 winter season;
3. confirm that the Chief Administrative Officer has the delegated authority to approve the components of the plan with an overall upset limit of \$250,000 for the project funded from a split between the infrastructure reserve fund and/or the operating contingency fund; and
4. Waive the requirements for a competitive procurement process in the Purchasing By-law 84-2023 for this project.

Council discussed the balance of the winter control budget.

...Carried

Council discussed concerns of receiving reports with limited review time, and whether cost savings could be achieved to help mitigate deficits during the lame duck period.

By-laws

Moved by Councillor Bryant

Seconded by Councillor Grant

That the following by-law be read a first, second, third time and finally passed:

- 45-2026: A By-law to Confirm all Actions and Proceedings of the Council

...Carried

Special Council Adjournment and Public Resolution to Move into Closed Session (6:46 p.m.)

Moved by Councillor Bryant

Seconded by Councillor Cadeau

That the Council of the Township of Woolwich adjourns the Special Council meeting to meet again in regular session on August 25, 2026 and convenes in closed session on Thursday, August 20, 2026 immediately following the public agenda in accordance with section 239 (2) of the Municipal Act, 2001, for the purposes of considering the following::

- a. information explicitly supplied in confidence to the municipality or local board by Canada, a province or territory or a Crown agency of any of them (Development Charge Reduction Program Matter); and
- b. a proposed or pending acquisition or disposition of land by the municipality or local board (Property Purchase Matter).

...Carried

Sandy Shantz, Mayor

Jeff Smith, Clerk

Township of Woolwich

Regular Meeting of Council Minutes



Tuesday, August 25th 2026 - 7:00 p.m.
Council Chambers – with YouTube Livestream
24 Church Street West, Elmira

Present: Mayor Sandy Shantz
Councillor Bonnie Bryant
Councillor Evan Burgess
Councillor Nathan Cadeau
Councillor Kayla Grant
Councillor Eric Schwindt

Staff Present: Chief Administrative Officer David Brenneman
Clerk/Director of Corporate Services Jeff Smith

* indicates remote participation in the meeting

Approval of Agenda (5:30 p.m.)

Moved by Councillor Bryant
Seconded by Councillor Grant

That the Council of the Township of Woolwich approve the agenda dated August 25th 2026 as presented.

...Carried

Closed Session

Public Resolution to Move into Closed Session

Moved by Councillor Grant
Seconded by Councillor Cadeau

That the Council of the Township of Woolwich convenes in closed session on August 25th, 2026 at 5:30 p.m. in accordance with section 239 of the Municipal Act, 2001, for the purposes of considering the following:

- a. personal matters about an identifiable individual, including municipal or local board employees and the security of the property of the municipality or local board (IT Restructuring Matter);
- b. personal matters about an identifiable individual, including municipal or local board employees (Staffing Matter);
- c. personal matters about an identifiable individual, including municipal or local board employees (Recreation and Community Service Staffing Matter);
- d. personal matters about an identifiable individual, including municipal or local board employees and labour relations or employee negotiations (HR Policy Review Matter);
- e. labour relations or employee negotiations (Short Term Disability Matter);

- f. personal matters about an identifiable individual, including municipal or local board employees (Development Services Personal Matter); and
- g. litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board (Delegation Regarding a Potential Legal Matter).

...Carried

Call to Order (7:17 p.m.)

Roll Call

Mayor Shantz called the Regular Meeting of Council to order.

Public Resolution to Reconvene in Open Session (7:18 p.m.)

Moved by Councillor Grant

Seconded by Councillor Bryant

That Council reconvenes in open session.

...Carried

Chair's Opening Remarks

Mayor Shantz announced a special Ontario Hockey League (OHL) exhibition game on September 7, 2026 at the Woolwich Memorial Centre between the Kitchener Rangers and Saginaw Spirit and encouraged all to attend. Mayor Shantz also commented on the ending of the summer season and cautioned all to watch for children as they return to school in the coming weeks.

Council observed a moment of silence.

Land Acknowledgement

Mayor Shantz read a land acknowledgement.

Disclosures of Pecuniary Interest

None.

Council (Chair: Mayor Shantz)

Items to Come Forward from Closed Session

None.

Public Meetings

None.

Presentations/Delegations

R10-2026: Bloomingdale Community Centre and Waterloo Region Library Branch – Update

Council expressed their appreciation for the report.

Delegate: Deanna Zenger of the Bloomingdale Recreation Association (BRA) thanked Council and staff for their work on the report.

Council discussed the BRA's plans to revitalize the social activities in Bloomingdale.

Moved by Councillor Grant

Seconded by Councillor Bryant

That the Council of the Township of Woolwich, considering Report R10-2026 respecting Bloomingdale Community Centre and Region of Waterloo Library Branch Update:

1. Authorize staff to negotiate terms to enter into a long-term Agreement to Lease with the Bloomingdale United Church, in consultation with the Region of Waterloo Library, for continued library use at the United Church as per the Township's Delegation of Authority By-law; and
2. Direct staff to continue promoting and optimizing community use of the Bloomingdale Community Centre for rentals, programs, and community activities, and to support the re-established Bloomingdale Recreation Association in coordinating and delivering community events and programs.

...Carried

Motion: Time-Limited "Autistic Child at Play" Warning Signage – Miranda Path and Kissing Bridge Drive

Councillor Cadeau introduced his motion.

Delegate Alicia Elvins spoke to Council in favour of the motion, provided a history of her family's request to staff and highlighted the need of the warning signage due to her daughter's unique communication needs.

Council discussed the process to assume the subdivision and whether staff should automatically remove the sign or report back to Council before the sign is removed.

Moved by Councillor Cadeau

Seconded by Councillor Grant

WHEREAS Council received a request for signage advising motorists that an autistic child lives and regularly plays in the area of Miranda Path and Kissing Bridge Drive in Elmira;

WHEREAS the request arises from concerns regarding the child's safety and the particular challenges that may affect an autistic child's awareness of, or response to, traffic hazards;

WHEREAS Township of Woolwich Staff do not recommend "Children at Play" or similar advisory signage as a standard traffic-safety measure, but Council retains the authority to consider the specific circumstances of an individual request;

WHEREAS the Township does not currently have complete care and control of the subdivision in Elmira where Miranda Path and Kissing Bridge Drive are located; and

WHEREAS the requestor has asked specifically for signage identifying the presence of an autistic child, rather than general “Children at Play” signage.

Now therefore be it resolved that the Council of the Township of Woolwich:

1. Directs staff to:
 - a. Consult legal counsel to:
 - i. ensure there is no conflict with the subdivision agreement to install the signage at present time, and
 - ii. advise if delaying installation until the subdivision is in complete care and control of the Township will remove liability.
 - b. Install two time-limited “Autistic Child at Play” signs, or signage conveying substantially the same message, subject to the Township’s legal ability to do so, in the following locations:
 - i. On Kissing Bridge Drive in advance of Miranda Path; and
 - ii. On Miranda Path near Hayden Avenue.
 - c. Engage with Ward 1 Councillors and the requestor to determine the precise language, design, placement, orientation and mounting of the signs, having regard for visibility, utilities, maintenance, and applicable legal and technical standards.
 - d. Ensure the signs:
 - i. Advise motorists to exercise increased caution around children without identifying any individual or household; and
 - ii. Remain in place for 10 years from installation.
 - e. Remove the signs after 10 years without further direction from Council unless the Council of the day requests and approves an extension; and
2. Confirms the following:
 - a. The signs are advisory in nature, are authorized in response to the specific circumstances of this location, and do not create an automatic entitlement to similar signage elsewhere;
 - b. Any future requests for comparable signage will be considered independently based on the circumstances, municipal jurisdiction, technical feasibility, available resources, and Council approval.

...Carried

A member of Council provided an update regarding signage requests near the roundabout in front of Riverside Public School in Elmira and noted that staff are currently investigating crosswalk signage at the location.

Consent Items

Moved by Councillor Bryant

Document Number: 132650

Seconded by Councillor Grant

That the consent items 4.4.1 through to 4.4.3 be approved:

- Recommendations from Committee of the Whole – Tuesday August 11
- Regular Meeting of Council Minutes – Tuesday, August 11 2026
- IS23-2026 - Petition for Drainage Works by Owner - 1128-1134 Printery Road

That the Council of the Township of Woolwich, considering Report IS23-2026 respecting the Petition for Drainage Works by Owner – 1128-1134 Printery Road:

1. Accept the Petition for Drainage Works received from KSB Printery Road Incorporated for the construction of new municipal drainage works to serve the drainage areas of 1128-1134 Printery Road;
2. Exempt the selection of a drainage engineer from the requirements of the Purchasing By-law 84-2023 (Sections 50-52); and,
3. Appoint K. Smart Associates Limited as the Engineer to examine the area requiring drainage and to prepare a report for the petition in accordance with Section 8 (1) of the *Drainage Act*.

...Carried

Unfinished Business

None.

Council Business

Memo: Restricted Acts after Nomination Day (Lame Duck)

Clerk Smith confirmed that Council is now in lame duck. There was no discussion or action on this item

F12-2026: 2026 Additional Levy

Council discussed the communication strategy with option three, whether the additional levy will be registered on title for impacted residents, support for option one, whether the required payment with option three would automatically be withdrawn or whether a separate payment would be needed, the balance of the Operating Contingency Reserve, and concerns of the impacts to the 2027 budget with option one.

Moved by Councillor Schwindt
Seconded by Councillor Cadeau

That the Council of the Township of Woolwich, considering Report F12-2026 respecting 2026 Additional Levy, direct staff to implement Option 1 to reduce the planned 2026 contribution to reserves.

...Carried

DS37-2026: Moonlight Madness Road and Parking Lot Closure - Follow-up

Council expressed their appreciation for staff's work on the report.

Moved by Councillor Cadeau
Seconded by Councillor Grant

That the Council of the Township of Woolwich, considering Report DS37-2026 respecting Moonlight Madness Road and Parking Lot Closure – Follow Up:

1. Approve the requested road and parking lot closures associated with the December 4, 2026, Moonlight Madness event;
2. Direct Development Services and Infrastructure Services staff to work with the Elmira BIA through the Special Events Permit process to gather approvals that meet Township and Region of Waterloo requirements, for the December 4, 2026, Moonlight Madness event;
3. Direct By-Law Enforcement staff to dedicate resources towards helping coordinate the parking lot closure with the staff recommendation of maintaining two access points to the Wyatt Street Municipal Parking Lot throughout the event;
4. Direct Economic Development and Tourism staff to provide quotes, provide additional information collected, and make connections to third-party vendors who can potentially provide services for the December 4, 2026, Moonlight Madness event;
5. Direct staff to bring forward a one-time Municipal Accommodation Tax (MAT) request through the appropriate process to help with executing the December 4, 2026, Moonlight Madness event.

...Carried

By-laws

Moved by Councillor Grant
Seconded by Councillor Cadeau

That the following by-laws be read a first, second, third time and finally passed:

- **46-2026:** A By-law to exempt certain lots from Part Lot Control Block 152 Plan 58M621 – Riverland Area II
- **47-2026:** A By-law to Impose a Municipal Levy Upon the Owner of Land on Who Derive or Will or May Derive a Benefit from Municipal Servicing Works
- **48-2026:** A By-law to Confirm All Actions and Proceedings of the Council

...Carried

Council Adjournment

The Council portion of the meeting was adjourned.

Council took a recess at this point in the meeting.

Committee of the Whole (Chair: Councillor Cadeau)

Committee of the Whole Business

C10-2026: Comprehensive Human Resources Policy Review - Phase One

Clerk Jeff Smith provided a presentation to Council which outlined:

- Municipal vacation allotment comparisons;
- The plan for lieu time accumulation and usage; and
- Council direction options for the Phase 1 HR Policy Review.

Council discussed illness and leave of absence impacts to sick and vacation time, the timing of the upcoming compensation review project, reviewing vacation policies with the compensation review, and concerns of the report timing ahead of the municipal election.

Moved by Councillor Schwindt

Seconded by Councillor Grant

That the Council of the Township of Woolwich, considering Report C10-2026 respecting Comprehensive Human Resources Policy Review – Phase One:

1. approve the proposed phase one policy amendments with the following changes from the drafts attached to the report:
 - a. changing the word “during” to “before” in Policy #29 on page 22 of the report; and
 - b. maintaining the current vacation entitlement framework, and
2. direct staff to conduct a future review of the vacation entitlement framework and benefit packages with the next compensation review.

Council discussed the process of the compensation review through the 2027 budget and clarified the types of benefits to be reviewed in conjunction with the compensation review.

...Carried

DS31-2026: Telecommunications Tower – 31 Parkside Drive, St. Jacobs

Planner Jonathan Delli Colli provided a presentation which outlined:

- The purpose of the project;
- Consultation conducted and community feedback received;
- Planning staff's review of the proposal; and
- Staff's recommendation regarding the proposal.

Moved by Councillor Grant

Seconded by Councillor Schwindt

That the Council of the Township of Woolwich, considering Report DS31-2026 respecting Telecommunications Tower – 31 Parkside Drive, St. Jacobs:

1. Advise Teletek Structures Inc. and Bell Mobility Inc. that the Township has no objection to the proposed 50-metre telecommunications tower on the lands known as 31 Parkside Drive, in St. Jacobs, as shown on the attached site plan.
2. Request that before the building permit is issued, a lease agreement be entered into to the satisfaction of the Township.

...Carried

F11-2026: Updated Sick Leave/Short-Term Disability Analysis

Director of Finance/Treasurer, Colm Lynn, provided Council with a presentation which outlined:

- Sick leave statistics from 2025;
- Data analysis differences from reports F17-2025 and F11-2026;
- 2025 sick day data usage;
- A comparison of disability program costs; and
- Summary of the key findings of the analysis.

Council expressed concern regarding the number of sick days used, and discussed setting a timeline for a future report to Council and including monitoring statistics in the report, whether union and non-union employees receive the same number of sick days, the cost impacts of sick days on union and non-union staff, the efficiency of reviewing lieu time, overtime and sick time data at the same time, and the frequency of the data updates to Council.

Moved by Councillor Burgess

Seconded by Councillor Grant

That the Council of the Township of Woolwich, considering Report F11-2026 respecting Updated Sick Leave / Short-Term Disability Analysis direct staff to:

1. Maintain the existing sick leave program;
2. Continue to review existing sick leave policy with the goal of increasing accountability (such as by separating sick and personal days and implementing an attendance management program) and reducing the unfunded sick leave liability (through a cap on maximum sick balances and/or appropriately funded employee future benefits reserve);
3. Direct staff to perform a further review of the sick leave program and the costs and benefits of a short-term disability program before June 2027 to monitor potential cost savings or risk reductions; and
4. Direct staff to include sick time and vacation data with the quarterly overtime and lieu reporting.

...Carried

C09-2026: IT Division Structure

Council discussed the historical staffing of the IT division, whether the proposed structure will result in future cost savings or increased costs, the cost and time impacts on other departments if a software administrator is hired, and the longevity of a software administrator role.

Moved by Councillor Burgess

Seconded by Councillor Bryant

That the Council of the Township of Woolwich, considering Report C09-2026 respecting IT Division Structure, approve the new structure for IT Services as set out in the report.

Council discussed the importance of measuring efficiency improvements.

...Carried

Transformation and Continuous Improvement Update to Council

Chief Administrative Officer (CAO), David Brenneman, provided a presentation which outlined:

- An overview of the process so far;
- The reason for focusing on transformation at this time;
- Progress made in the second quarter;
- Progress made to date with the following pillars of the journey:
 - Customer service and community experience;
 - digital transformations;
 - financial sustainability;
 - staff capacity, accountability and workforce sustainability;
 - infrastructure, facilities and asset management; and
 - fire services sustainability and emergency management.
- the plan for implementing Phase 3 of the journey;
- strategic risks of the journey; and
- next steps for the journey.

Council discussed insights gained through the process to date, the anticipated scope and impact of organizational change across corporation, and whether there is an implementation plan for Artificial Intelligence (AI) use for the Township.

Council expressed their appreciation to the CAO and staff for the work conducted to date.

Other Business

Mayor's Update on Regional Matters

Mayor Shantz, Councillor Burgess, Councillor Bryant, and CAO Brenneman provided an update from the Association of Municipalities of Ontario (AMO) Conference. Together they highlighted the following:

- Woolwich delegation to ministers advocating for funding for the St. Jacobs Arena
- Regional delegation advocating for an expansion of the aerospace component of the Region of Waterloo International Airport in Breslau
- Joint delegation with the City of Kitchener advocating for construction of Highway 7, the Breslau Go Station, and all-way two-way service from the Kitchener Go Station
- Joint Township delegation advocating for stable, reliable, and predictable infrastructure funding
- Joint Regional and Townships delegation to thank the province following the announcement of Rural Transit Strategy funding
- Keynote speaker, Chris Hadfield, speaking on the realities of extreme weather events on infrastructure planning

- Panel discussion on municipal assessment and the tax system
- Panel discussion from the Curse of Politics Podcast team on the impacts of political themes at the federal level impacting municipalities
- Information session on the need to diversify economies in municipalities in light of international relations impacts on the Canadian economy

Council discussed next steps following the conference delegations and how Council can be informed better on delegations before the conference.

Council Reports/ Updates

Farmers Market Road Closure

In response to a request from Councillor Schwindt, Jared Puppe provided an update on the unexpected road closing noting that staff have been in communication with the farmers market and that there are no timeline or schedule updates from CN at this time.

Council discussed who residents can contact for more information or questions.

Outstanding Activity List as of Monday, August 24, 2026

None.

Items Pulled from the Information Package

None.

Items for Information and Public Notices

None.

Regular Meeting Adjournment (9:55 p.m.)

Moved by Councillor Grant
Seconded by Mayor Shantz

That the meeting adjourns to meet again in regular session on Tuesday, September 15, 2026.

...Carried

Sandy Shantz, Mayor

Jeff Smith, Clerk



Clerks Services Staff Report

Report Number: C05-2026
 Report Title: Procedural By-law Amendments
 Author: Alex Kirchin, Deputy Clerk
 Meeting Type: Council Meeting
 Meeting Date: September 15, 2026
 eDocs or File ID: DM# 131578
 Consent Item: Yes
 Final Version: Yes
 Reviewed By: Jeff Smith, Director of Corporate Services and Strategic Initiatives/Clerk
 Financial Review: Colm Lynn, Director of Finance/Treasurer
 Final Review: Senior Management Team

Recommendation:

That the Council of the Township of Woolwich, considering Report C05-2026 respecting Procedural By-law Amendments, direct staff to bring forward the attached amending by-law for approval at the next Council meeting.

Background:

Council approved the latest version of Council's Procedural By-law 14-2025 on April 15, 2025 following a mid-term review and feedback from Council.

It is common practice for the Procedural By-law to be reviewed near the end of a term of office so lessons learned from the outgoing Council can be implemented before the new Council takes office. The new Council may request procedural changes when they take office, otherwise Clerks office staff will initiate a review around the mid-point and the end of the next term of office.

Comments:

Time Limits for Speakers at Public Meetings

Public Meetings often attract a high level of public attention. Public meetings, unlike other agenda items, allow for a call to the gallery for additional speakers on the topic to ensure

all who want to speak can address Council on the matter. The current Procedural By-law does not establish a speaking time limit for registered speakers and permits unregistered speakers up to seven (7) minutes.

Staff recommend adding time limits of seven (7) minutes for registered speakers and five (5) minutes for unregistered speakers during the Public Meeting portion of the agenda. The proposed limits are consistent with current delegation speaking times in the Procedural By-law and will ensure more efficient meetings.

Requests for Recorded Votes

In reviewing the current Procedural By-law, staff noticed that section 105 does not allow for the Mayor to request a recorded vote. Staff have reviewed Procedural By-laws for other municipalities in the Region of Waterloo and found that many allow for any member on Council, including the Mayor, to request a recorded vote. Under Ontario Regulation 530/22, the head of Council must have the ability to vote as a member of Council on certain matters for strong mayor budgets. Staff recommend an amendment to the Procedural By-law that allows “any member”, which includes the Mayor, to request a recorded vote. The amendment would ensure all members of Council have the same ability to request a recorded vote.

Requirements for Written Correspondence

Recent written submissions received by the Clerk’s office have included matters outside the Township’s jurisdiction. To support a consistent approach, staff reviewed how other municipalities define acceptable written correspondence for the public record. Many municipalities include these requirements in their Procedural By-laws to set clear expectations for the types of correspondence that may be accepted.

Staff recommend establishing submission requirements within the Procedural By-law to clarify what forms of written correspondence may be accepted and included in the public record. This amendment would provide guidance to the public regarding submission requirements while also assisting staff in determining which submissions are appropriate for inclusion on Council or Committee agendas. New requirements for written correspondence include the name of the submitter be present in the correspondence, as well as ensuring the content of the submission is within the Township’s jurisdiction.

Agenda Structure Change – Consent Agenda

Staff propose moving the Consent Agenda before Public Meetings. This change would allow staff attending to answer questions regarding their Consent Agenda reports to leave earlier, helping to minimize unnecessary overtime.

If a member of Council pulls a Consent Agenda item for substantive discussion rather than a brief question, Council will consider it after any scheduled Public Meetings,

Presentations, or Delegations. This approach reduces delays for members of the public waiting to participate in those agenda items.

Other Minor Agenda Structure Changes

Staff recommend minor adjustments to the remainder of the agenda structure to improve meeting flow and efficiency. The proposed changes have been highlighted in the attachment to clearly identify each adjustment.

Interdepartmental Impacts:

None.

Financial Impacts:

None.

Climate Impacts:

None.

Community Strategic Plan Impacts:

Updating the Township's Procedural By-law to ensure it provides the best possible Council meetings supports the following areas of the Township's strategic plan:

- Empower communities to be adaptable and engaged by supporting public awareness of and participation in Council, local board and committee meetings.
- Provide effective and open leadership by ensuring meetings open to the public are transparent and efficient
- Maintain an innovative customer service focus by enhancing consistency in meeting processes.

Conclusion:

Staff recommend that Council approve the proposed amendments to the Procedural By-law which are intended to improve meeting efficiency, clarify expectations for participants, support decorum, and establish consistent procedures. Should Council support the proposed amendments, staff will bring forward the amending by-law for approval at the next regular meeting of Council.

Attachments:

1. Procedural By-law Amendments

The Corporation of the Township of Woolwich

By-law No. ###-2026

A By-law to Amend By-law 14-2025 being a By-law to Govern the Proceedings of Council, Board and Committee Meetings

Whereas section 238(2) of the Municipal Act, 2001 requires that every municipality shall pass a procedure by-law for governing the calling, place and proceedings of meetings; and

WHEREAS on April 15, 2025, the Council of the Township of Woolwich adopted by-law 14-2025; and

WHEREAS on September 15, 2026, The Council of the Township of Woolwich deems it desirable to adopt amendments to by-law 14-2025;

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

1. That section 58.1 be added as follows:

"If a Member requests that an item be discussed separately from the Consent Agenda and substantive discussion is needed, the item will be discussed following any public participation in the meeting under Public Meetings, Presentations and Delegations."

2. That section 64 be amended as follows:

"The time limit for public speakers at a public meeting shall be:

- a. Seven (7) minutes for registered speakers; or
- b. five (5) minutes for unregistered speakers.

3. That section 105 be amended as follows:

"Any member may request a Recorded Vote:

- a. Before voting on a Motion; or
- b. Immediately after the Chair announces the outcome of a vote."

4. That section 60 be amended as follows:

"All communications and petitions shall be filed with the Clerk or recording secretary and shall:

- a. be addressed to Council and legibly written or printed, and contain the name of the individual or group submitting the communication or petition;
 - b. not contain any impertinent or improper matter or language; and
 - c. be a topic that is within the jurisdiction of the Township.
5. That Schedule A be amended as attached to this by-law.
6. This by-law shall come into full force and effect on the date it is passed.

FINALLY PASSED AND ENACTED this 29th day of September, 2026.

Mayor

Clerk

By signing this by-law on the date it is passed, Mayor Sandy Shantz will not exercise the power to veto this by-law.

Schedule A – Agenda Outline

Approval of the Regular Meeting Agenda

- Resolution to approve the Regular Meeting of Council Agenda

Closed session (if needed)

- Public Resolution to Move into Closed Session (if needed)

Call to Order

- Roll Call
- Public Resolution to Reconvene in Open Session (if needed)
- ~~Chair's Opening Remarks~~
- Land Acknowledgement and Chair's Opening Remarks
- Disclosures of Pecuniary Interest

Council

- ~~Public Resolution to Reconvene in Open Session (if needed)~~
- Items from Closed Session
- Consent Items (includes minutes)
- Public Meetings
- Presentations/Delegations
- ~~Consent Items (includes minutes)~~
- ~~Unfinished Business~~
- Council Business (Staff Reports, Memos, Council Motions, Items from the Information Package, **Unfinished Business**, etc.)
- By-laws
- Council Adjournment

Committee of the Whole

- Committee of the Whole Business (Presentations, Delegations, Staff Reports, Memos, Items from the Information Package, Notice of Motion etc.)
- Other Business
 - Mayor's Report on Regional Matters
 - Council Reports/Updates
 - Outstanding Activity List
 - Items Pulled from the Information Package
 - Items for Information and Public Notices

Regular Meeting Adjournment



Clerks Services Staff Report

Report Number:	C11-2026
Report Title:	Elections 2026 Report 8 – Municipal Elections Compliance Audit Committee Appointments
Author:	Lee Ann Wetzel
Meeting Type:	Council Meeting
Meeting Date:	September 15, 2026
eDocs or File ID:	132619
Consent Item:	Yes
Final Version:	No
Reviewed By:	Jeff Smith
Financial Review:	Katelyn Stroud, Senior Financial Analyst
Final Review:	Senior Management Team

Recommendation:

That the Council of the Township of Woolwich receive Report C11-2026 regarding Elections 2026 Report 8 – Municipal Elections Compliance Audit Committee Appointments for information.

Background:

Further to Report C06-2026 – Election 2026 Report 7 – Municipal Elections Compliance Audit Committee, staff are now bringing the Committee member appointments to Council for information. As identified in that staff report, the appointment of the Committee members is done by the Area Clerks. This report is submitted as information to Council.

The Municipal Elections Act (MEA) requires that Council establish a Municipal Elections Compliance Audit Committee (MECAC) by October 1st of an election year for the review of any compliance audits of municipal candidate campaign finances. As has been done in previous election processes, the Area Clerks and Regional Clerk in the Region of Waterloo and the City of Guelph, have proposed forming a joint Committee for the 2026 to 2030 term.

The Clerks circulated a call for applications for individuals who have financial, accounting or legal experience and knowledge of the municipal election process. The deadline to apply was Friday, July 13, 2026. The Region of Waterloo received a total of 17 applications.

Comments:

The Clerks of the municipalities of the Region of Waterloo and the City of Guelph thoroughly reviewed all the responses and unanimously agreed to recommend the appointment of the following ten applicants as members of the 2026 to 2030 term of MECAC due to their financial, accounting, elections, and legal expertise. The ten recommended Committee members also provide diverse representation from across the partnering municipalities. All applicants will be notified of the Clerks' recommendations.

2026-2030 MECAC Members:

- Theresa Bisch
- Ophelia Chang
- Kristine Fletcher
- Yusuf Houseyin Ertach
- Dave Jaworsky
- David Moody
- David Nusko
- Rowan Peterson
- Rosita Tse
- Robert Williams

Due to the specialized financial, accounting, municipal elections, and legal expertise required from Committee members, the Clerks of the municipalities of the Region of Waterloo and City of Guelph agreed to jointly establish the MECAC. This partnership allows for one MECAC rather than each municipality forming individual Committees and provides all municipalities with a pool of experienced members. If a compliance audit application is received for a candidate from Woolwich, the Township would be able to draw from the pool of members and arrange a meeting of three to seven members to review the request.

Interdepartmental Impacts:

None.

Financial Impacts:

If a meeting of MECAC is required, there is a \$200 honorarium paid to members which is funded through the Election Reserve. Any additional required legal or accounting fees will also be paid for through the Election Reserve. As a result, there is expected to be no direct tax levy impact.

Climate Impacts:

None.

Community Strategic Plan Impacts:

The establishment of a Municipal Election Compliance Audit Committee is required under legislation. An election that adheres to the principles of the MEA and reviews policies ahead of legislated deadlines supports the Community Strategic Plan Impact of “Providing effective and open leadership: We will guide with transparency and empathy, fostering a culture of trust and collaboration”.

Conclusion:

Partnering with local municipalities to form a joint committee ensures legislative compliance with shared work by Area Clerks, supporting the strategic plan focus area of Best Managed and Governed Municipality.

The Township Clerk concurs with the Area Clerks on the appointment of these applicants as members of MECAC for the 2026 – 2030 term.

Attachments:

None.



Clerks Services Staff Report

Report Number: C12-2026
 Report Title: Privacy Legislation Updates and Policy Approval
 Author: Alex Kirchin, Deputy Clerk
 Meeting Type: Council Meeting
 Meeting Date: September 15, 2026
 eDocs or File ID: DM# 132643
 Consent Item: No
 Final Version: Yes
 Reviewed By: Jeff Smith, Director of Corporate Services and Strategic Initiatives/Clerk
 Financial Review: Katelyn Stroud, Senior Financial Analyst
 Final Review: Senior Management Team

Recommendation:

That the Council of the Township of Woolwich, considering Report C12-2026 respecting Privacy Legislation Updates and Policy Approval, approve the Privacy Policy as attached to this report.

Background:

Bill 97, also known as the Plan to Protect Ontario Act (Budget Measures), 2026, received Royal Assent on April 24, 2026. This Bill includes changes to the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) that impact the Freedom of Information (FOI) process as well as Privacy programs. Amendments related to FOI requests took effect on July 1, 2026, while privacy program requirements will take effect on January 1, 2027.

Comments:

Freedom of Information Changes

As of July 1, 2026, the following changes were implemented with regards to Freedom of Information Requests:

- Time to respond to requests is **45 business days** (previously 30 calendar days)
- Second Time Extension permitted in any of the following circumstances:
 - Requestor consents to the second extension

- Number of records identified as being responsive if significantly more than the number of records initially identified
- If it wasn't reasonably foreseeable that a knowledgeable employee in the subject matter wouldn't be able to assist with responding to the request
- If it wasn't reasonably foreseeable that additional consultations would be necessary to respond to the request
- A Staged Access Plan to the Records can be created under any of the following circumstances:
 - Time required to search for responsive records would unreasonably interfere with the regular duties of employees
 - The scope of the request is overly broad because of the time period it covers
 - The preparation of responsive records (redacting) would unreasonably interfere with the operations of the institution due to their volume; or
 - The requestor has submitted other requests and collectively the requests would unreasonably interfere with the operations of the institution.
- MFIPPA does not apply to records prepared or collected under the Enhancing Digital Security and Trust Act, 2024 (records related to cybersecurity).

Staff note that these changes provide greater flexibility in managing FOI requests while maintaining compliance with legislative requirements.

Privacy Program Changes

As of January 1, 2027, the following changes will be implemented with regards to the Township's Privacy Program.

- Requirement/duty to conduct Privacy Impact Assessments (PIAs) on any program, procedure, or system that collects, uses, or discloses personal information before it is implemented, or when a significant change is occurring to a program, procedure or system
- Requirement/duty to report Privacy Breaches (with Risk of Significant Harm) to the Information and Privacy Commissioner (IPC) within days of the breach and to follow up with those affected by the breach
- IPC has the power to review information practices of a public organization
- Whistleblowing Change – anyone can contact the IPC if they believe an institution is not in compliance with privacy requirements, and, their identity will be kept confidential

The legislative amendments formalize several privacy management practices that were previously considered best practices, including Privacy Impact Assessments and privacy breach reporting.

Privacy Impact Assessments (PIAs)

Conducting PIAs will become a legislative requirement effective January 1, 2027. The Township has not previously undertaken PIAs as part of its privacy program, and implementation of this requirement will have training and resourcing implications, particularly as staff continue preparations for the 2026 municipal election.

The Province has indicated PIA's are only needed for new initiatives and significant changes at this time, however, due to the ambiguity of the legislation, staff are prepared to pivot if that direction changes. There are currently no fines or financial penalties for non-compliance, however failing to safeguard private information of residents carries reputational and litigation risk.

PIAs typically take several weeks to complete, and the total length of time depends on the size of the initiative and the amount or sensitivity of the personal information that is collected, used or disclosed. Furthermore, a team is typically assembled and collectively completes the PIA. Teams typically consist of the following staff:

- PIA Lead (project manager or program lead)
- Privacy Lead (Deputy Clerk or Clerk)
- Others that may be required:
 - IT
 - Legal
 - Third-party representative (software provider, etc.)

Privacy Breach Reporting

The completion of privacy breach reporting may take several days to weeks, depending on the complexity of the investigation and risk assessment. Staff must evaluate the nature and impact of the breach and undertake any required response measures, including breach containment, notification of affected individuals, reporting to the IPC, and implementation of corrective actions to prevent recurrence.

Proposed Privacy Policy

The proposed Privacy Policy (Attachment 1 to this report) addresses different areas of the Township's overall Privacy Program such as Freedom of Information, Routine Disclosure, Privacy Impact Assessments and Privacy Breaches. The purpose of the policy is to provide guidance to staff on all Privacy related policies and procedures for the Township to ensure the information that the Township collects, uses, discloses and stores is managed in a responsible way that protects the privacy of individuals.

Council is the approval authority for the proposed Privacy Policy. Adoption of the policy will establish a formal framework to support the Township's privacy program and assist the organization in meeting its legislative obligations under MFIPPA.

Interdepartmental Impacts:

The Clerks Division is responsible for administering the Township's Privacy Program. All staff must comply with MFIPPA and protect personal information collected, used, disclosed, and stored in the course of Township business.

Financial Impacts:

The new legislated requirements related to PIAs and privacy breach reporting will increase administrative workload primarily within the Clerks Division. To address these impacts, staff are requesting a minor increase to part-time Clerks staffing through the 2027 Budget process. This adjustment would support the Deputy Clerk's expanded privacy responsibilities and help avoid delays to existing workplan commitments.

As an alternative, the Township could engage external consultants to assist with PIAs; however, this approach may result in higher costs. Staff will present the financial implications of both options through the 2027 Budget process.

Climate Impacts:

None.

Community Strategic Plan Impacts:

Approving a Privacy Policy helps provide effective and open leadership and maintain an innovative customer service focus by ensuring personal information is protected and that legislative compliance is met.

Conclusion:

Staff recommend approval of the Privacy Policy attached as Attachment 1 to support compliance with legislative requirements and strengthen the Township's privacy governance framework.

Attachments:

1. Proposed Privacy Policy

CORPORATE POLICY and PROCEDURE		Policy No.: PR-11 Pages: Effective Date: Supersedes:
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SECTION: Public Relations

SUBJECT: Privacy Policy

PURPOSE

The Township of Woolwich acknowledges and appreciates that the communication of personal information is extremely sensitive, and it recognizes the need to protect the personal privacy of individuals who interact with the Township of Woolwich through various means of communication.

The Township of Woolwich is subject to the provisions of the Municipal Freedom of Information and Protection Act (MFIPPA). The first part of MFIPPA states that all government records should be available to the public with the exception of specifically enumerated types of information. The second part of the MFIPPA provides for the protection of personal information.

MFIPPA requires that a local government protect the privacy of an individual's personal information that exists in the governmental records and that it follows a privacy protection scheme that includes rules regarding the collection, retention, use, disclosure and disposal of personal information in its custody or control.

For more information, please refer to the Ontario Information and Privacy Commission website at www.ipc.on.ca.

LEGISLATIVE AUTHORITY

Section 253 (1) of the *Municipal Act, 2001* provides that "subject to the *Municipal Freedom of Information and Protection of Privacy Act*, any person may, at all reasonable times, inspect any of the records under the control of the clerk".

Section 4 (1) of the *Municipal Freedom of Information and Protection of Privacy Act* provides that "every person has a right of access to a record or a part of a record in the custody or under the control of an institution unless,

- a. the record or the part of the record falls within one of the exemptions under sections 6 to 15; or
- b. the head is of the opinion on reasonable grounds that the request for access is frivolous or vexatious."

Section 36 (1) of the *Municipal Freedom of Information and Protection of Privacy Act* provides that "every individual has a right of access to,

- a. any personal information about the individual contained in a personal information bank in the custody or under the control of an institution; and
- b. any other personal information about the individual in the custody or under the control of an institution with respect to which the individual is able to provide sufficiently specific information to render it reasonably retrievable by the institution."

DEFINITIONS

For the purposes of this Policy:

"Act" shall mean the *Municipal Freedom of Information and Protection of Privacy Act*.

"Formal Access Request" shall mean the access procedure, as outlined in section 17 of the *Municipal Freedom of Information and Protection of Privacy Act*.

"Record" shall mean any recorded information, however recorded, whether in printed form, on film, by electronic means or otherwise, including correspondence, memoranda, plans, maps, drawings, graphic works, photographs, film, microfilm, microfiche, sound records, videotapes, e-mail, machine readable materials, and any other documentary material, regardless of physical form or characteristics, generated or received by the Township in connection with the transaction of public business, and preserved for any period of time by the Township as evidence of the organization, functions, policies, decisions, procedures, operations or other activities of this municipal government.

"Personal Information" shall mean recorded information about an identifiable individual, including but not limited to:

- information relating to the race, national or ethnic origin, colour, religion, age, sex, sexual orientation or marital or family status of the individual,
- information relating to the education or the medical, psychiatric, psychological, criminal or employment history of the individual or information relating to financial transactions in which the individual has been involved,
- any identifying number, symbol or other particular assigned to the individual,
- the address, telephone number, fingerprints or blood type of the individual,
- the personal opinions or views of the individual except if they relate to another individual,
- correspondence sent to an institution by the individual that is implicitly or explicitly of a private or confidential nature, and replies to that correspondence that would reveal the contents of the original correspondence,
- the views or opinions of another individual about the individual, and
- the individual's name if it appears with other personal information relating to the individual or where the disclosure of the name would reveal other personal information about the individual.

Personal information does not include the name, title, business contact information or designation of an individual acting in their professional or business capacity. General staff information such as job descriptions, job duties, salary ranges and benefits do not qualify for protection as personal information.

POLICY REQUIREMENTS

Non-Application of the Act

The Act does *not* apply:

- a. to records that are donated/transferred to the Township archives by or on behalf of a person or organization other than the Township;
- b. to records that would otherwise be available by law to a party to litigation;
- c. when a court or tribunal compels a witness to testify or compels the production of a document;
- d. to records relating to a prosecution if all proceedings have not been completed;
- e. to records collected, prepared, maintained or used by or on behalf of an institution in relation to any of the following:
 - i. proceedings or anticipated proceedings before a court, tribunal or other entity relating to labour relations or to the employment of a person by the Township;
 - ii. negotiations or anticipated negotiations relating to labour relations or to the employment of a person by the Township; or
 - iii. meetings, consultations, discussions or communications about labour relations or employment-related matters in which the Township has an interest.

This class of records may include grievances, disciplinary measures, job competition decisions, bumping or Worker's Compensation.

Neither the access rights nor the privacy protection provisions in the Act apply to the records described above.

Compliance with this Privacy Policy

All Township staff must comply with this Privacy Policy.

A breach of this Privacy Policy may constitute misconduct pursuant to Township's Employee Code of Conduct.

Collection of Information for Township Purposes

The Township must not collect information unless:

- a. the information is collected for a purpose that is directly related to a Township function or activity; and
- b. the collection of the information is reasonably necessary for that purpose.

If information received by the Township is unsolicited, the principles relating to collection do not apply. However, if the Township decides to make use of, or take any action in relation to the unsolicited information, then the Township is assumed to have 'collected' the information and the collection principles will then apply. If the Township decides to keep any unsolicited information the provisions of MFIPPA relating to disclosure of that information will apply.

Examples of the purposes for which information is collected and used by the Township include but are not limited to:

- registration for activity programs;

- award winners;
- registration of delegations;
- awarding of tenders;
- promotion of Township events and programs;
- circulation of planning material and notices;
- surveys;
- subscription to Township news and updates;
- selection and recruitment of new staff;
- Freedom of Information requests;
- managing complaints or concerns; and
- third party interactions with consultants and contractors.

Collection of Information Directly from Members of the Public

Township staff when collecting information must collect the information directly from the individual the information relates to, unless:

- a. the individual authorized collection of their personal information from someone else; or
- b. the personal information is provided by a parent or guardian of a person who is under the age of 18 years; or
- c. it is unreasonable or impracticable to collect information directly. An example of this may include where an individual lacks the capacity to provide information due to health reasons, in which case that information may be collected from an authorized representative such as a caregiver or guardian.

Requirements When Collecting Information

If the Township collects information from an individual, the Township must take all steps as are reasonable under the circumstances to ensure that, before the information is collected the individual to whom the information relates is made aware of the following:

- a. the fact that information is being collected;
- b. the purposes for which the information is being collected;
- c. all intended recipients of the information;
- d. whether the supply of the information by the individual is required by statutory or is voluntary;
- e. consequences for the individual if the information (or any part of it) is not provided;
- f. the existence of any right of access to, or correction of, the information; and
- g. where that information is to be held.

In practical terms, this means that the Township should provide these at each point where information is collected from an individual, unless an exception applies.

The following list provides examples of the common purposes for the collection of information by the Township:

- a. providing support services to the public;
- b. the administration of employment such as payment of salary, performance planning, performance management, leave application, recovery of debts and any other purposes necessary for the Township to function as an employer; and

- c. the activities of the Township including administration, governance, provision of facilities, insurance, management of grievances or disciplinary procedures, financial systems, academic development and cultural activities.

Other Requirements Relating to Collection of Information

- (a) The Township collects information from an individual, and must take reasonable steps under the circumstances to ensure that:
 - a. the information collected is relevant to that purpose, is not excessive, and is accurate, up-to-date and complete; and
 - b. the collection of the information does not intrude on the personal affairs of the individual to whom the information relates.

Retention and Security of Information

If the Township holds information, it must ensure that:

- a. the information is kept for no longer than is necessary for the purposes for which the information was intended to be used and in accordance with the Township Records Retention By-law;
- b. the information is disposed of securely and in accordance with any requirements for the retention and disposal of such information in accordance with the Records Retention By-law;
- c. the information is protected, by taking security safeguards as are reasonable in the circumstances, against loss, unauthorized access, use, modification or disclosure, and against all other misuse; and
- d. if it is necessary for the information to be given to a third party in connection with the service provided, the Township must do everything reasonably within its power to prevent unauthorized use or disclosure of the information.

Access to Information Held by the Township

If the Township holds information:

- a. it must take steps as reasonable as possible to enable an individual to determine:
 - i. whether the Township holds information relating to them;
 - ii. if the Township holds information relating to that the individual, they must be able to identify:
 - the nature of that information;
 - the main purpose for which the information is used; and
 - the individual's entitlement to gain access to the information
- b. it must provide the individual with access within the legislative guidelines of MFIPPA.

Amendment of information held by the Township

The Township must:

- a. at the request of the individual to whom the information relates, make appropriate amendments (whether by way of corrections, deletions or additions) to ensure that the information:
 - i. is accurate; and
 - ii. having regard for the purpose in which the information was collected or is to be used;

- b. if not prepared to amend information in accordance with a request by the individual to whom the information relates, the Township must, if requested by the individual concerned, take steps as are reasonable to attach to the information any statement provided by that individual of the amendment requested, in a manner that it is capable of being read with the information;
- c. if information is amended in accordance with this principle, the individual to whom the information relates is entitled, if it is reasonably practicable, to have recipients of that information notified of the amendments made by the Township; and
- d. only matters of fact, not opinion, may be corrected.

Township must check accuracy of information before use

If the Township holds information, it must not use that information without taking steps to ensure that, the information is relevant, accurate, up to date, complete and not misleading.

Limits on Use and Disclosure of Personal Information

‘Use’ refers to the communication or handling of information within the Township, whereas ‘disclosure’ refers to the communication or transfer of information outside the Township, other than to the individual concerned.

Use of personal information: the Township must not use personal information it holds for a purpose other than for the one it was collected unless:

- a. the individual to whom the personal information relates has consented to the use of the personal information, or
- b. the use of the personal information is necessary to lessen or prevent a serious and imminent threat to the life or health of any individual.

Disclosure of personal information: the Township must not disclose personal information it holds without consent (other than to the individual to whom the personal information relates) unless:

- a. the individual is likely to have been aware, or has been made aware at collection, that personal information of that kind is usually disclosed; or
- b. the disclosure is directly related to the purpose for which the personal information was collected and the Township has no reason to believe that the individual concerned would object to the disclosure; or
- c. the disclosure of the personal information is necessary, on reasonable grounds, to prevent or lessen a serious and imminent threat to the life or health of any individual.

Special restrictions on disclosure of personal information: the Township must not disclose personal information to any person that:

- a. The Township reasonably believes the recipient of the information will not uphold the principles for the fair handling of personal information within the principles of MFIPPA; or
- b. the individual expressly does not consent to the disclosure; or
- c. the disclosure is an imminent threat to the life or health of any individual.

Other Privacy Principles

The Township may assign identifiers (eg, a number) to individuals and use and disclose those identifiers, if necessary to enable the Township to carry out any of its functions efficiently.

Wherever it is lawful and practicable, the Township will give individuals the opportunity to not identify themselves when entering into transactions with or receiving services from the Township.

Exceptions to all the policy requirements above are:

- a. the information is collected in connection with actual or anticipated proceedings before any court or tribunal;
- b. the Township is investigating a complaint in coordination with an investigative agency;
- c. compliance by the Township would prejudice the interests of the individual to whom the information relates;
- d. non-compliance is otherwise permitted under an Act or any other law;
- e. indirect (information collected not directly from the person the information relates to) collection is otherwise lawfully authorized or required;
- f. the information is collected for law enforcement purposes;
- g. the collection is reasonably necessary for the purpose of performing a Township function in the public interest and it is unreasonable for the information to be collected directly from the individual to whom the information relates;
- h. the person has expressly consented to not complying;
- i. making the individual aware of the collection of that information would pose a serious threat to the life or health of any individual;
- j. it is reasonably necessary to exchange personal information within the Township for law enforcement purposes or for the protection of the public revenue;
- k. made in connection with proceedings for an offence;
- l. for law enforcement purposes;
- m. reasonably necessary for the protection of public safety;
- n. authorized or required by subpoena, search warrant or other legal order;
- o. made to a law enforcement agency for the purpose of ascertaining the whereabouts of an individual who has been reported to a police officer as a missing person;
- p. disclosure complies with MFIPPA; and/or
- q. made to an investigative agency as a result of an investigation from a complaint or other matter.

Offences

Under this Privacy Policy, staff, as part of their employment, must:

- a. not intentionally disclose or use personal information that the staff member has accessed, unless it is for a lawful or authorized purpose; and/or
- b. supply, by way of corrupt conduct, any personal information about an individual to another individual.

Complaints and/or Privacy Breach

An individual who has a grievance about the way in which the Township has managed their Personal information is entitled to a review of the Township's conduct.

A request for a review can only be made where it is alleged that the Township's conduct has:

- a. breached any of the Information Protection Principles in MFIPPA or any other law; or
- b. breached another privacy practice that applies to the Township; or
- c. disclosed personal information kept within the Township.

The Township encourages individuals who have privacy complaints to contact the Township's Privacy Officer or designate so that, where possible, issues may be easily and speedily resolved through existing policies and complaint handling procedures. Where an individual remains dissatisfied or

concerned following the outcome as a result of the complaint handling procedures, the individual may wish to proceed by contacting the Information and Privacy Commissioner (IPC) to discuss any concerns relating to privacy.

How to Make a Complaint

A complaint should:

- a. be in writing;
- b. be addressed and submitted to the Privacy Officer;
- c. specify complainants name and contact information including phone and address; and
- d. include details of:
 - i. What happened – a description of the events or situation
 - ii. When it happened – dates and times of the events or incidents
 - iii. Where it happened; and
 - iv. Who saw it happen – the names of any witnesses, if any.

Who Will Conduct Review of a Complaint

The Review will be conducted by the Privacy Officer without any conflict of interest and/or involvement in the conduct which is the subject of the application. In the case of any conflict of interest, the Privacy Officer designate with no conflict of interest will conduct the Review, depending on the circumstances.

Training and Education

The Township will:

- a. provide on-going privacy training for all staff including new staff;
- b. notify new staff of their privacy obligations within their employment documents;
- c. provide information updates to assist staff when dealing with requests;
- d. implement and maintain all documentation – policies, guidelines etc. related to privacy
- e. provide privacy education via emails, information sessions, and workshops; and
- f. provide privacy advice on a case-by-case basis to staff.

Third Party Engagement and Confidentiality

Where the Township is required to share particular information with a contractor, agent or consultant engaged to undertake work for/with the Township (third party), the Township will take reasonable steps to ensure that the service provider has adequate measures in place to protect the information and does not inappropriately use or disclose the information.

The Township will take all reasonable steps to include provisions in its contracts with third parties, outlining:

- a. the third party is to comply with MFIPPA;
- b. the third party must treat all data in a confidential manner and only use information for the sole purpose for which it was provided to the third party;
- c. the third party must minimize opportunities for misuse of the information, such as restricting access to the information by its employees and/or contractors; and
- d. control the disposal and/or return of the information to the Township once the service is completed.

Each staff member is expected to maintain the confidentiality of confidential information that staff members access in the course of their employment. This obligation of confidentiality includes the appropriate management of and compliance with this Privacy Policy when dealing with information.

Roles & Responsibilities

The Township's Privacy Officer is:

- a. The Township Deputy Clerk; and
- b. The Township Clerk in the absence of the Deputy Clerk.

The Privacy Officer is responsible for:

- a. training and education of staff on privacy;
- b. providing advice to staff on privacy issues;
- c. liaising with privacy agencies such as the IPC;
- d. responding to privacy complaints and conducting reviews;
- e. implementing and maintaining this Privacy Policy; and
- f. preparing mandatory reports relating to privacy.

All staff are responsible for complying with privacy obligations when handling information.

Related Township Policies and Procedures

1. Routine Disclosure/Active Dissemination Policy (DM# 58243)
2. Privacy Breach Procedure (DM# 132688)
3. Privacy Impact Assessment Procedure (DM# 132442)
4. Routine Disclosure – Surveys (DM# 68125)
5. Freedom of Information (FOI) Request Procedure (DM# 28688)



Infrastructure Services Staff Report

Report Number: IS25-2026
 Report Title: Water and Wastewater Investigation Update
 Author: Jared Puppe, Director of Infrastructure Service and Colm Lynn, Director of Finance/Treasurer
 Meeting Type: Council Meeting
 Meeting Date: September 15, 2026
 eDocs or File ID: File
 Consent Item: No
 Final Version: Yes
 Reviewed By: David Brenneman, Chief Administrative Officer
 Final Review: Chief Administrative Officer

Recommendation:

That the Council of the Township of Woolwich, considering Report IS25-2026 respecting the Water and Wastewater Investigation Update, receive the staff report for information purposes.

Background:

During the 2025 budget process Council expressed concern over the water and wastewater reserve balances. Council directed staff to investigate the causes of the ongoing deficits being experienced and directed staff to dedicate resources to such.

On June 24, 2025 staff provided Council with a memorandum highlighting the work being undertaken by the various departments involved and on September 9, 2025, Report IS15-2025 was presented to Council to better quantify the results of the investigations being carried out and on December 2, 2025 a memorandum update was prepared to provide a more fulsome understanding of the process to date and what the 2026 work plan will entail. The 2026 work plan was outlined in Report IS17-2026, which was presented to Council June 9, 2026.

Report: IS25-2026

This report builds on the previous staff updates that were presented to Council and provides information as to the work that continues to date. There are a number of initiatives between Development Services, Finance and Infrastructure Services that are underway and contribute to improving the state of the water and wastewater systems both from a condition and fiscal perspective.

Municipal water and wastewater servicing are heavily legislated utilities within the Province of Ontario and require multiple departments within the Township of Woolwich to operate efficiently. It is important to note that this investigative exercise has no bearing on public health and safety as both public utilities continue to meet the Province's stringent requirements. This investigation has been focused on the fiscal health and sustainability of each, which is to ensure that both are operating as efficiently as possible from a customer service perspective.

Comments:

Staff have been progressing on the water and wastewater reserve deficits and identifying ongoing issues that require attention, either through improved processes or capital investments. However, it is recognized that additional support is required to narrow down the investigative efforts surrounding network integrity, the financial information associated with each utility and the correlation of estimated and actual regional billings.

To ensure network integrity is maintained, staff have undertaken a number of initiatives. Various investigations have been undertaken in the water system and wastewater system. Within the water system staff worked on meter data inventory, water loss analysis, and developed a GIS layer for water. This work was integral in improving continual communication between billings and water operations.

Water Network

Water meter replacement has been identified as a priority and Council endorsed an annual water meter replacement program as part of the 2026 Capital Budget. Staff are engaged with a contractor to begin replacements this coming fall to replace aged meters. The new water meters that are being installed have no moving parts and rely on battery life. The amount of battery life is communicated remotely and identifies when it is time to change the meter. The older meters simply slow down with age, which does contribute to revenue loss.

With the meter data now available a work process was developed to extract the data from the billing system to enable GIS to create a layer to view this data by property. This layer created by GIS has linked all the meter data along with various other water and wastewater layers.

GIS Water and Wastewater Layer

The GIS layer has been linked by property to all water and wastewater information. The layer allows Operations staff in the field to view a property for all water and wastewater information graphically. The view links main data, lateral connections and meter information. This is important work that was necessary for us to understand what information we actually had when comparing the billing data. This will need to continually be reviewed and updated as new information and new development emerges.

Staff have been utilizing this GIS layer to assist in investigations regarding specific issues that arise through billings. GIS is an invaluable tool for the Township to map, track and gather data from. GIS requires continual improvement as data evolves and is a needed resource as the Township continues to move towards areas of efficiencies in its operations.

Billing Integrity

Corroborating actual account information, such as billing type and usage. This involves a deep dive into what services are connected to what property and then ensuring that those services actually do exist and are indeed being accounted for. This includes finance revenue staff, development services staff (GIS) and operations staff. This laborious work was a critical first step in creating GIS layers and mapping that is used to help calibrate what service types exist in the field and then comparing that with billing information – this work remains ongoing

It is important to note that this investigative work has taken precedence over other priorities within the operations section, including replacing water sample stations, which were to be done this year but have had to be deferred. The replacement of sample stations would help reduce the number of Drinking Water Quality Adverse Incidents that the Township incurs annually.

To help better understand the field work that the Water and Wastewater Operations group has undertaken there were 91 work orders created for all of 2023 associated with water meters, which was prior to the initiation of the investigation. The following shows the work orders associated with water meters since this initiative:

Water Meters		
	Work Orders Created	Total Work Orders Completed (includes Work Orders from previous years)*
2024	269	222
2025	404	416
2026	114	132

- Not all work orders are able to addressed in the same year that they were created, which is why there is a numerical difference in the two columns

It is important to note that there has been a noticeable drop in the number of work orders being generated as the majority of the backlog has been addressed. This took a concerted effort by billing staff and water operations to comb through a number of historical issues. While monthly meetings are still occurring, the workload in this particular area is becoming more manageable.

The above requires property access to resolve and staff are actively engaging the affected property owners. Ultimately, individual property water shut downs are used to gain illicit access to a property.

This work is important to improve the process for real time reads and reduces the amount of estimating of water billing accounts. This provides a better customer service experience and reduces the amount of time that is required by finance revenue staff and operations staff.

Wastewater Network

General Inflow & Infiltration

The previous Water and Wastewater Investigation Update Report discussed in detail the significantly higher than average precipitation and snowmelt that generated additional Inflow & Infiltration (I&I) into the wastewater system in the spring. Since Report IS17-2026, the wastewater volumes for May, June and July have been on a decline, which is typical with the drier weather.

Township Staff have installed anchor flow monitors near the Region of Waterloo's Elmira and St. Jacobs Wastewater Treatment Plants, to quantify the Township's wastewater flows entering their treatment facility. Township staff have been analyzing the wastewater flow data and there are discrepancies between the flows we are observing and the amount the Township is being billed. Moving forward there will need

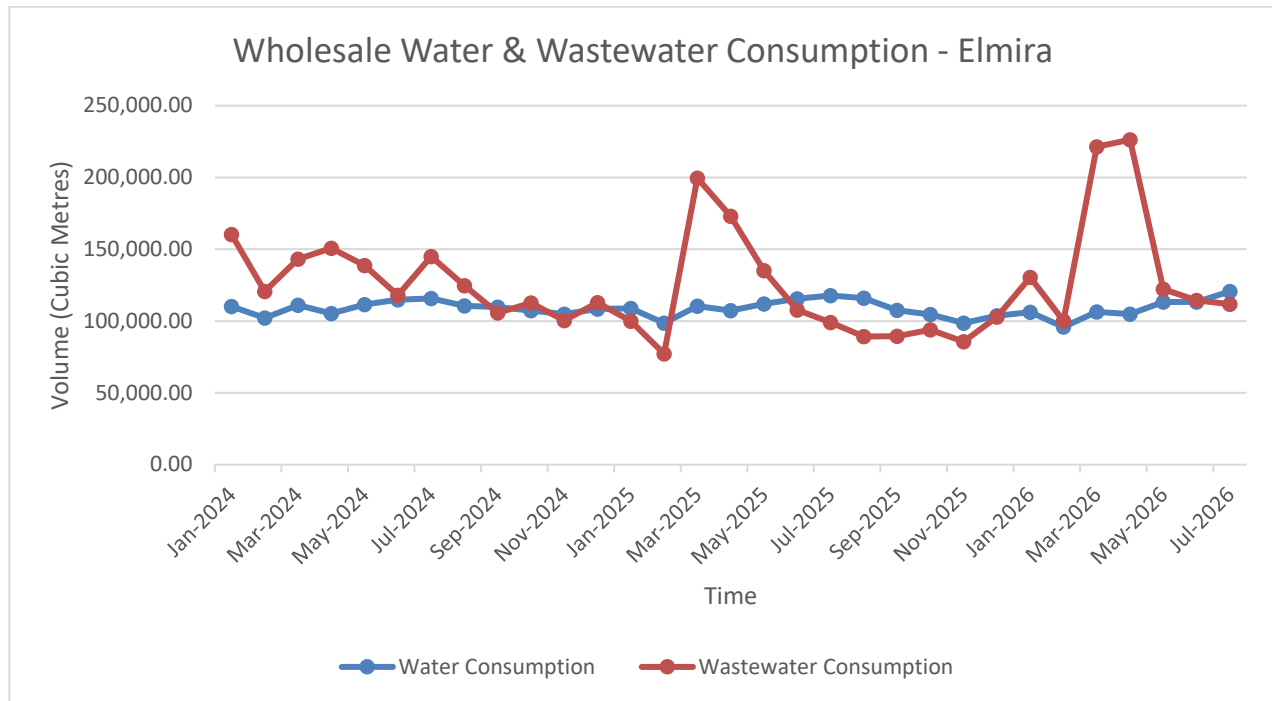
Report: IS25-2026

to be additional discussions between the Township and the Region of Waterloo regarding billing quantities. The scheduling of these meetings are in progress as this is high priority initiative.

The Township of Woolwich began the CIPP program in 2016 and has completed over 8,200m of sewer relining. CIPP helps with the reduction of water entering the sewer system through cracks, holes, and joint failures in the existing infrastructure which can overload existing treatment facilities, especially during times of wet weather (spring/fall). CIPP can significantly reduce infiltration.

The effectiveness of previous sanitary sewer rehabilitation projects aimed at reducing I&I cannot be fully assessed immediately following the rehabilitation project. There are variations in groundwater levels, seasonal conditions, and precipitation events that significantly influence the quantity of extraneous flow entering the sanitary system. A sufficient post-rehabilitation monitoring period that encompasses a range of weather conditions, including wet-weather events and seasonal high groundwater conditions, is required to accurately evaluate the long-term performance of rehabilitation measures. Ongoing flow monitoring and comparison with pre-construction data will be completed to allow for a more reliable assessment of I&I reduction and the overall effectiveness of the completed works.

Below is a graph showing a comparison of wholesale water and wastewater consumption specifically for Elmira from January of 2024 to July 2026.



The graph shows discrepancies in water and wastewater billings predominantly during the spring months. Further analysis will need to be undertaken to better understand all the inputs contributing to the variances but certainly I&I is a contributing factor.

St. Jacobs I&I Investigation

Township Staff and the consultant can determine that the Water Street and Young Street lining project has made a positive effect on the reduction of infiltration entering the St. Jacobs collection system.

The Township and the consultant completed a site investigation on the west side of St. Jacobs, which included CCTV inspection of the entire private sewer system and smoke testing. The investigation identified two direct connections from stormwater catchbasins to the wastewater system, as well as infiltration within a maintenance hole. To further assess the extent of inflow and infiltration sources, dye testing of critical infrastructure on the site is currently being scheduled. Following completion of the investigation, the Township will work with the property owner to address the direct stormwater connections and identified infiltration deficiencies.

Through the flow monitoring program and ongoing analysis, the St. Jacobs wastewater flows demonstrate that the infiltration volume in St. Jacobs is mostly driven by high groundwater in the spring. The high groundwater table results in water rising above infrastructure defects, which become active sources that do not appear throughout the

year. This creates a constant infiltration issue for approximately two months while the groundwater table is raised. The Township and the retained consultant have been able to delineate the highest I&I locations. Approximately 80% of the I&I volume is in approximately 30% of the St. Jacobs catchment area. The largest constant source of infiltration has been determined along the wastewater trunk between the Water Street and Hachborn Street East intersection and the Queensway Drive and Princess Street West intersection.

A contractor will be retained in the spring of 2027 to complete CCTV of the wastewater trunk between the Water Street and Hachborn Street East intersection and the Queensway Drive and Princess Street West intersection to confirm if the infiltration source is along the wastewater trunk. In addition to the CCTV of the wastewater trunk, maintenance hole scans will be completed in the spring of 2027 to further isolate the infiltration sources along the wastewater trunk.

Elmira I&I Investigation

The Township has completed a Closed Circuit Television (CCTV) inspection program. This included inspections of both the mainline wastewater sewer and laterals in the Birdland area. This was a crucial step in determining where precisely I&I is occurring and the appropriate rehabilitation action. This work also benefited the Asset Management data set for the system as it further condition rates the wastewater asset class.

Through IS07-2026 - Cured-in-Place-Pipe (CIPP) Sewer Lining - Tender Award the Township retained PipeFlo Contracting Corporation to rehabilitate and remediate the inflow and infiltration within a portion of the Birdland subdivision in Elmira. The contractor has mobilized to Elmira to complete the following work:

- 60 mainline full-length liners (approximately 3,764 liner metres of sanitary mainline)
- 9 trenchless mainline spot repairs
- 105 maintenance hole rehabilitation

CIPP Lining and maintenance hole rehabilitation has begun and will be completed by the end of November 2026.

Township staff have completed additional CCTV inspections in the higher wet weather catchment areas. There are two significant inflow inputs which were located through the CCTV video inspections.

In portions of the older areas of Elmira, the cellar drain system and the wastewater system share a common maintenance hole, with a weir wall separating the flows. CCTV inspection between Dunke Street North and Maple Street identified the cellar drain system overtopping the weir wall and discharging into the wastewater system. This represents a significant source of inflow and has been scheduled for remediation by PipeFlo Contracting Corporation.

The overtopping is likely the result of tree root intrusion into the cellar drain system. Roots from mature trees above the sewer corridors have likely penetrated the clay pipe joints, restricting flow within the cellar drain system and causing surcharge conditions. The wastewater system in this area was rehabilitated using cured-in-place pipe (CIPP) lining in 2019 and is not affected by root intrusion.

While the inflow volume is difficult to quantify, it is estimated to contribute approximately 2 to 3 L/s during dry weather conditions, with substantially higher flows expected during wet weather events.

The second location is at the intersection of Arthur Street South and Oriole Parkway in Elmira. The sanitary mainline crosses directly beneath the stormwater mainline and the stormwater main is leaking into the sanitary main. PipeFlo Contracting Corporation will be installing a trenchless mainline spot repair in the stormwater mainline to remove the inflow into the sanitary main. Again, it is difficult to quantify the volume of inflow, it is estimated to contribute approximately 1 to 2 L/s during dry weather conditions, with substantially higher flows expected during wet weather events.

As described through the previous Water and Wastewater Investigation Update Report, within the Birdland catchment area (South of First Street West, North of Listowel Road, West of Arthur Street) there is approximately 100 to 150 L/s of I&I during an average storm event. A conservative estimate on the I&I reduction for the maintenance hole and wastewater lining work in this project area is approximately 15% or 15 L/s to 22.5 L/s conservatively.

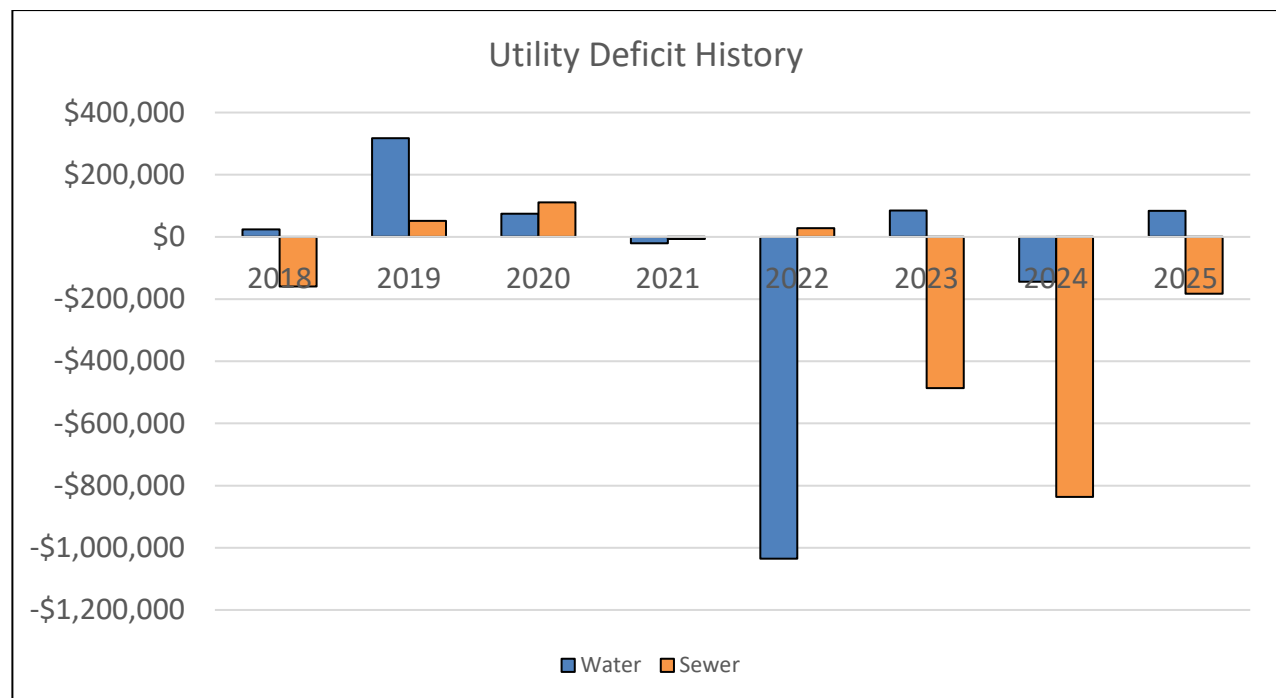
Lateral repairs will be completed in the future upon approval of additional capital budget. The lateral lining work proposed through the winter would reduce the I&I by a further 15% to 20% conservatively, which would be 20 L/s to 30 L/s during wet weather.

Gains in the I&I reduction work will be most notable after the spring thaw in 2027 as this is typically when the ground is most saturated and sewer systems are more susceptible to leaks. Staff appreciate that Council would like to see more immediate results in this area, but the reality is that it takes time to see any true results from the work.

Financial information

Both the water and wastewater program have experienced deficits with the severity of those deficits increasing in recent years primarily in the wastewater service. The 2022 deficit in water was largely related to an autoflusher issue at the airport which has since been corrected.

While 2025 showed improvement over 2024, more recent data has seen a regression to historical trends. The history of the overall water and wastewater financial position can be seen below:



History of the Deficits

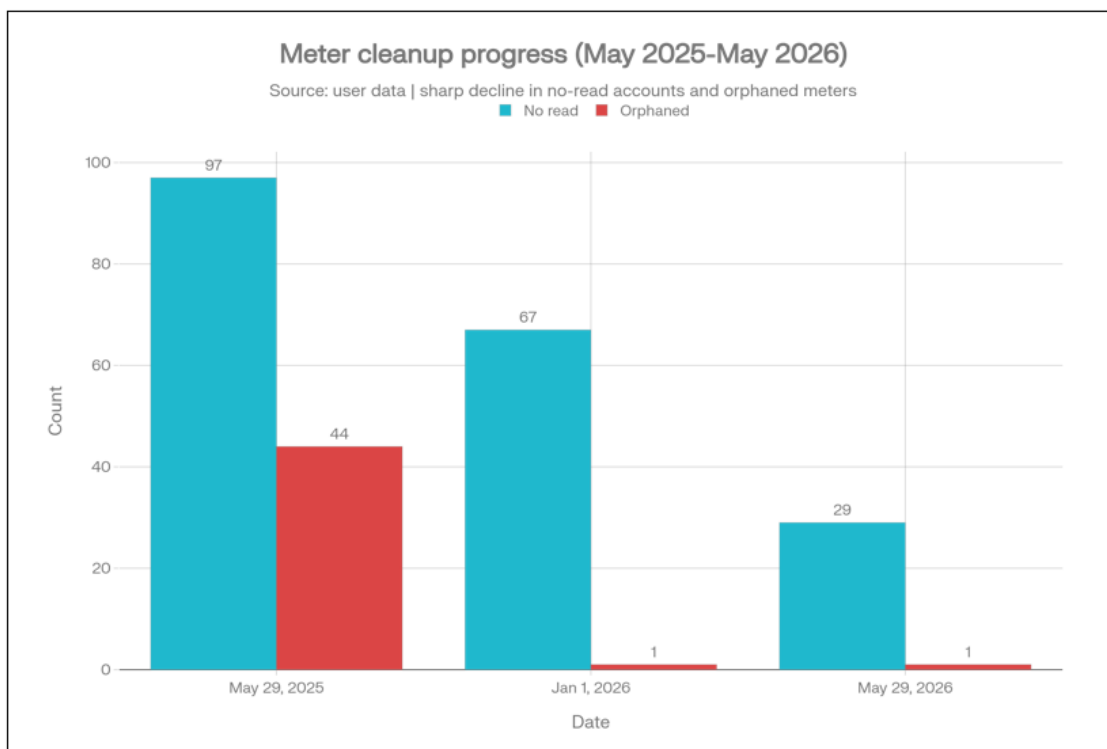
As illustrated in the graph above, wastewater deficits have increased in recent years. However, further analysis indicates that several customers were contributing sewer revenue without actually discharging into the system. As a result, surplus revenue was being generated, likely masking underlying historical deficits.

It is probable that these issues have been present for at least the past 10 years. In particular, revenue from several larger billing customers that discontinued service in 2024 had been offsetting these pressures. One of these customers alone averaged approximately \$320,000 in wastewater revenue annually from 2018 to 2024. Without this revenue, the deficits shown in the graph above would likely have been significantly larger.

This suggests that the deficit is not a recent development, but rather an issue that has become more visible as offsetting revenue has declined.

Billing Process Improvements

There have been several improvements made to the billing process over the past year. The graph below shows the progress on some of the meters to date.



The finance team have been working more closely with the operations team to identify issues and follow up on outstanding work orders.

No-read accounts are meters that are not producing a read, but where activity is still likely occurring. In 2025, there were 97 meters; by 2026, that number had been

reduced to 29. This reflects improved turnaround time in identifying and replacing faulty meters.

Orphaned meters are meters that are reading but do not have an account attached, which means usage cannot be properly billed. Through investigative work, this number was reduced from 44 in 2025 to 1 in 2026. Additional billing reconciliation work includes: comparing billing reports to consumption reports, confirming census analytics reports with field teams, and confirming all billing changes are posted correctly to the general ledger.

2026 Financial Data

The most recent financial information for July 2026 can be found below. While there has been improvements since the Q2 report where over \$750,000 deficit in wastewater was projected, there are still significant budget shortfalls on both the water and wastewater sides.

TOWNSHIP UTILITY BUDGET			
Wastewater Services			
Wastewater Mains	235,095	59,347	175,748
Pumping Stations	236,935	173,174	63,761
Billing and Collecting	175,801	92,394	83,407
Administrative Overhead	1,243,741	749,238	494,504
Other System Costs b)	4,645,248	3,068,814	1,576,434
Total Expense	6,536,820	4,142,967	2,393,853
Revenue	233,700	134,796	98,904
User Rate Revenue	6,303,120	3,337,534	2,965,585
Total Revenue	6,536,820	3,472,330	3,064,489
Net - Wastewater Operating	-	670,637	-670,637
Water Services			
Water Mains	745,908	350,678	395,230
Water Service	117,865	43,765	74,100
Meters	266,940	321,977	-55,037
Hydrants	73,675	29,914	43,761
Billing and Collecting	174,551	88,591	85,960
Administrative Overhead	948,606	563,185	385,420
Other System Costs b)	4,639,268	2,586,299	2,052,969
Total Expense	6,966,813	3,984,411	2,982,402
Revenue	574,170	197,293	376,877
User Rate Revenue	6,392,643	3,471,283	2,921,360
Total Revenue	6,966,813	3,668,576	3,298,237
Net - Water Operating	0	315,835	-315,835

One off / Catch up Billing

One of the challenges in performing this analysis is that the investigative work identified several catch-up billings, which can skew the results. For example, a large developer was using an auto flusher, resulting in a significant catch-up billing in 2024 that represented approximately four to five years of billing. A second auto flusher was identified in 2026, which reflected at least six years of billing and similarly affected the 2026 results. Although these amounts were adjusted and accrued as part of the 2025 year-end process, they make month-over-month analysis more difficult.

Additional challenges include large industrial users that are billed for water but not for sewer, even though they may still be discharging into the sewer system. Further work is being undertaken to review these users.

Regional Billing

A statistical analysis was performed to identify the primary drivers of the various utility deficits. Using correlation coefficients, several factors were examined to assess the strength of their relationships to the deficits. This analysis found that the strongest relationship was between the size of the regional billings for both water and sewer. In other words, the higher the regional billings, the larger the magnitude of the deficits.

This suggests that the larger amounts billed by the region are a significant contributor to the Township's deficits. The key area of focus is the gap between the amounts the region charges the Township and the amounts charged to residents for water and sewer usage.

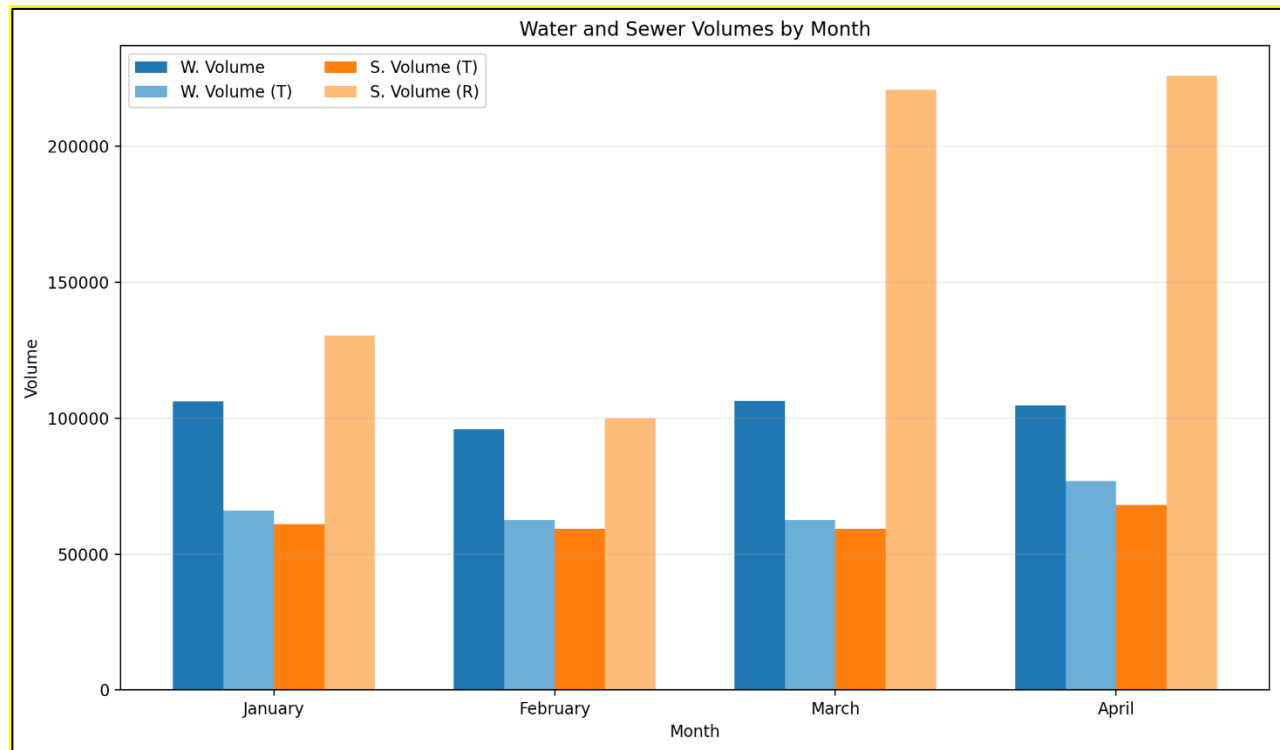
While Regional billing and deficits were strongly correlated, overall precipitation levels were weakly correlated. This means that while Regional billing is a key driver of the deficits, precipitation is not the only driver of increased Regional billing.

Further detail is provided below:

The graph above compares wastewater billing across all settlement areas. While there are substantial differences across each area, Elmira has by far the largest impact on the overall deficits. In several cases, the regional billing is twice the Township billing.

Regional billing shows a very strong correlation with wastewater deficits, indicating that the amount the Township pays to the Region is the strongest predictor of whether a surplus or deficit will occur each year. The largest gap is in Elmira, particularly on the sewer side, where the regional charges significantly exceed Township billing. This means the Township is incurring substantial wastewater treatment costs without receiving corresponding revenue. Further analysis is provided below.

Recent 2026 Combined Water and Wastewater Review



The graph above shows monthly water and sewer volumes for 2026. The dark blue bar represents the regional water volume, which is the theoretical maximum sewer volume that could be billed. The light blue bar shows Township water billing, and the gap between the two likely reflects aging meter issues, unmetered usage, leaks, or other system losses.

The gap between the light blue and orange bars likely represents users who are not connected to sanitary sewer or are billed for water only.

The largest discrepancy is between Township sewer billing and regional wastewater billing, where the region's billed volume is sometimes about three times higher than the Townships revenue. This suggests that inflow and infiltration are likely major drivers of the cost difference, although regional billing discrepancies may also play a role. This underscores the need for appropriate meetings with Region staff to address these discrepancies.

Water and wastewater volume estimates for rates:

Water and wastewater rates are calculated by dividing total estimated costs by estimated consumption to determine the per-cubic-metre rate. However, if actual estimated consumption were used, the resulting rates would be significantly lower, which would lead to even larger deficits in both services.

Both systems appear to be using understated consumption estimates to arrive at more manageable utility rates. A more detailed analysis is needed to ensure the model reflects actual consumption costs. At present, higher deficits are being offset by artificially higher revenues generated through higher rates.

Overall Cost Analysis

A preliminary analysis shows that Township water and wastewater costs are higher than those of comparable municipalities, and the sewer program has experienced persistent deficits in recent years. While I&I loss is the primary driver, higher labour, equipment, and overhead allocations are also contributing to the issue.

The Township currently allocates costs on a 50%/25%/25% basis for roads, water, and wastewater, while other municipalities are closer to 65%/20%/15%. This suggests that costs charged to the sanitary system may be overstated, which are another driving factor to the utility budgets.

Correcting this would likely reduce utility deficits, but it would also require increases to water rates and the tax levy. This is however a direction the organization could take with support from Council.

Staff allocation and equipment costs

Instead of charging unionized staff directly to the water and wastewater budgets, the Township uses an allocation method based on estimated time and effort for various activities. Costs are then distributed to each department through daily allocation reports. There are several potential concerns with this approach.

First, utility budgets may absorb labour costs that are not directly related to utility work. For example, the recent severe winter saw overtime costs charged to the water and wastewater program as a significant portion of staff salaries are automatically charged to utilities, even though the costs are not related.

Second, operations equipment costs are allocated using a 50/25/25 split for roads, water, and wastewater. This may not accurately reflect actual equipment usage, as such Council could provide direction with respect to making an appropriate change.

Utility Rate Model

During the 2026 budget process, the finance team identified that the water and wastewater model has not been substantially updated in over 20 years. An initial review has shown that estimates have been used to derive a rate that roughly corresponds to generate revenue to meet experienced costs. If more accurate numbers were used, this would result in an even larger potential deficit. This highlights the importance of analytical work and the need to review the Township's financial assumptions and budgeting models.

Interdepartmental Impacts:

While Infrastructure Services has legislated requirements associated with the water and wastewater systems under the Township's care and control, Finance, Development Services and the Building Department all play key roles in the systems fiscal health and sustainable expansion.

Financial Impacts:

Ongoing water and wastewater deficits are trending significantly higher than in previous years and while have stabilized continue to be a concern. While recent rate increases and added operating contingencies will help offset some of these pressures, further corrective action will be needed to reduce the impact of these deficits. The current discrepancy between Township sewer billing and regional sewer billing is not sustainable.

Water is also experiencing notable deficits, which may be related to meter usage and consumption patterns. Further monitoring is needed to assess the impact of the water meter replacement program, identify any water loss issues, and confirm whether any new users have been connected without meters. The scale of the current deficits is not sustainable with existing contributions and will directly affect the capital program.

It is also important to note that much of this analysis must be developed from scratch, as the Township does not have a formal tracking and analysis program in place. This reflects the need a broader shift toward more data-driven decision-making, which will help support more efficient and effective Township operations.

Community Strategic Plan Impacts:

This project supports the Township of Woolwich's strategic direction to "*Manage and maintain all municipal infrastructure with an emphasis on continuous improvement and greater efficiencies*", with a goal to "*Optimize the Use of Municipal Infrastructure*".

Conclusion:

Significant time and effort by multiple departments continues to be invested and this will need to continue to improve the fiscal health of the reserves. A number of changes have already occurred as a result of this initiative and a number of items will require further process changes and ongoing programming to continue to make inroads.

An in-depth review of wholesale water and wastewater treatment quantities and costing will require resourcing in order to more accurately capture usage and improve the Township's cost recovery ability for both utilities. Staff will be proceeding with engaging contract service support so that appropriate attention to this work can occur to yield the best results.

The ongoing I&I work has been extensive and has revealed specific areas of focus. In Elmira there are two predominant locations, the Birdland area and the older section, east of Arthur Street that account for the majority of I&I. Sections of these locations have been included in the 2026 I&I program that Council recently endorsed and additional capital investment will be needed in both St. Jacobs and Elmira over the next few years to further mitigate extraneous flows entering the wastewater system.

To date several areas have been identified that are all contributing to improving the fiscal health of both the water and wastewater reserves. More time is needed to better quantify the areas that have been found to be contributing to the reserve deficits and further updates are expected to be provided to Council throughout the year.

Attachments:

N/A

Motion – Street Lighting on Country Squire Road – Councillor Bryant

WHEREAS Enova Power Corp. (Enova) previously identified an interest in installing street lighting along Country Squire Road for improved visibility and security; and

WHEREAS at a town hall meeting organized by Enova on October 24, 2024, residents expressed concerns regarding nighttime safety and property theft and have requested that the proposed street lighting proceed, particularly in light of anticipated residential growth in the surrounding area; and

WHEREAS Country Squire Road is a boundary road shared by the Township of Woolwich and the City of Waterloo, but neither municipal Council has directed staff to initiate a lighting survey or included funding for street lighting in this area; and

WHEREAS Woolwich Council supports enhanced public safety and recognizes the potential benefit of additional lighting for residents, road users and properties along Country Squire Road; and

WHEREAS the proposed lighting is an Enova-led initiative and the Township is prepared to assume responsibility for the ongoing maintenance costs associated with the infrastructure following its installation;

NOW THEREFORE be it resolved that the Council of the Township of Woolwich Council:

1. Request that Enova prepare and submit a proposal for the installation of street lighting on Country Squire Road, generally between the west limits of Country Squire Road and Millenium Boulevard, with all capital costs associated with the design and installation of the lighting to be fully funded by Enova and ongoing maintenance costs funded by the Township;
2. Direct Township staff to work with Enova and the City of Waterloo to review the proposal, determine the approvals and technical requirements applicable to the boundary road, and report back to Council before final approval of the proposal; and
3. Direct the Clerk to forward this resolution to Enova and the City of Waterloo.

The Corporation of the Township of Woolwich

By-law No. 49-2026

A By-law to Confirm All Actions and Proceedings of the Council

The Council of the Corporation of the Township of Woolwich enacts as follows:

All actions and proceedings of the Council taken at its meeting held on:

September 15, 2026

Except those taken by by-law and those required by law to be done by resolution, are hereby sanctioned, ratified and confirmed as though set out herein provided, however, that any member of this Council who has dissented from any action or proceeding or has abstained from discussion and voting thereon shall be deemed to have dissented or abstained, as the case may be, in respect of this by-law as it applies to such action or proceeding.

Passed this 15th day of September, 2026

Sandy Shantz, Mayor

Jeff Smith, Clerk

By signing this by-law on the date it is passed, Mayor Sandy Shantz will not exercise the power to veto this by-law.



Development Services Staff Report

Report Number: DS28-2026
 Report Title: Affordable Housing and Reserve Fund Policy
 Author: Maryam Rehman, Junior Planner - Housing
 Meeting Type: Committee of the Whole Meeting
 Meeting Date: September 15, 2026
 eDocs or File ID: File
 Consent Item: No
 Final Version: Yes
 Reviewed By: Deanne Friess, Director of Development Services, Victor Labreche, Manager of Planning
 Financial Review: Jennifer Shamsoun, Senior Financial Analyst - Development
 Final Review: Senior Management Team

Recommendation:

That the Council of the Township of Woolwich, considering Report DS28-2026 respecting Affordable Housing and Reserve Fund Policy:

1. Adopt the Affordable Housing and Reserve Fund Policy (Policy No. DEV-03), attached to this Report as Attachment 1; and
2. Adopt the by-law in Attachment 2 to amend the Delegation of Authority By-law 41-2022 to delegate authority to the Director of Development Services to administer Policy No. DEV-03 and to approve minor or administrative amendments to the Policy, provided that any substantive changes, including to the contribution range or program options, shall be brought to Council for approval; and
3. Direct staff to include an amendment to the reserve by-law to establish the Affordable Housing Reserve Fund as part of the larger reserve and reserve fund review process; and,
4. Direct staff to examine the feasibility of a Township contribution to the Affordable Housing Reserve Fund, for Council's consideration through the next budget review process, to demonstrate the Township's leadership and commitment to advancing affordable housing.

Background:

The Township of Woolwich is a signatory to a Housing Accelerator Fund (HAF) agreement with the Canada Mortgage and Housing Corporation (CMHC), please see Attachment 3, for a list of all twelve (12) Initiatives with deadlines, as well as the new Housing Supply Growth Target, which supports the Township's efforts to increase the pace and supply of housing, including affordable housing, across the Township.

The Affordable Housing and Reserve Fund Policy (Attachment 1) responds to Initiative 12: Affordable Housing Policy, added to the Township's HAF Action Plan following Council's approval of updates to the Plan in March 2026. That addition, together with a revised Housing Supply Growth Target, made the Township eligible for additional HAF funding beyond what was secured under the original agreement. The Township's fourth and final HAF funding instalment is contingent on completing all initiatives in the HAF Action Plan by December 2026 and meeting the Housing Supply Growth Target by February 2027; the Policy is one of the initiatives required to meet that condition. Initiative 12 of the Housing Accelerator Fund Action Plan, Affordable Housing Policy, comprises three components. The first involves the drafting of an affordable housing policy and accompanying Council report, culminating in the presentation of the policy to Council for consideration and adoption. The second involves the establishment of an Affordable Housing Reserve, undertaken in partnership with the Finance Department, to receive and manage contributions collected under the Policy. The third involves implementation of the Policy with developers, including informing the development community of the Policy and encouraging voluntary contributions without compelling participation, along with an update to the Township's Affordable Housing webpage to provide information on the new Policy. This Council report and the accompanying Policy address the first component of Initiative 12, with the establishment of the Reserve Fund and subsequent implementation with developers to follow. Staff are bringing the Policy forward now to complete this initiative.

To collect feedback on the Policy and the Voluntary Contribution Program, the Planning staff created a webpage on the EngageWR (Engage Woolwich) platform to collect public feedback. The draft Policy itself was not shared publicly; rather, the webpage outlined the intent of the Policy and the general structure of the contribution program. The same information was shared with the Development Liaison Committee to collect feedback. To date, no feedback has been received from the Committee. One comment was received from the public, inquiring whether the Township assigns any prioritization to the type of affordable housing that developers are asked to provide, such as multiple-bedroom units for young families, single-bedroom units with accessibility support for seniors or persons with disabilities, studio units for individuals who are employed but lack current housing, or other specific conditions, and if so, requesting detail on how such priorities would be assigned and weighted. As the Policy operates on a voluntary basis, no formal prioritization or weighting framework has been established for the type of affordable housing units contributed. While the Township encourages a range and mix of housing

types and unit sizes to meet diverse community needs, the specific type of affordable housing provided remains at the discretion of the participating developer.

The Township's Affordable Housing Framework and Official Plan identifies the development of tools to support affordable housing as a priority. Staff explored two mandatory tools, a Community Benefits Charge By-law and Inclusionary Zoning By-law, and found that neither is a good fit for the Township at this time; both are discussed further under Comments, below. Staff have accordingly developed the voluntary contribution framework described in this Report as the mechanism best suited to the Township's circumstances. To add, applicants are required to demonstrate, as part of a complete development application, how the proposed development addresses applicable policies of the Official Plan, including those relating to affordable housing under Chapter 9. Section 9.2.1(j) of the Official Plan directs the Township to consider innovative financial arrangements and other tools or mechanisms to encourage and support the development and maintenance of non-profit and affordable housing, and the Policy operationalizes this direction through a voluntary contribution mechanism. While contributions under the Policy remain voluntary and are not a condition of development approval, they may represent one means by which an applicant chooses to address and respond to applicable Official Plan policies as part of a complete application.

Staff have accordingly prepared the Affordable Housing and Reserve Fund Policy (Policy No. DEV-03), which introduces a Voluntary Contribution Program through which development applicants and community members may choose to support affordable housing initiatives in the Township in response to the Official Plan policies supporting the creation of affordable housing.

Comments:

Policy Overview

The Policy is intended to guide the establishment and administration of a Voluntary Contribution Program, the Affordable Housing Reserve Fund to support the creation and continuation of affordable housing in the Township and provide a framework for future Township initiatives or grant programs to support affordable housing. The Policy applies to new residential development proposing five (5) or more dwelling units and offers eligible applicants two (2) ways to contribute: an in-kind provision of Affordable Units equal to 5% of a development's total units or cash contribution of \$1,000 to \$2,000 per dwelling unit. In addition, the Policy also provides ways for community members to support and contribute to affordable housing through philanthropic donations and grants from individuals and organizations; and intergovernmental transfers directed to affordable housing purposes.

Participation in the Voluntary Contribution Program is entirely voluntary and is not a condition of any planning or development approval. The Voluntary Contribution Program will be introduced consistently to all eligible development applicants at the pre-

consultation stage or application stage, and an applicant's decision to participate, decline, or select a particular option has no bearing on the review of their application under the *Planning Act*. The voluntary contribution may be one way that applicants address the policies in the Township Official Plan for a mix and range of housing options including affordable housing.

A list of eligible developments include:

- Site Plan
- Draft Plans of Subdivision;
- Draft Plans of Condominium;
- Official Plan Amendments and Zoning By-law Amendments involving residential intensification; and
- Residential development projects eligible for municipal incentives or funding under a Community Improvement Plan (CIP).

The Policy does not apply to accessory dwelling units (ADUs), developments by not-for profit providers that already provide affordable housing, and minor residential additions or conversions.

Rational for Options

The Policy included in Attachment 1 to this report includes two options for contributions. In-Kind or cash. The policy includes 5% affordable units and a \$1,000 to \$2,000 range cash contribution which are set as consistent starting points, not as fixed requirements. Since participation in the Voluntary Contribution Program is entirely voluntary, an applicant may offer more, less, or a different amount of contribution than these reference points suggest, and the Township will accept whatever level of contribution, cash or in-kind, an applicant ultimately decides to offer.

Contributions are secured through a Contribution Agreement for both options. Both methods are administered by Development Services and Financial Services under authority delegated by Council to the Director of Development Services and Director of Financial Services and would be noted in recommendation reports to Council.

Voluntary Approach Rationale

Staff has considered mandatory tools such as, Community Benefits Charge By-law and Inclusionary Zoning By-law, and are not recommending either at this time. A Community Benefits Charge By-law is not being pursued because it is both restrictive, in that it would apply to very few developments in the Township, and is resource-intensive to establish and administer. The Inclusionary Zoning By-law is not being pursued because the Township does not currently qualify to use it. The legislative, legal, and practical reasons for both are summarized below. This analysis reflects staff's review of the *Planning Act* and relevant case studies.

1. Legislative Authority

2. Community Benefits Charge By-law

Under section 37 of the *Planning Act*, a municipality with a CBC by-law may charge a fee, capped at 4% of land value, on developments that trigger a zoning amendment, minor variance, subdivision, consent, or similar approval. However, this only applies to buildings of at least 5 storeys and 10 units. Woolwich's anticipated growth in Breslau, Elmira, and St. Jacobs is majority townhouses, stacked townhouses, and small multi-unit buildings, forms that can easily exceed 10 units without ever reaching 5 storeys. A CBC by-law would therefore exclude most of the Township's actual housing growth and apply only to the rare higher-rise development in a designated growth core. Given how few developments would qualify, the tool would generate little revenue, and the work required to establish it (a Council-adopted CBC strategy, consultation, a by-law, and ongoing annual reporting under O. Reg. 509/20) would not be a reasonable use of the Township's resources.

3. Inclusionary Zoning By-law

Sections 16(4) to (13) and 16(5.1) of the *Planning Act* permit municipalities to require a fixed percentage of affordable units in market residential development, but only within a Protected Major Transit Station Area or an area with a Minister-ordered Community Planning Permit System. Woolwich has neither at this time. The future GO station may change this in the future for the Breslau area of Woolwich.

With both tools unavailable and inapplicable to the Township, the Policy instead establishes a voluntary contribution framework, that is less restrictive and captures the type of development that makes up most of the Township's housing growth.

4. Legal Risk – City of Cambridge as a Case Study

The Policy establishes affordable housing contributions on a voluntary basis rather than as a condition of any approval. This approach is deliberate and is intended to avoid a legal risk that has recently materialized in a neighbouring municipality.

Where a municipality lacks specific statutory authority to require a financial or in-kind contribution as a condition of approving a zoning by-law amendment, minor variance, or plan of subdivision, that condition may be vulnerable to legal challenge. A developer may argue that the condition amounts to an unlawful exaction, that is, a demand imposed without legal authority and may appeal the underlying approval to the Ontario Land Tribunal (OLT) on that basis.

Earlier this year, the City of Cambridge in connection with the River Mill subdivision, a large residential development on Speedsville Road in Hespeler received media coverage. The subdivision, approximately 112 acres in size and expected to add over 1,700 residential units, received rezoning and Official Plan amendment approval from the City in October 2024. That approval included a condition requiring the developer to either contribute \$500 per residential unit to the City's affordable housing fund or alternatively provide 20 affordable housing units to be held affordable for a period of 20 years.

The developer appealed this condition to the OLT, arguing that it was unenforceable. Specifically, the developer's position was that municipalities may only impose affordable housing requirements of this kind within a Protected Major Transit Station Area, or within an area subject to a Minister-ordered Community Planning Permit System, under section 16 (5.1) of the *Planning Act*. Because the River Mill lands are not located within either type of area, the developer argued that the City had no statutory authority to impose the condition at all.

The matter was ultimately resolved by negotiated settlement rather than by a Tribunal ruling on the merits. In a decision dated February 19, 2026, the OLT recorded that the City and the developer had agreed to an amended condition: rather than the original cash-or-units requirement, the developer agreed to provide 20 affordable rental units within Phase 3C of the development, a block of four-storey stacked townhouses comprising 216 rental units in total. The appeal settled before the Tribunal ruled on the substantive legal question, whether an affordable housing condition of this kind is enforceable outside a Protected Major Transit Station Area or Community Planning Permit System, that question remains legally untested. Another municipality could face the same challenge and would not have the benefit of a binding precedent either way.

5. Practical Constraints

Aside from the legal considerations above, a mandatory approach would also face practical limits within the Township. Monitoring and enforcing a mandatory affordable housing program requires sustained compliance tracking over time, which is beyond Development Services' current capacity. A voluntary model, secured through a Contribution Agreement and registration on title, requires comparatively less ongoing enforcement, as compliance is established at the outset rather than monitored indefinitely.

6. Recommended Approach

Staff recommend the voluntary approach set out in the Policy, for the reasons outlined above. A voluntary approach avoids the legal risk associated with mandatory conditions of approval, while offering a predictable and transparent structure through a standardized per-unit cash contribution range or a in-kind unit option. It also aligns directly with the Township's Affordable Housing Framework and Housing Accelerator Fund commitments, while preserving flexibility to support non-profit and community housing partners.

The Policy further positions the Township to accept ongoing contributions toward affordable housing, complementing the Official Plan's existing policies encouraging affordable housing, which development applications are already required to address. Where an applicant does not propose to provide affordable housing directly and is not addressing the Township Official Plan policies, staff can direct them to the Policy as a mechanism for making a voluntary contribution to the Affordable Housing Reserve Fund.

7. Cash Contribution Rationale

The proposed Cash Contribution range of \$1,000 to \$2,000 per dwelling unit under Option A-2 is informed primarily by the City of Cambridge, identified as the only Ontario municipality for which staff were able to identify a directly comparable per-unit contribution figure. The City's contribution is not imposed pursuant to either of the two statutory instruments addressed under Legislative and Legal Considerations, above. Rather, the contribution is imposed as a condition of subdivision approval pursuant to the City's Official Plan, requiring a base contribution of \$500 per unit or, alternatively, the provision of 20 affordable units held for a minimum affordability period of 20 years, with negotiated contributions reported to reach as high as \$2,000 per unit in practice. It is this absence of reliance on CBC or Inclusionary Zoning authority that renders the City a suitable comparator for the purposes of this analysis, notwithstanding the structural distinctions described below.

A material distinction nonetheless exists between the two approaches. The City of Cambridge contribution is mandatory in nature, imposed as a condition of development approval, and the statutory authority underlying that condition was the subject of a recent appeal to the Ontario Land Tribunal. The Township's Voluntary Contribution Program imposes no such condition. The proposed range of \$1,000 to \$2,000 per unit does not constitute a mandatory fee; it establishes a consistent and equitable point of reference offered uniformly to all eligible applicants, adjusted upward from the City's \$500 base figure to reflect rising development and market cost and conditions.

8. Determining the Contribution Amount

The Policy establishes a range, rather than a single fixed amount, in recognition that a flat rate applied Township-wide would not adequately reflect meaningful differences between developments. A small infill project, for example, differs materially from a larger subdivision, as does a smaller unit from a larger one.

Within the \$1,000 to \$2,000 range, Development Services in collaboration with Financial Services and the applicant will negotiate and agree upon a specific per-unit contribution amount for a given application, having regard to factors such as unit type and size, and the overall scale of the development. This range is intended to serve as a starting point for discussion, supporting consistency and fairness across applicants, rather than a fixed or mandatory determination made unilaterally by staff. The resulting amount for a specific application will be confirmed in writing in the applicable Contribution Agreement.

As the Program is voluntary, an applicant is welcomed to propose, and the Township remains open to accept, a contribution below or above the range. The Township will not decline a contribution on the basis that it falls outside the range.

Financial Considerations

All contributions under the Policy are voluntary. As a result, Development Services staff cannot provide a reliable estimate or forecast of Reserve Fund revenue in a given year. Unlike Development Charges or other legislated fees, applicants are under no statutory

obligation to contribute, and the amount, timing, and form of any contribution, cash or in-kind, rests entirely with the applicant. Contributions are expected to accumulate gradually and unevenly as eligible applications proceed, and administering the Reserve Fund will require ongoing capacity within Development Services and Financial Services to track contributions, execute agreements, and report to Council annually.

To give Council some context, staff have prepared the following illustrative example. This is not a forecast and should not be relied upon as one:

- If Eligible Development Applications proposing a combined 100 dwelling units in a given year elected Option A-2 (cash) at the low end of the range (\$1,000/unit), the Reserve Fund would receive approximately \$100,000 that year; at the high end (\$2,000/unit), approximately \$200,000.

Actual annual contributions could be significantly lower, or \$0, depending on the volume of Eligible Development Applications and whether applicants elect Option A-1 (in-kind units) instead.

Staff will examine the feasibility of a Township contribution to the Reserve Fund for Council's consideration through the next budget process, as recommended in this Report. Such a contribution would establish an active Reserve Fund balance ahead of the first development-related contributions and demonstrate the Township's own commitment to the program it is asking development applicants and community members to participate in voluntarily. A detailed assessment of the Policy's financial implications, including Reserve Fund set-up and related budget considerations, is provided by Financial Services under Financial Impacts, below.

9. Policy Administration

The Policy will be administered by the Planning Section of Development Services. Council retains overall decision-making authority over the Policy and the Reserve Fund. Council delegates the following specific authority to the

Director of Development Services (the “DS Director”) and Director of Finance / Treasurer (the “FIN Director”) to:

- DS Director to administer the Policy on a day-to-day basis; and
- DS Director to execute Contribution Agreements on behalf of the Township, provided they are consistent with the Policy; and
- DS Director in collaboration with FIN Director to allocate funds from the Reserve Fund for affordable housing initiatives, once sufficient fund has been accumulated over time; and
- DS Director to approve routine administrative updates to Schedule A annually; and

- approve other minor or administrative amendments to the Policy, provided that any substantive changes, including to the contribution range or program options, are brought to Council for approval.

10. Overview of Roles and Responsibilities

Implementation Task	Lead Responsibility	Notes
Pre-consultation introduction of the Program	Development Services (Planning)	Presented consistently to all eligible applications; no impact on application review or timelines.
Negotiation and execution of Contribution Agreements	Development Services (Planning), with Legal Services review of the template agreement	Amount and option confirmed in the Agreement prior to execution.
Collection of cash contributions	Development Services (Planning) and Financial Services	Collected at Contribution Agreement execution.
Registration of in-kind unit commitments on title	Development Services (Planning), with Legal Services support	Via executed Contribution Agreement.
Reserve Fund set-up and accounting	Financial Services	Includes general ledger set-up and ongoing fund accounting.
Ongoing tracking of Reserve Fund deposits and allocations	Development Services (Planning) and Financial Services	Mirrors existing Township budget tracking for the Housing Accelerator Fund as an example.
Annual reporting to Council on contributions, disbursements, and fund balance	Financial Services	Required under the Policy's Delegated Authority section.
Allocation of funds for affordable housing initiatives	Development Services (DS Director) and Financial Services (FIN Director)	Larger or precedent-setting allocations may be brought to Council.

11. Program Limitations and Future Review

As a voluntary program, the long-term effectiveness cannot be guaranteed. Effectiveness will depend on applicant and community interest, broader housing market conditions, and the volume of eligible development applications received over time. The Policy includes features to help Council monitor and adjust the program as experience accumulates:

- annual reporting from the Director to Council on contributions received, funds disbursed, and the Reserve Fund balance;
- a formal Development Services review of the Policy every year, or earlier if warranted by legislative change or Council direction; and
- Council's ability, at any time, to adjust the contribution range, add or remove contribution options, or otherwise amend the Policy based on program performance.

Staff view the Policy as a starting mechanism for building the Reserve Fund and establishing a consistent, transparent process, rather than a program expected to generate predictable or guaranteed revenue. The program effectiveness will be assessed over time based on contributions actually received and the initiatives the Reserve Fund is ultimately able to support.

Interdepartmental Impacts:

The Affordable Housing Reserve Fund will require interdepartmental collaboration on the establishment of the Reserve Fund, general ledger set-up, and ongoing fund accounting.

Financial Impacts:

The proposed Affordable Housing and Reserve Fund Policy establishes a framework for voluntary contributions and the future establishment of an Affordable Housing Reserve Fund. As participation in the program is voluntary, future contribution levels, annual revenues, and reserve fund balances cannot be reliably forecasted at this time. Staff anticipate that contributions will vary depending on development activity and participation levels.

While the policy provides a process to collect funds for affordable housing purposes, the long-term financial effectiveness of the program remains uncertain due to the absence of historical data and the voluntary nature of the contribution program. It is currently unknown whether contribution levels will be sufficient to support meaningful affordable housing initiatives over time.

Implementation of the policy will require significant administrative coordination between Development Services, Financial Services, and other departments as required. Ongoing responsibilities may include contribution agreement administration, reserve fund reporting, and record management. Future staffing or administrative requirements may need to be reassessed should participation levels increase or additional affordable housing programs be established.

The report also recommends that staff examine the feasibility of a Township contribution to establish the Affordable Housing Reserve Fund, for Council's consideration through the next budget process. While a contribution would provide an initial funding balance within the Reserve, no specific financial analysis has been provided at this time regarding the appropriate amount or the anticipated use of an initial contribution. Council should consider a future proposed contribution within the context of broader budget priorities and the uncertain level of future participation and voluntary contributions, with a detailed feasibility assessment to be brought forward through the next budget process.

The policy delegates authority to the Director of Development Services to administer the program. Given that the policy establishes a reserve fund intended to receive and disburse funds for affordable housing purposes, consideration should be given to further defining the reserve fund governance framework, including allocation criteria, approval authorities, reporting requirements, and the role of Financial Services in supporting the administration, financial oversight, and accountability of reserve fund contributions and expenditures.

Given that the program is new and participation is voluntary, periodic review of both the financial performance and administrative impacts of the program is recommended to assess whether the initiative is meeting its intended objectives and providing value to the Township.

Climate Impacts:

The Policy supports compact, mixed-income residential development within the Township's existing settlement areas, consistent with the Township's land use and growth management objectives. The Policy itself does not regulate building form, energy use, or site design, and is not expected to have a direct climate impact.

Community Strategic Plan Impacts:

Cultivate long-term prosperity: The Plan's Vision 2034 identifies access to affordable housing as the foundation of a healthy community and commits the Township to include affordable developments as the Township expands. The Policy operationalizes that commitment: it delivers on the Plan's "Develop Affordable Housing Strategy" Key Result by building a framework that supports the development, preservation, and accessibility of housing for diverse income groups, and it delivers on the "Develop New Reserve Funds" Key Result by establishing a new dedicated fund the Township can draw on as growth continues. By pairing the Township's growth with a funding mechanism for affordability, the Policy supports the phased, managed growth this priority calls for.

Provide effective and open leadership: As contributions are voluntary and cannot be tied to development approvals, the Policy commits the Township to introducing the Voluntary Contribution Program consistently to every eligible applicant, using the same information regardless of the project or applicant, and to reporting publicly to Council each year on contributions received and funds disbursed. This mirrors the Plan's commitment to

transparent, open communication with residents, giving both applicants and the community confidence that the program is administered fairly and consistently.

Conclusion:

The Affordable Housing and Reserve Fund Policy, gives the Township a clear, transparent, and legally defensible framework for directing voluntary contributions toward affordable housing, consistent with the Township's Affordable Housing Framework and its commitments under the Housing Accelerator Fund (HAF) agreement with CMHC. As outlined in this Report, a voluntary approach is the mechanism best suited to the Township's circumstances: it avoids the legislative and legal risk associated with mandatory tools, such as inclusionary zoning, that are not available to the Township outside a Protected Major Transit Station Area or an area with a Minister-ordered Community Planning Permit System, while still establishing a consistent, predictable, and administratively manageable framework for both applicants and staff.

Adoption of the Policy also allows the Township to complete an initiative added to its HAF Action Plan following Council's approval in March 2026, ahead of the December 2026 deadline tied to the Township's fourth and final HAF funding instalment.

Staff recommend that Council adopt the Policy, establish the Affordable Housing Reserve Fund, and direct staff to examine the feasibility of a Township contribution to the Reserve Fund for Council's consideration through the next budget process, to demonstrate the Township's leadership and commitment to advancing affordable housing.

Attachments:

1. Draft Affordable Housing and Reserve Fund Policy.
2. Draft By-law to amend the Delegation of Authority by-law.
3. Initiatives within the Housing Accelerator Fund Contribution Agreement

ATTACHMENT 1

CORPORATE POLICY and PROCEDURE		Policy No.: DEV-03 Pages: 11 Effective Date: Supersedes:
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SECTION: Development Services

SUBJECT: Affordable Housing and Reserve Fund Policy

PURPOSE

This *Policy* is intended to guide the establishment and administration of the *Affordable Housing and Reserve Fund Policy* and a *Voluntary Contribution Program* to support the creation and continuation of affordable housing within the *Township* of Woolwich (the "*Township*").

This *Policy* provides a clear and transparent framework for collecting voluntary contributions from development applicants and other sources, and for the future allocation of funds from the *Reserve Fund* to affordable housing initiatives.

This *Policy* supports the housing objectives of the *Township's* Official Plan and *Affordable Housing Framework* by establishing a mechanism through which development applicants and the community can contribute to affordable housing across the *Township*.

This *Policy* is intended to provide a framework for:

- a) the voluntary contribution options available to development applicants under this *Policy*;
- b) the collection and administration of contributions to the *Reserve Fund*; and
- c) *Township* initiatives or a future grant program to allocate funds from the *Reserve Fund*, once sufficient contributions have accumulated.

DEFINITIONS

“Additional Residential Unit (ARU) / Accessory Dwelling Unit (ADU)” means a separate, self-contained dwelling unit which is subordinate to and located within the principal dwelling unit and/or permitted accessory building located on the same lot.

“Affordability Period” means the minimum period during which an *affordable unit* must remain affordable in accordance with this *Policy* and any applicable *contribution agreement*.

“Affordable Housing Development/Affordability Criteria / Affordable Unit” means

a) In the case of ownership housing, the least expensive of:

i) Housing for which the purchase price results in annual accommodation costs which do not exceed 30 percent of gross annual household income for low- and moderate-income households; or

ii) Housing for which the purchase price is at least 10 percent below the average purchase price of a resale unit in the Regional market area;

b) In the case of rental housing, the least expensive of:

i) A unit for which the rent does not exceed 30 percent of the gross annual household income for low- and moderate-income households; or

ii) A unit for which the rent is at or below the average market rent (See *Table 1 in Schedule A*) of a unit in the Regional market area.

For the purposes of this definition low and moderate income households mean, in the case of ownership housing, households with income in the lowest 60 percent of the income distribution for the Regional market area, or in the case of rental housing, households with incomes in the lowest 60 percent of the income distribution for renter households for the Regional market area.

“Affordable Housing Framework” means the framework adopted by the *Township* to support and facilitate the delivery of affordable housing.

“Affordable Housing and Reserve Fund Policy” means this *Policy*, as adopted by the *Council*.

“Affordable Housing Reserve Fund” or “Reserve Fund” means the dedicated reserve fund established by this *Policy* to receive, hold, and allocate contributions for the purpose of supporting the creation, continuation, or retention of affordable housing within the *Township*.

“Average Market Rent / AMR” means a measure generated annually by the Canada Mortgage and Housing Corporation (CMHC) through its Rental Market Survey. It captures the average rent charged by private landlords for units, broken down by neighbourhood, urban zone, and the number of bedrooms.

The Maximum Affordable Rent applicable under this Policy is set out in Table 1 in Schedule A.

“Cash Contribution” means a voluntary monetary contribution made to the *Affordable Housing Reserve Fund*, whether by a development applicant under Option A-2 of the *Voluntary Contribution Program*, or by an individual, corporation, foundation, charitable organization, or other funding body under Option B, in accordance with this *Policy*.

“Community Improvement Plan / CIP” means a municipal planning tool under Section 28 of the Planning Act that permits a municipality to provide financial incentives, such as grants or loans, within a designated community improvement project area to support eligible development, redevelopment, rehabilitation, or community improvement objectives.

“Contribution Agreement” means an agreement between the *Township* and a development applicant that sets out the terms of a voluntary contribution made under this *Policy*, including any requirements for *Affordable Units*, *Cash Contributions*, timing of payment, and registration on title.

“Council” means the Council of the Township of Woolwich.

“Eligible Development Application” means a development application identified in this *Policy* as eligible to be introduced to the *Voluntary Contribution Program*, including new residential development proposing five or more dwelling units and any other application type specified by the *Township*.

“In-Kind Contribution” means a voluntary contribution made under this *Policy* in the form of affordable dwelling units provided within a development, as opposed to a *Cash Contribution*.

“Low- and Moderate-Income Households” means, for ownership housing, households with incomes in the lowest 60 percent of the income distribution for the *Regional Market Area*, and for rental housing, households with incomes in the lowest 60 percent of the income distribution for renter households in the *Regional Market Area*.

“Regional Market Area” means the Regional Municipality of Waterloo.

“Registered on Title” means that an agreement, notice, restriction, or other legal instrument is registered against the property in the applicable land registry system so that it binds the lands and provides notice to current and future owners of the applicable obligations.

“Township” means the Township of Woolwich.

“Voluntary Contribution Program” means the voluntary program outlined in this *Policy*.

Any other term that is not defined in the DEFINITIONS section of this *Policy* will be interpreted to have the same meaning prescribed to it in the Township’s Official Plan and/or Zoning By-law.

SCOPE

This *Policy* applies to the administration of the *Affordable Housing Reserve Fund* and all contributions to and allocations from the *Reserve Fund*. It applies to development applicants who choose to contribute through the voluntary contribution options set out in this *Policy*, and to individuals and organizations that make donations to the *Reserve Fund*. This *Policy* is administered by Development Services, in collaboration with Financial Services.

All contributions made under this *Policy* are voluntary. Nothing in this *Policy* creates a mandatory charge, levy, or condition of any planning or development approval, and a contribution does not guarantee, expedite, or otherwise influence the outcome, timeline, or decision on any application under the *Planning Act*. This *Policy* does not replace or limit any requirements under applicable legislation, including the *Planning Act*, the *Municipal Act, 2001*, and the *Development Charges Act, 1997*, or the policies of the *Township's Official Plan*.

POLICY STATEMENT

The *Township* is committed to supporting the creation and continuation of affordable housing within its communities. To advance this commitment, the *Township* establishes the *Affordable Housing Reserve Fund* and a voluntary contribution program that together provide a dedicated, transparent mechanism for collecting contributions and directing them toward *Township* initiatives.

The *Township* will administer the *Reserve Fund* and the contribution program in a fair, consistent, and accountable manner, in accordance with this *Policy* and all applicable legislation.

POLICY IMPLEMENTATION

1. Delegated Authority

Council has decision-making authority over the *Affordable Housing and Reserve Fund Policy*.

Director of Development Services (the “DS Director”) and Director of Finance / Treasurer (the “FIN Director) to:

- DS Director to administer the Policy on a day-to-day basis; and
- DS Director to execute Contribution Agreements on behalf of the Township, provided they are consistent with the Policy; and
- DS Director in collaboration with FIN Director to allocate funds from the Reserve Fund for affordable housing initiatives, once sufficient fund has been accumulated over time; and
- DS Director to approve routine administrative updates to Schedule A annually; and
- approve other minor or administrative amendments to the Policy, provided that any substantive changes, including to the contribution range or program options, are brought to Council for approval.

The FIN Director will report to *Council* on an annual basis on the use of the *Affordable Housing Reserve Fund*, including the amount and purpose of any funds disbursed, the amount of contributions received, and the balance remaining in the *Reserve Fund*.

Any amendment to this *Policy* not expressly delegated above requires *Council* approval.

2. Voluntary Contribution Program

The *Voluntary Contribution Program* provides eligible development applicants with the option to support affordable housing in the *Township* through two contribution options. Voluntary contributions may be made either as an *In-Kind Contribution* of *Affordable Units* provided within the development itself, or as a *Cash Contribution* deposited into the *Reserve Fund*, at the applicant's choice. Participation in the *Voluntary Contribution Program* is entirely voluntary and is offered consistently to all eligible applications. *Cash Contributions* received under this *Voluntary Contribution Program* are directed toward *Township* initiatives and may, as funds are received and accumulated in the *Reserve Fund*, support the introduction of a future grant program for affordable housing.

3. Eligible Development Applications

This *Policy* applies to new residential development proposing five (5) or more dwelling units. *Eligible Development Applications* include:

- Site Plan; and
- Draft Plans of Subdivision; and
- Draft Plans of Condominium; and
- Official Plan Amendments and Zoning By-law Amendments involving residential intensification; and
- Residential development projects eligible for municipal incentives or funding under a Community Improvement Plan (CIP).

4. Development Exclusions

This *Policy* does not apply to the following:

- *Additional Residential Unit (ARU) / Accessory Dwelling Unit (ADU); and*
- Developments by not-for-profit housing providers or projects that already provide affordable housing; and
- Minor residential additions or conversions.

5. Uniform Introduction

The *Voluntary Contribution Program* will be introduced consistently to all *Eligible Development Applications* at the pre-consultation stage. Every applicant will receive the same information about the contribution options set out in this *Policy*, presented in a consistent manner regardless of the applicant, the project, or the outcome of prior discussions.

Participation in this *Voluntary Contribution Program* is entirely voluntary. An applicant's decision to participate, decline, or select a particular contribution option will not influence, and must not be interpreted as influencing, the review, timeline, evaluation, or outcome of any development application under the *Planning Act*. This *Policy* does not create a condition of approval, and no *Township* staff, during pre-consultation or any other stage of application review, must represent or imply that a contribution affects the processing or determination of an application.

6. Permitted Sources of Fund

The *Affordable Housing Reserve Fund* may receive contributions from the following sources. The *Township* encourages development applicants and community members to support affordable housing through the voluntary options set out in Section 7.

7. Voluntary Contribution Program Options

Should an eligible development applicant or community member choose to contribute, the following list of options are available:

Option A-1: In-Kind Contribution (Affordable Units)

The applicant may voluntarily provide *Affordable Units* equal to five percent (5%) of the total residential units within the proposed development. Units provided under this option must:

- i. meet the *Affordability Criteria* set out in this *Policy*; and
- ii. remain affordable for a minimum of twenty (20) years, or such other period as determined by *Council*, secured through an agreement *Registered on Title*; and

- iii. be integrated into the development and be of comparable quality and appearance to the market units.

Option A-2: Cash Contribution

The applicant may voluntarily contribute between one thousand dollars (\$1,000) and two thousand dollars (\$2,000) per dwelling unit within the proposed development. The contribution amount is determined by Development Services staff and is payable at the time of execution of the *Contribution Agreement*. All contributions received under this option will be deposited into the *Affordable Housing Reserve Fund*. This range may be adjusted from time to time by resolution of *Council* to reflect inflation and changing housing market conditions.

Option B: Philanthropic Contributions and Grants

The *Township* may accept voluntary donations, grants, and philanthropic contributions to the *Affordable Housing Reserve Fund* from private individuals, corporations, foundations, charitable organizations, and other funding bodies. All contributions will be accepted in accordance with applicable *Township* policies, and donations may be eligible for a charitable donation receipt where permitted under the *Income Tax Act*. Grants and contributions will only be accepted where their terms are consistent with the purposes of this *Policy*.

Option C: Intergovernmental Transfers

The *Township* may direct funding received from the Government of Canada, the Province of Ontario, the Region of Waterloo, or other sources to the *Reserve Fund*, where the funding is provided for affordable housing purposes and the transfer is consistent with any applicable funding agreement.

8. Contribution Agreement

Where an applicant elects to contribute under Option A-1, the applicant and the *Township* will enter into a *Contribution Agreement* before the contribution is finalized. For an *In-Kind Contribution*, the agreement will be *Registered on Title* to the lands and will set out, at a minimum:

- i. the number, type, and location of the *Affordable Units* within the development; and
- ii. the *Affordability Criteria* the units must meet, as defined in this *Policy*; and
- iii. the *Affordability Period* and the obligations of the owner during that period; and
- iv. requirements for the quality, appearance, and integration of the units.

Where an applicant elects to contribute under Option A-2, the applicant and the *Township* will enter into a *Contribution Agreement* that sets out the contribution amount, the timing

of payment, and confirmation that the funds will be deposited into the *Affordable Housing Reserve Fund*.

All agreements will be prepared to the satisfaction of the *Township* and executed prior to the finalization of the applicant's contribution, or at such other time as agreed to by the *Township*.

9. Integration with the Township's Affordable Housing Framework and Official Plan

Affordable Housing Framework

The *Township* has adopted an *Affordable Housing Framework* to support and facilitate the delivery of affordable housing. Under the Framework, development projects that include a minimum of ten percent (10%) *affordable units* may be eligible for enhanced municipal support measures, which may include:

- i. a dedicated staff liaison; and
- ii. coordinated interdepartmental review; and
- iii. expedited processing timelines, where feasible; and
- iv. assistance in navigating applicable incentives and funding programs.

Participation in the *Voluntary Contribution Program* is separate from, and does not guarantee, eligibility for these support measures. Any expedited processing or enhanced support will occur within existing legislative requirements and *Township* service standards.

Official Plan

Applicants are required to demonstrate, as part of a complete development application, how the proposed development addresses applicable policies of the Official Plan, including those relating to affordable housing under Chapter 9. Section 9.2.1(j) of the Official Plan directs the Township to consider innovative financial arrangements and other tools or mechanisms to encourage and support the development and maintenance of non-profit and affordable housing, and the Policy operationalizes this direction through a voluntary contribution mechanism. While contributions under the Policy remain voluntary and are not a condition of development approval, they may represent one means by which an applicant chooses to address and respond to applicable Official Plan policies as part of a complete application.

10. Review Cycle

This *Policy* will be reviewed by Development Services at minimum annually from its effective date to ensure it remains consistent with the *Township's Affordable Housing Framework*, applicable legislation, and current housing market data and conditions.

The *Township* may review this *Policy* on an earlier basis where warranted by changes to the *Planning Act*, the *Municipal Act, 2001*, the *Development Charges Act, 1997*, or other applicable legislation, or where directed by *Council*.

Schedule A

Table 1: Average and Below Market Rent

This table sets out affordable monthly rent for the following unit sizes, based on the *Affordable Residential Units for the Purposes of the Development Charges Act, 1997* Bulletin, 2026:

Unit Size	Affordable Monthly Rent (AMR or below AMR)
Bachelor Unit	\$1,261
1 Bedroom	\$1,438
2 Bedroom	\$1,597
3 Bedroom	\$1,980

Table 2: Rent based on Income

\$ 2,270

Note: Rent that equals 30 percent of the gross annual household income for a household at the 60th percentile of the income distribution for renter households in the local municipality.

Table 3: Affordable Purchase Price

This table sets out affordable purchase price for the following housing types, based on the *Affordable Residential Units for the Purposes of the Development Charges Act, 1997* Bulletin, 2026:

Housing Type	Affordable Purchase Price
Detached House	\$523,800
Semi-detached House	\$523,800
Row/Townhouse	\$523,800
Condominium Apartment	\$459,000

Table 4: Purchase Price based on Income

\$ 523,800	
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Note: Purchase price that results in annual accommodation costs (assumes 5% down payment, 25-year amortization, 5-year fixed mortgage rate, 0.125% house value/month property taxes and 4.0% mortgage insurance premium) which equal 30 percent of gross annual household income for a household at the 60th percentile of the income distribution for all households in the local municipality.

ATTACHMENT 2

The Corporation of the Township of Woolwich

By-law No. ## -2026

A By-law to amend the Delegation of Authority By-law 41-2022 respecting Affordable Housing and Reserve Fund Policy

WHEREAS section 23.1 of the Municipal Act, 2001 , S.O. 2001 , c. 25 (the "Municipal Act") provides that sections 9, 10 and 11 authorize a municipality to delegate its powers and duties under any Act to a person or body subject to listed restrictions; and

WHEREAS on June 27, 2022, the Council of The Corporation of the Township of Woolwich passed the Delegation of Authority By-law 41-2022 delegating certain powers and duties; and

WHEREAS on September 15, 2026 the Council of the Corporation of the Township of Woolwich approved delegating authority regarding the Affordable Housing and Reserve Fund Policy;

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

- 1 . That the following delegated authorities be added to Schedule D Development Services of By-law 41-2022:

Delegated Authority	Delegate	Delegation & Legislative Limits
Director of Development Services (the "DS Director") and Director of Finance / Treasurer (the "FIN Director) to: • DS Director to administer the Policy on a day-to-day basis; and • DS Director to execute Contribution Agreements on behalf of the Township, provided they are consistent with the Policy; and	Director of Development Services	As set out in By-law ##-2026 and Policy DEV-03: Affordable Housing and Reserve Fund Policy.

• DS Director in collaboration with FIN Director to allocate funds from the Reserve Fund for affordable housing initiatives, once sufficient fund has been accumulated over time; and • DS Director to approve routine administrative updates to Schedule A annually; and • approve other minor or administrative amendments to the Policy, provided that any substantive changes, including to the contribution range or program options, are brought to Council for approval.		
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2. This by-law shall come into full force and effect on the date it is passed.

FINALLY PASSED AND ENACTED this day of , 2026.

Sandy Shantz, Mayor

Jeff Smith, Clerk

By signing this by-law on the date it is passed, Mayor Sandy Shantz will not exercise the power to veto this by-law.

Initiatives within the Housing Accelerator Fund Contribution Agreement

SCHEDULE A

Approved Action Plan

Section A - Initiatives	
Initiative 1	Development Ready Strategy for Provincially Added Urban Expansion Areas
Start Date	2023-05-15
Completion Date	2026-09-30
Expected Results	14 estimated permitted units that the Initiative will incent.
Milestone 1	Initiate Secondary Plan for Community of Breslau
Start Date	2023-05-23
Completion Date	2023-12-29
Milestone 2	Identify Infrastructure Needs
Start Date	2023-12-29
Completion Date	2024-04-01
Milestone 3	Development Ready Strategy
Start Date	2024-08-01
Completion Date	2024-12-31
Milestone 4	Infrastructure Upgrades to add additional development ready lands
Start Date	2024-04-01
Completion Date	2025-04-01
Milestone 5	Pre-Designation Zoning Strategic Lands
Start Date	2025-01-02
Completion Date	2025-12-31
Initiative 2	Framework for Development of Underutilized Township Lands
Start Date	2024-01-02
Completion Date	2026-12-31
Expected Results	16 estimated permitted units that the Initiative will incent.
Milestone 1	Framework for Disposition
Start Date	2024-01-02

Completion Date	2024-04-30
Milestone 2	Pre-Development Studies and Planning Framework
Start Date	2024-05-01
Completion Date	2024-12-31
Milestone 3	Request for Proposal Criteria
Start Date	2025-01-02
Completion Date	2025-03-31
Milestone 4	Release Request for Proposal
Start Date	2025-04-01
Completion Date	2025-05-31
Milestone 5	Building Permit Review and Issuance
Start Date	2025-06-02
Completion Date	2026-12-31
Initiative 3	Comprehensive Transportation Plan
Start Date	2024-06-03
Completion Date	2026-12-31
Expected Results	8 estimated permitted units that the Initiative will incent.
Milestone 1	Comprehensive Transportation Plan
Start Date	2024-06-03
Completion Date	2025-06-02
Milestone 2	Development Ready Planning Framework
Start Date	2025-06-02
Completion Date	2026-06-01
Milestone 3	Incorporate Plan Recommendation
Start Date	2026-06-01
Completion Date	2026-12-31
Initiative 4	Expedited Review with Dedicated Service for Affordable Housing
Start Date	2024-06-03
Completion Date	2026-09-30

Expected Results	25 estimated permitted units that the Initiative will incent.
Milestone 1	Develop Framework for Expedited Review
Start Date	2024-06-03
Completion Date	2024-10-04
Milestone 2	Affordable Housing Workshops and Training
Start Date	2024-10-04
Completion Date	2026-09-30
Initiative 5	Mixed Use Development Design Guidelines
Start Date	2024-01-02
Completion Date	2026-09-30
Expected Results	13 estimated permitted units that the Initiative will incent.
Milestone 1	Request for Proposal for Mixed Use Development Design Guidelines
Start Date	2024-01-02
Completion Date	2024-03-29
Milestone 2	Retain Consultant
Start Date	2024-04-01
Completion Date	2024-06-28
Milestone 3	Draft Mixed Use Development Design Guidelines
Start Date	2024-07-02
Completion Date	2024-12-31
Milestone 4	Final Mixed Use Development Design Guidelines
Start Date	2025-01-02
Completion Date	2025-06-02
Initiative 6	Accessory Residential Units
Start Date	2024-02-01
Completion Date	2026-09-30
Expected Results	16 estimated permitted units that the Initiative will incent.
Milestone 1	Simplified Permit Application Form with FAQs and Sample Drawings
Start Date	2024-03-01

Completion Date	2024-08-01
Milestone 2	Develop Marketing and Promotional Materials
Start Date	2024-03-01
Completion Date	2024-08-30
Milestone 3	Update Zoning to Allow for Greater Flexibility
Start Date	2024-09-02
Completion Date	2025-03-31
Initiative 7	Rental Housing Incentive
Start Date	2024-01-02
Completion Date	2026-09-30
Expected Results	98 estimated permitted units that the Initiative will incent.
Milestone 1	Amend Fees and Charges By-Law
Start Date	2024-01-02
Completion Date	2024-04-30
Milestone 2	Promotion of Rental Housing Program
Start Date	2024-05-01
Completion Date	2024-12-31
Milestone 3	Building Permits
Start Date	2024-04-01
Completion Date	2026-09-30
Initiative 8	Fast Tracking Municipal Lands Program for Affordable and Attainable Housing
Start Date	2023-04-03
Completion Date	2026-12-31
Expected Results	0 estimated permitted units that the Initiative will incent.
Milestone 1	Preferred governance framework selected
Start Date	2023-04-03
Completion Date	2023-12-01
Milestone 2	Development of streamlined approvals process and Incentives

Start Date	2024-02-28
Completion Date	2025-12-31
Milestone 3	Implementation of New Process
Start Date	2025-12-02
Completion Date	2026-12-31
Initiative 9	Comprehensive Zoning Bylaw Update to permit 4 unit 'as of right' within the R3 or higher zones.
Start Date	2023-11-07
Completion Date	2024-06-28
Expected Results	0 estimated permitted units that the Initiative will incent.
Milestone 1	Statutory process resulting in a Council decision on the Zoning Bylaw
Start Date	2023-11-07
Completion Date	2024-06-28
Initiative 10	Housing Needs Assessment
Start Date	2024-02-01
Completion Date	2026-02-01
Expected Results	0 estimated permitted units that the Initiative will incent.
Milestone 1	Housing Needs Assessment
Start Date	2024-02-01
Completion Date	2026-02-01
Initiative 11	Promote Missing Middle Housing and Increased Lot Density
Start Date	2026-03-30
Completion Date	2026-12-31
Expected Results	0 estimated permitted units that the Initiative will incent.
Milestone 1	Policy Review and Research
Start Date	2026-03-30
Completion Date	2026-07-01
Milestone 2	Stakeholder and Public Consultation
Start Date	2026-05-29

Completion Date	2026-09-30
Milestone 3	Draft Zoning Amendments and Guidelines
Start Date	2026-08-01
Completion Date	2026-11-30
Initiative 12	Affordable Housing Policy
Start Date	2026-03-23
Completion Date	2026-08-31
Expected Results	10 estimated permitted units that the Initiative will incent.
Milestone 1	Council Adoption of Policy
Start Date	2026-03-23
Completion Date	2026-05-29
Milestone 2	Establishment of Affordable Housing Reserve
Start Date	2026-03-23
Completion Date	2026-08-28
Milestone 3	Implementation with Developers
Start Date	2026-05-29
Completion Date	2026-12-31

Section B – Targets

i.The Recipient agrees to a Housing Supply Growth Target of 896 permitted housing units.

ii.The Recipient agrees to the following Additional Targets:

- 0 multi-unit housing units in close proximity to rapid transit
- 465 missing middle housing units
- 0 other multi-unit housing units
- 10.05 percent of the Housing Supply Growth Target are affordable units.



2026 QUARTERLY REPORT

Q2 2026

For the Period Ending June 30, 2026

TABLE OF CONTENTS

INTRODUCTION..... 3

CHIEF ADMINISTRATIVE OFFICER’S COMMENTS 3

TREASURER’S COMMENTS 3

Overall 3

Tax Supported Budget..... 4

Utility (Rate Supported) Budgets..... 8

Capital Budget..... 13

DEPARTMENT QUARTERLY UPDATES..... 15

Chief Administrative Officer 16

Corporate Services..... 17

Development Services..... 18

Financial Services..... 21

Infrastructure Services..... 22

Recreation and Community Services..... 23

2024-2034 STRATEGIC PRIORITIES STATUS SUMMARY 26

INTRODUCTION

The second quarter report provides Council with a summary of operating and capital actual-to-budget performance. It also gives staff an opportunity to highlight progress on, and issues affecting, major departmental initiatives and goals outlined in the Corporate Business Plan. In addition, the report addresses how the budget aligns with the Township's strategic plan objectives.

CHIEF ADMINISTRATIVE OFFICER'S COMMENTS

The following statements summarize revenues and expenses through the first two quarters of 2026, with the Treasurer's commentary highlighting key trends across the operating, utilities, and capital budgets. Directors actively monitor budget performance, while the Senior Management Team reviews overall results on a monthly basis, ensuring that financial decisions are informed by up-to-date information.

Quarterly reporting continues to provide a clear and actionable view of the Township's financial performance. Introduced in 2003, this reporting framework has proven invaluable for tracking progress against budget objectives. When paired with the Business Plans, it ensures that Council remains fully informed of both current-year priorities and the overall budget position.

The reporting format has been enhanced to better align with the Community Strategic Plan and the Corporate Business Plan. This approach not only tracks financial metrics but also monitors progress toward strategic initiatives, providing a comprehensive view of organizational performance. By integrating financial and strategic reporting, Council and management are better positioned to assess achievements, identify emerging issues, and make timely, evidence-based decisions that advance community priorities.

Work continues regarding meetings with each Department at all levels concerning the Transformation and Continuous Improvement journey for 2026. With the key areas of focus: Customer Service, Service and Program Delivery Review and Options, Financial/2027 Budget Review, Innovation/Technology and Organizational Structure/Resourcing. Council will continue to receive separate progress reports on this work.

TREASURER'S COMMENTS

OVERALL

Overall, budget monitoring at the Township has improved. The Finance Department is providing more value to the organization in overseeing and managing the Township's budget. However, several significant challenges remain.

Quarterly Report – Q2 2026

The Operating Budget is projecting an overall deficit this year, though mitigating factors may reduce the final amount. The primary driver is Winter Control. Although the 2026 budget and reserve contribution were increased, they are likely insufficient to cover the potential deficit due to severe weather early in the year.

While the Water position improved in the second quarter it is still in a deficit position. Much of this shortfall is due to the timing of the water meter replacement program. The Wastewater continues to be the primary concern, moving further into deficit during the second quarter. This is mainly due to spring melt and ongoing problems with inflow and infiltration (I&I). The current deficit is larger than last year: Q2 2025 was \$462,851, while Q2 2026 is \$727,556. Further work, analysis, and in-field efforts are needed to address this situation. Staff will be engaging outside support to help address this work.

On the Capital side, very little spending has occurred to date and is trending below historical levels. Much of this is due to carry-forwards and projects potentially deferred until 2027, such as the St. Jacobs Arena. Even accounting for known projects, staff need to focus on improving tracking and spending on the capital budget.

As part of continuous improvement work, Finance has begun to define an Asset Management Roadmap which will also include improvements to overall capital planning, project management and reporting. Capital project numbering has been introduced as a first step toward project accounting which will be present in the new software system, making spending per project more transparent.

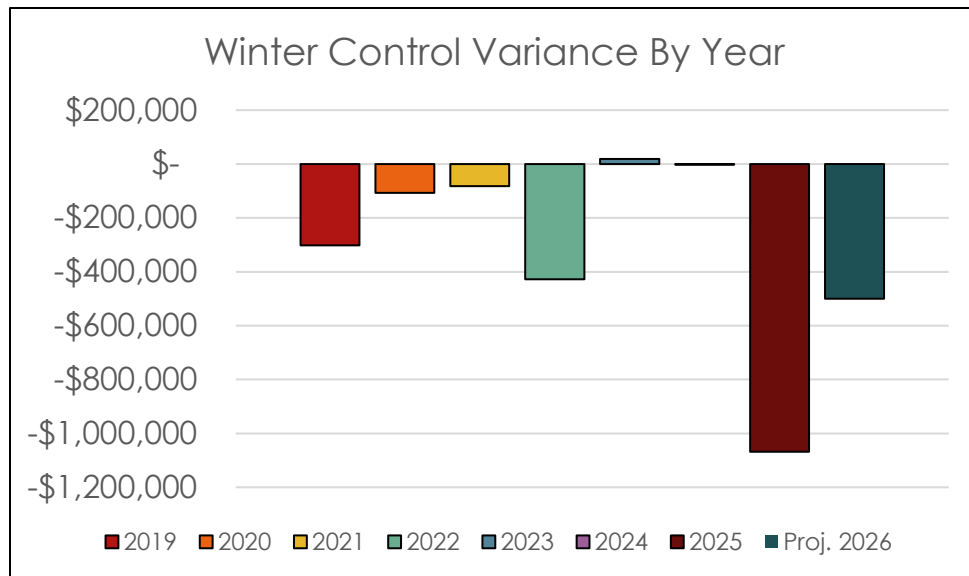
There have been considerable improvements in financial analysis, tracking and overall awareness across the Township in recent years; however, more work is needed. The Township still takes a primarily reactive approach to capital spending. Moving to a more proactive, planned approach will help meet future challenges as the organization grows.

TAX SUPPORTED BUDGET

The second quarter resulted in a tax-supported surplus of \$718,731. Similar to 2025, Winter Control remains a concern in 2026 although the projected deficit does not seem as severe as last year. Costs incurred to date total \$1,154,777, which represents 88% of the available budget. During the 2026 Budget process, \$300,300 was allocated to address winter-related operating deficiencies and re-introduce a Winter Control reserve contribution. Though this is a positive step, it will not be sufficient in absorbing another harsh winter. Based on the spending year-to-date, Staff project a deficit in the Winter Control division.

Quarterly Report – Q2 2026

Historical Winter Control variances can be seen in the graph below. It should be noted that 2023 and 2024 winters were among the mildest on record and still did not result in a significant surplus.



While many municipalities also experienced a harsh 2025 winter and a severe start to the 2026 winter season, the Township's budget deficit is much more severe than its peers. This is due to a combination of factors:

- Historic underbudgeting in the Winter Control division offsetting surpluses from other areas
- Insufficient winter reserve balances and reduction of contingency reserves to absorb unexpected shocks
- Limited understanding of department costs with delayed implementation of cost containment measures

In addition to the projected deficit in Winter Control, Staff are projecting deficits in labour and equipment allocations (Cost Allocation) and bridges within the Infrastructure Services department. To address the projected 2026 deficits, Staff are undertaking the internal exercise of mitigating this variance. The table below provides the estimated projected position:

Department	Division	2026 Projected \$(Surplus)/ Deficit
Infrastructure	Winter Control	\$400,000
Infrastructure	Roadside	\$40,000
Infrastructure	Cost Allocation	\$100,000
Infrastructure	Bridges	\$25,000

Quarterly Report – Q2 2026

Finance	Billing Issue – Reduced Tax Revenue	\$170,000
Corporate	Various, sum of all division overages/(savings)	\$33,000
Recreation & Community	Various, sum of all division overages/(savings)	(\$60,500)
Development	By-Law Enforcement/Economic Development	(\$7,000)
Infrastructure	Cost Reduction Efforts Savings	(\$230,700)
Finance	Management and Budget – Enova Dividend	(\$170,000)
Finance	Management and Budget - Surplus Investment Revenue	(\$100,000)
Finance	Revenue - Surplus Penalties and Interest	(\$100,000)
	TOTAL	\$99,800

Labour and Equipment Allocation adjustments were completed through the 2026 Budget process to address structural deficits. Some Public Works equipment, specifically the road graders, have recently been identified to need more maintenance than expected and additional heavy machinery will be rented in their downtime to maintain service levels.

For Roadside, additional costs have been identified through culvert failures that are affecting roadbeds specifically on Jigs Hollow Road and Lonsdale Road. The Township budgets for a routine volume of potential failures and attempts to mitigate culvert failures where possible.

Significant spending reductions in the Infrastructure Services department have been identified through tender savings in the surface treatment and gravel resurfacing programs.

OVERTIME, LIEU AND SICK REVIEW

It should be noted that the UKG system has experienced issues with reporting and additional work is required on configuration and report development to improve time and attendance reporting and to validate the accuracy of compensation data.

OVERTIME

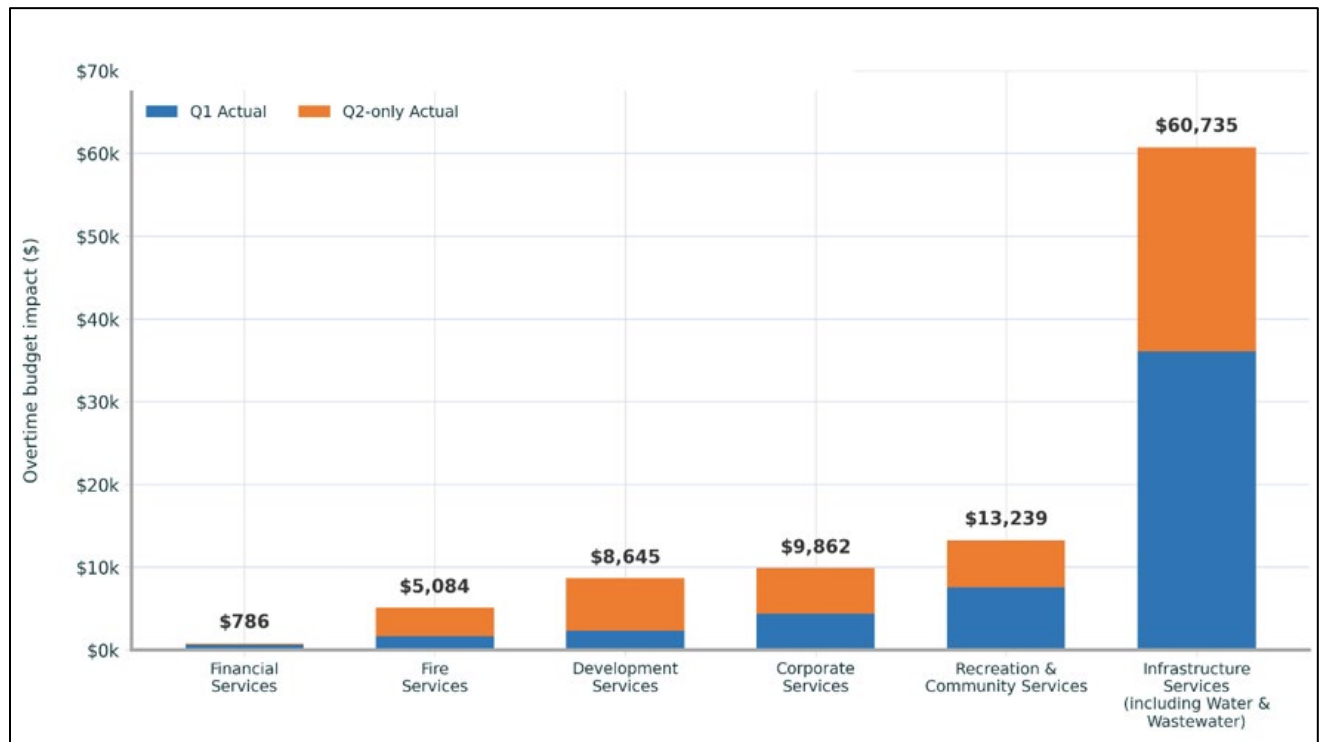
Approval for OT was not consistently applied in the past, but improvements in terms of consistency of application have been made following recent discussion with Council. In addition, general ledger accounts were created for overtime in 2026 as previously overtime was included in regular staffing costs, which made it challenging to quantify overtime. The table below shows the overtime spending in Q2 2026. It is important to note that OT is a normal part of running an organization, but staff appreciates that justification and approval is key to mitigating the accumulation of OT and any related costs.

Department	Q1 2026 Actual	Q2 2026 Actual	YTD Total	Justification
Corporate Services	\$4,393	\$5,469	\$9,862	UKG Implementation, HR attending evening meetings, IT Support Requests, IT Staff vacancy
Development Services	\$2,295	\$6,350	\$8,646	Regional Water Supply staff involvement and By-law support for Elmira Maple Syrup Festival
Financial Services	\$592	\$194	\$786	UKG Implementation (Payroll before move to CS)
Fire Services	\$1,670	\$3,414	\$5,084	Emergency response, coverage due to vacation and other leaves
Infrastructure Services	\$25,948	\$20,815	\$46,764	Roads Emergency response to unplanned events
Recreation & Community Services	\$7,594	\$5,645	\$13,239	Major Event Impacts and CBA Union Requirements
Tax Impact	\$42,493	\$41,887	\$84,381	
Wastewater Services	\$5,067	\$1,918	\$6,985	Support of Construction, W/WW Emergency response to unplanned events
Water	\$5,069	\$1,918	\$6,985	Support of Construction,

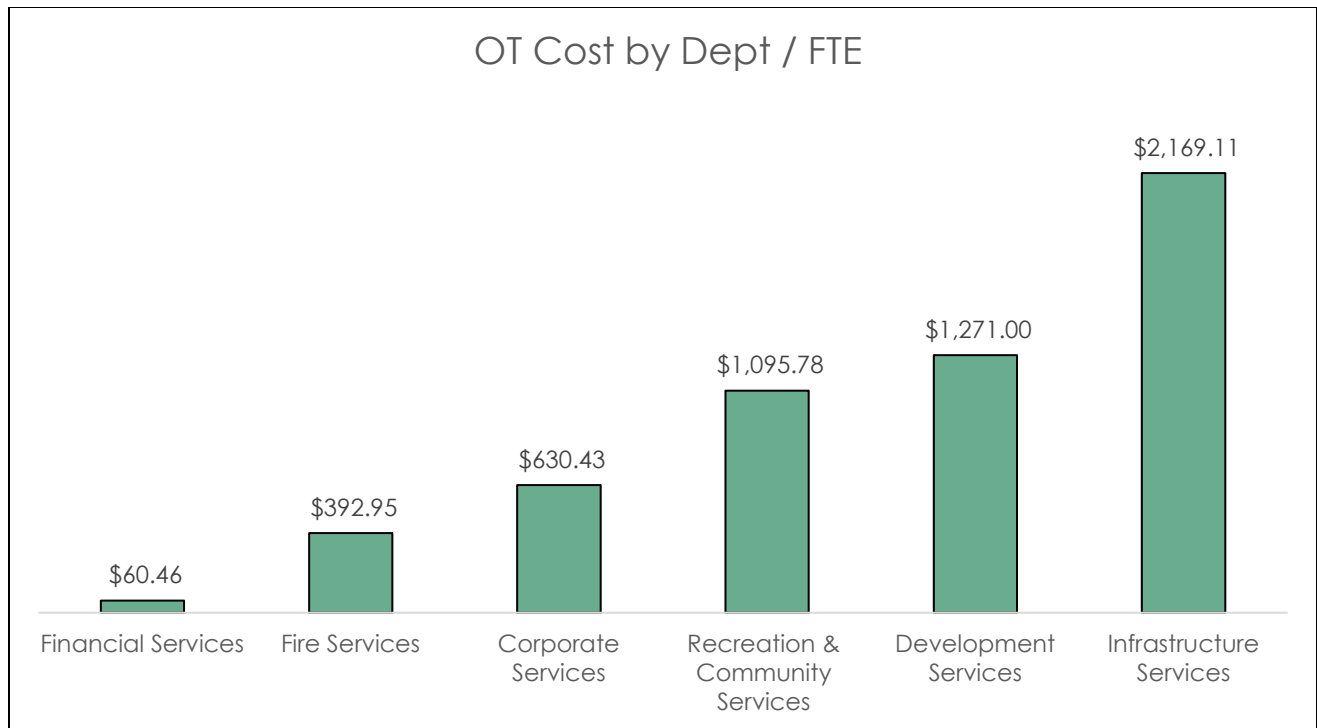
Quarterly Report – Q2 2026

Services				W/WW Emergency response
Rate Impact	\$10,136	\$3,836	\$13,971	
Total Impact	\$52,629	\$45,723	\$98,352	

The table below breaks down paid overtime by department for Q1 and Q2: The Infrastructure Services department which also includes water and wastewater.



Quarterly Report – Q2 2026

**LIEU TIME**

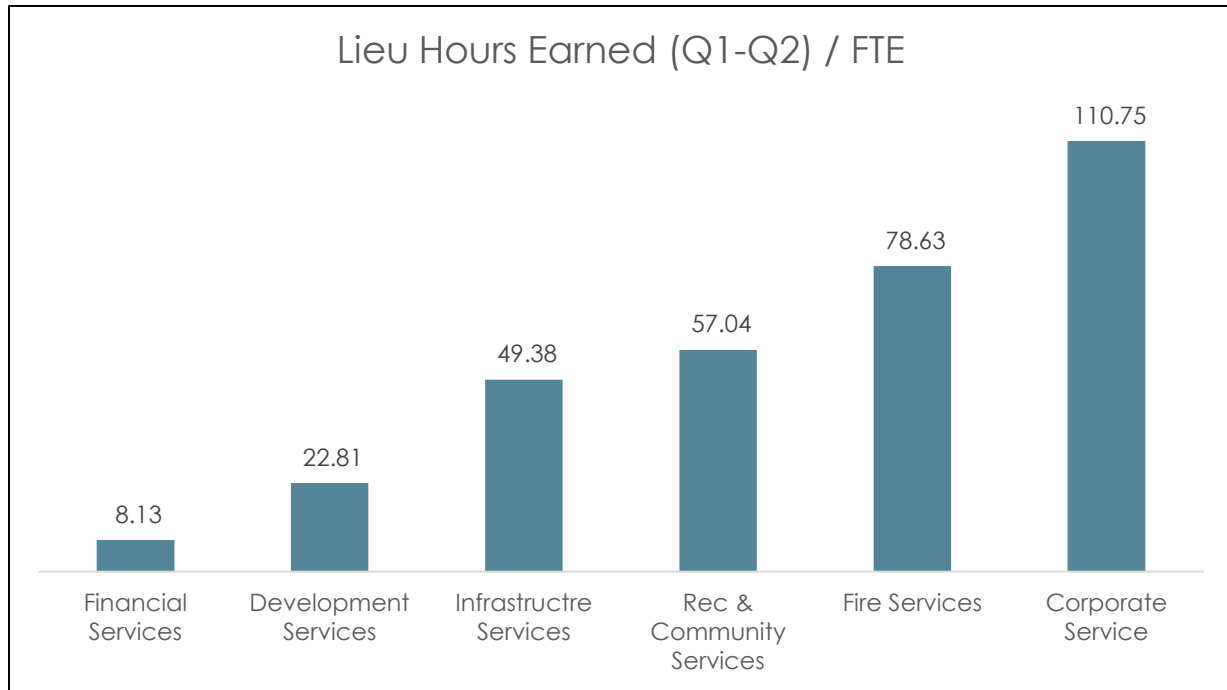
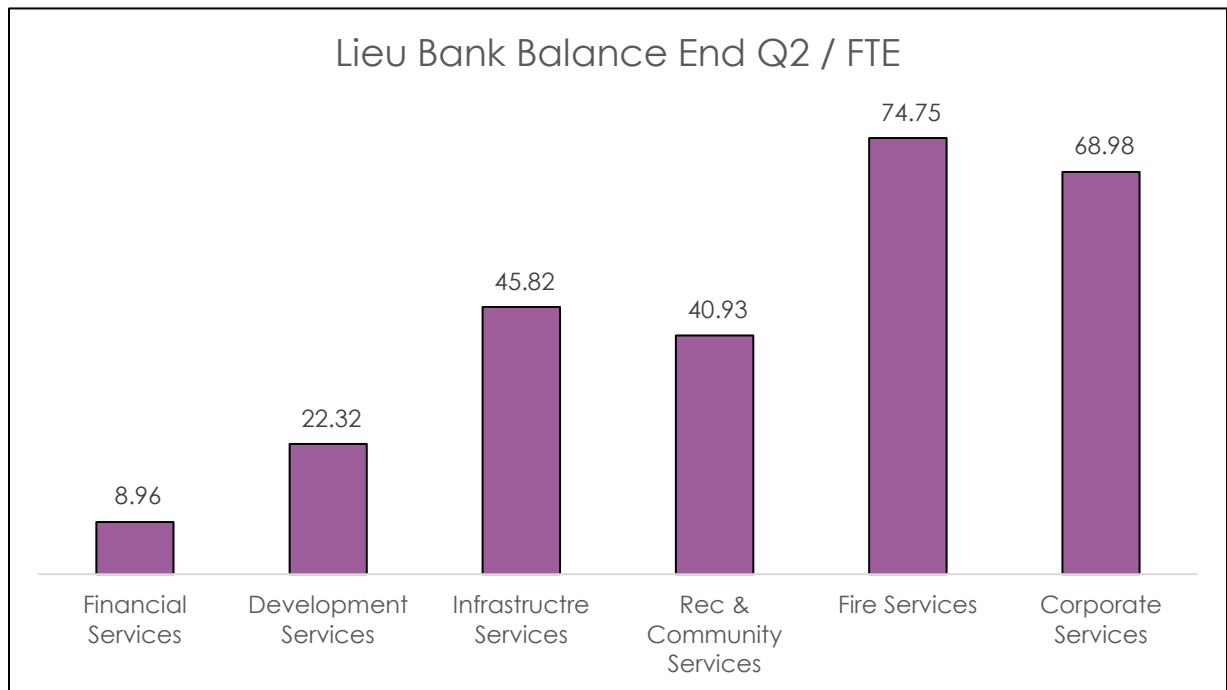
Lieu time represents additional hours worked which are banked and may not be taken either as future time off or as future payment. As a result, these hours may not appear in the operating budget or the overtime table above. However, they represent an accrued liability and useful to track. The table below summarizes estimated lieu time by department. Just like with OT, staff appreciate that lieu time needs to be justified so as to mitigate the impact on the organization.

Department	Opening Balance	Lieu Earned to	Used to Date	Current Balance	Total FT Staff	Earned / FTE	Bank / FTE
Financial Services	146.77	105.75	136.00	116.52	13	8.13	8.96
Development Services	238.38	501.75	249.00	491.13	22	22.81	22.32
Infrastructre Services	645.02	1,382.59	744.75	1,282.86	28	49.38	45.82
Rec & Community Services	101.25	1,197.75	439.50	859.50	21	57.04	40.93
Fire Services	79	314.50	94.50	299.00	4	78.63	74.75
Corporate Services	413.28	996.75	789.25	620.78	9	110.75	68.98
Grand Total	1,623.70	4,499.09	2,453.00	3,669.79	97	326.73	261.76

The current balance represents the current balance of lieu time available at the end of Q2. Note: Some hours earned reflected in the table above are also reflected in the overtime costs. In other words, some of the lieu time used to date is reduced through

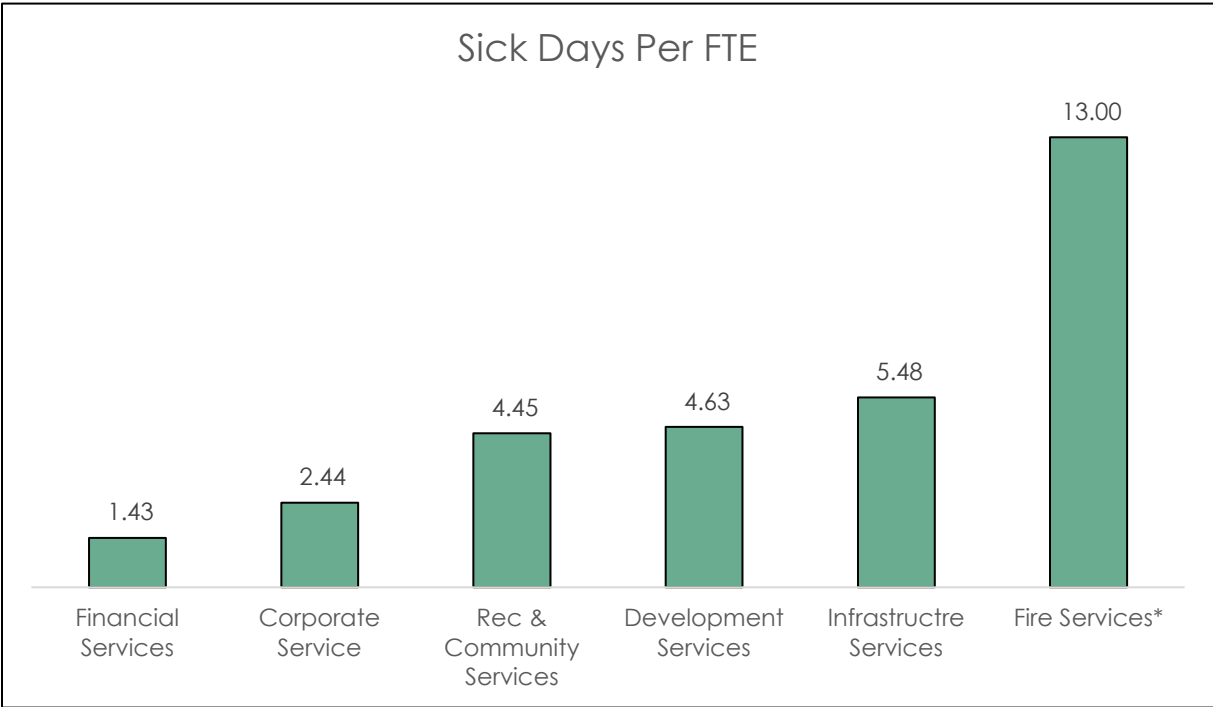
Quarterly Report – Q2 2026

payment. Lieu time is presented as hours rather than dollar to reflect that it is a time accrual and to avoid potential double counting of any budget impact.

**SICK LEAVE**

Quarterly Report – Q2 2026

As recently requested by Council, the table below includes sick time year-to-date by department. It should be noted that these figures include potential longer-term sick that could skew the results. For example, the high fire usage per employee is the result of an extended absence of a single individual. This form of qualification or rationale is important context. [OBJ]



UTILITY (RATE SUPPORTED) BUDGETS

Q2 2026 results continue to demonstrate the challenges within the Water and Wastewater departments. The Water and Wastewater departments incurred deficits-to-date of \$162,734 and \$727,556 respectively.

TOWNSHIP UTILITY BUDGET			2026 TOTAL BUDGET	2026 YTD ACTUAL	2026 CURRENT VARIANCE	2026 TOTAL VARIANCE %
Water Services			0	162,734	-162,734	0%
Wastewater Services			0	727,556	-727,556	0%
Rate Supported Budget			0	890,289	-890,289	

Important work is continuing by a dedicated team to identify and address the causes of these deficits. Updates from this team report to Council throughout the year.

To demonstrate the historical deficit positions within these departments, the following chart was created:

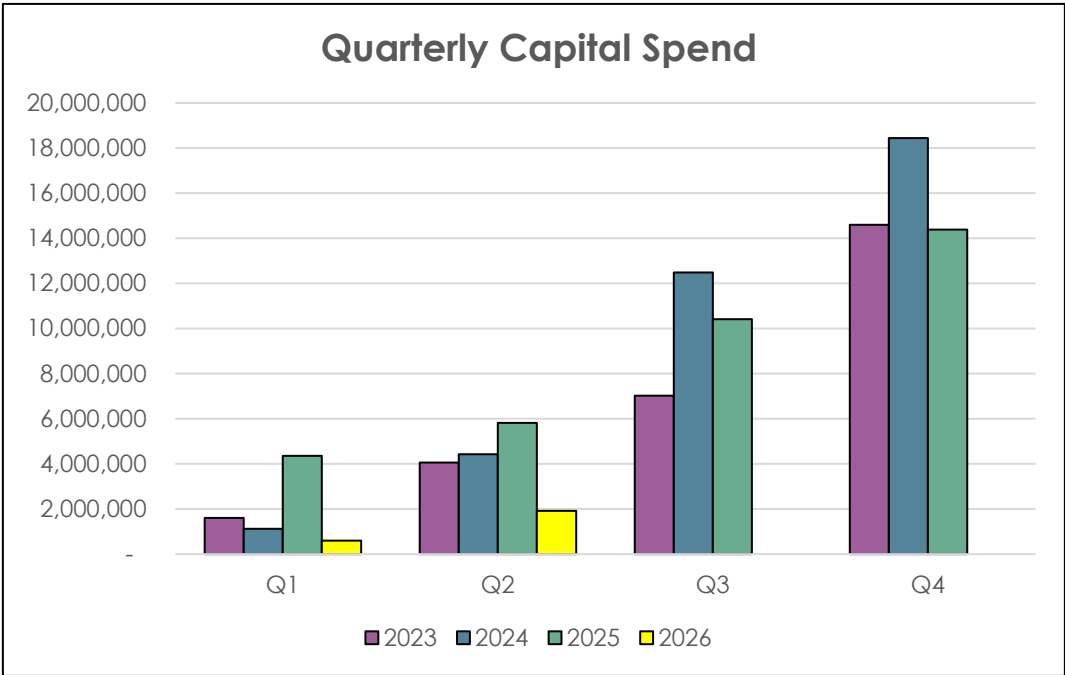
TOWNSHIP UTILITY \$(SURPLUS)/DEFICIT	2023	2024	2025	Proj. 2026
Water Services	(85,261)	144,221	(84,007)	0
Wastewater Services	486,346	836,813	182,426	500,000

For Wastewater, the weather is predicted to be wetter-than-usual, with cooler than normal temperatures and frequent rainfall over the summer. Wetter summer conditions typically result in more infiltration into the system, equating to increases in wholesale costs from the Region for water entering the system through runoffs. Further, some large, historical billings were completed in 2025 that are not expected to recur in 2026, effecting the projected position of the division.

For Water, the Meters division had high upfront costs from the purchase of residential, new-build meters. These costs are offset by developers and revenues have increased over the last quarter. This is expected to continue into the fall. Some timing discrepancies between wholesale costs and billing collection are also present in the quarterly figures. As a result, the Water department is projected to be on budget.

CAPITAL BUDGET

Capital spend is trending well below historical averages, complicating reserve forecasting. As of June 30, 2026, only 8% (\$1.92M) of the capital program has been spent, compared with 27% (\$5.82M) by the same point in 2025. Underlying spend is materially lower than both last year and longer-term trends. The graph below shows a quarterly historical view of expenditure spends between 2023 to 2026:



This low level of spending and lack of project tracking increases uncertainty around year-end projections and reserve balances.

The Township traditionally does not spend all the available capital budget each year. In 2025, spending averaged 67%, which was higher than historical averages. The following table outlines historical trends:

TOWNSHIP CAPITAL SPENDING %/\$	2023	2024	2025
Total Expenditures	14,594,826	18,445,472	14,385,005
Total Budget	27,622,106	29,180,398	21,558,620
Percentage Spend	53%	63%	67%

In 2026, the capital budgeted spending was approved at \$24,343,221. Staff anticipate that a significant portion of the budget will be unspent in 2026 however, it is challenging

In addition to the significant underspending noted above, a substantial number of capital projects were not included in the original 10-year Capital Plan and have since been

Quarterly Report – Q2 2026

added to the project list. The table below outlines these additional capital projects and items that are over budget. Taken together, the low spend-to-date and the volume of unplanned or over-budget projects indicate that considerably more work is required on capital budget development, scoping, and analysis to improve forecast reliability and fiscal control.

Unbudgeted capital spending continues to remain a concern with significant costs being incurred outside of established budgets. The table below highlights major areas of capital spending outside of the approved capital budget which totals \$1.65 million. Some projects such as Arthur St. have been previously identified and have a funding source other projects were not identified and have no funding source.

Project Name	2026 Budget	Q2 Costs to Date	Projected Spend 2026	Total Excess Budget	Funding Source
Hardware: Printer (WMC)	-	7,525	7,525	(7,525)	Unknown
Software: Cityview Add-On Software	-	10,642	-	(10,642)	Unknown
Arthur St. Underground Utility - Curb Stop Replacements	-	209,537	-	(209,537)	Water Res.
Arthur St. Sidewalks, Streetlights	500,000	22,505	700,000	(200,000)	Inf. Reserve
Arthur St. Trees	-	-	250,000	(250,000)	Climate Res.
Barnswallow Reconstruction	-	577	-	(577)	Unknown
Martin Grove Structure	-	320	-	(320)	Unknown
Pine Creek Rd Culvert	-	8,356	-	(8,356)	Unknown
Oriole Parkway Culvert	-	15,660	-	(15,660)	Unknown
Water St. / Young St. I&I Construction	-	764	-	(764)	Unknown
Weigel Drain Improvements	-	176,296	-	(176,296)	Unknown
St Jacobs Dryer Extractor	-	67,672	67,672	(67,672)	Grant
Water / Wastewater Network and Growth Study	-	28,859	-	(28,859)	Unknown
Administration Building Parking Lot	560,000	18,059	710,557	(150,557)	Inf Reserve
St. Jacobs Arena Underfloor Cooling, Rink Boards, stands (Replacement)	2,500,000	-	2,714,080	(214,080)	Park Res.
Salt Dome Rehabilitation	-	-	260,000	(260,000)	Inf Reserve
Railway Upgrades	-	-	50,000	(50,000)	Unknown
Total Additional Spend	3,560,000	566,772	4,759,834	(1,650,845)	

Project management practices remain a key area of concern for the Township. In the absence of project charters, clearly defined scopes, and agreed deliverables, effective oversight and delivery of capital projects is challenging.

To address this, the Finance Department has undertaken an exercise to develop a Project Management Toolkit aligned with the Asset Management Roadmap. This toolkit will standardize core project management practices and be integrated with the processes being implemented for the new financial system's capital module, including capital project numbering and enhanced project accounting.

DEPARTMENT QUARTERLY UPDATES

The summary below shows the finalized net spending for each department. During the preparation for the Q2 2026 report, it was identified that there was a budget calculation error from the 2026 Budget Process. As a result, the budgeted spend has been decreased from \$18,364,309 to \$18,143,829, offset by a reduction to a reserve contribution in the interim. A report will be provided to Council to explain the error, the available options and the finalized recommended approach.

TOWNSHIP OPERATING BUDGET - SUMMARY STATEMENTS	2026 TOTAL BUDGET (REVISED)	2026 YTD ACTUAL	2026 CURRENT VARIANCE	2026 TOTAL VARIANCE %
Office of the Chief Administrator	352,782	159,552	193,230	54.77%
Corporate Services	1,432,105	869,309	562,795	39.30%
Council / Committee	265,366	136,699	128,667	48.49%
Development Services	604,203	279,554	324,649	53.73%
Financial Services	1,858,056	880,066	977,989	52.64%
Fire Services	3,727,156	2,045,361	1,681,795	45.12%
Infrastructure Services	6,028,212	2,280,357	3,747,854	62.17%
Recreation and Community Services	3,875,951	1,578,013	2,297,937	59.29%
Net Tax Supported Budget	18,143,829	8,228,912	9,914,917	-54.65%

CHIEF ADMINISTRATIVE OFFICER

Financial Operating Results

The Office of the Chief Administrator completed the second quarter with a total spend of 45.2% of budget. The department currently projects to be on budget in 2026.

Fire Services

Financial Operating Results

Fire Services completed the second quarter with a total spend of 54.9% of budget. As significant staff gapping is not expected to be available, the department is projecting a deficit if the volume of Fire Calls remains high in 2026.

From the positive experiences with the Fire Protection Grant, staff are exploring what other grants fire departments can utilize and applying to them to help solidify extra funding for training, facilities and equipment.

Fire has been able to successfully hire a Deputy Fire Chief starting in December 2025 and is completing a training matrix to successfully achieve mandatory certification for speciality rescue responses.

CORPORATE SERVICES

Financial Operating Results

Corporate Services completed the second quarter with a spend of 60.7% of budget. One factor contributing to this higher than anticipated spend is the payout of the Grant program. In addition, the Human Resources division is expected to be over-budget and as a result, the department currently projects a deficit in 2026.

Quarterly Non-Annual Community Grants Awarded by Staff

Community Grants provide Council the opportunity to allocate taxpayer dollars directly back into the community to benefit residents. Specifically with Non-Annual Grants, such as Equity, Diversity, Inclusion and Belonging (EDIB) Grants or Arts and Culture (A & C) Grants, awarded funding through this program can provide increased services, events or other community initiatives organized by residents and community groups. Furthermore, these events and initiatives often bring about opportunities for residents to come together as a community and learn, celebrate, eat, or participate in other activities that ultimately connect the community and Township as a whole.

Staff approved the following grants in the first quarter of 2026:

Organization	Type	Grant	Notes
Travel Assistance	Misc.	\$120	Individual, Canadian Ringette Championships
Travel Assistance	Misc.	\$400	Junior Sugar Kings, Provincial OHF Championships
Travel Assistance	Misc.	\$400	EDSS Fishing Club

Clerks and Communications

The Clerks and Communications divisions have no significant budget concerns.

IT

The IT division has no significant budget concerns.

HR

The HR division has already experienced higher than expected professional service costs. Staff will continue to monitor through the rest of the year.

Corporate Overhead

The corporate overhead budget has no significant concerns.

DEVELOPMENT SERVICES

Financial Operating Results

Development Services completed the second quarter with a total spend of 46.3% of budget. The department currently projects to be on budget in 2026.

Building Division

The Building division received a total of 417 applications in the first half of 2026. This is slightly above the five year average in the number of permits received but the total construction value is significantly higher at \$115,047,096.

For Reporting Period - January 1st to July 31st				
	Applications Entered	Dwelling Units Issued	Total Permits Issued	Construction Value
2022	427	85	380	\$ 78,810,444
2023	375	85	348	\$ 81,885,390
2024	427	87	381	\$ 80,129,940
2025	379	80	351	\$ 96,707,638
2026	417	223	438	\$ 115,047,096

The Building division is continuing to review and issues and expecting to meet the 2026 expectations. The Region of Waterloo water crisis resulted in having to hold permits which would generate additional water supply during the first two quarters. These permits have now been released with the allocation of the first water capacity.

Planning Division

In the second quarter of 2026, Planning staff continues work on large-scale projects including the new Woolwich Official Plan and the Breslau Staging of Development plan with plans to bring the two projects to Council later this year and hold the statutory public meeting for the Official Plan in September/October.

In the two quarters of 2026 the Planning division has received 107 planning applications. In addition, significant number of large scale development applications were received in 2025. These large-scale complicated developments that will take significant time over the next few years to process. Due to significant workload and limited planning staff development application processing is delayed.

The Region of Waterloo water supply issue identified at the end of 2025 has resulted in the first allocation of water to area municipalities in July 2026. The Township has entered into an allocation agreement with the Region of Waterloo for future allocations

Quarterly Report – Q2 2026

and ongoing reporting and monitoring. The first allotment available July 2026 has been conveyed to active applications.

Planning division will be dealing with a large-scale Ontario Land Tribunal (OLT) hearing in the last quarter of 2026 and the first quarter of 2027. The legal costs associated with the OLT are expected to be above the 2026 budget due to the extent of the planned hearing. Additional legal costs are also anticipated in 2027 and will be included in the 2027 budget.

Development Engineering Division

The Development Engineering division collaborates with various Township departments and development partners to facilitate responsible growth and servicing throughout the Township. Development Engineering staff and peer review consultants support this work through the review of development submissions, including Draft Plans, Site Plans, and Plans of Subdivision. Field Services staff oversee the inspection of works currently under construction and warranty.

Engineering Reviews and Submissions – Development review work is progressing as expected with Q2 deliverables in alignment with commitments.

Field Services and Inspections - The Field Services team is monitoring several large residential development projects in the Township including Elmira and Breslau and large and small Site Plan projects.

Site Alteration Projects - The team continues to oversee minor Site Alteration projects through ongoing inspections under issued permits. Reports of non-compliance are being addressed as necessary.

The Township's Servicing Capacity Study has been completed, and staff are working on the update to the Engineering Development and Infrastructure Manual and Standards.

Development Engineering continue to support the Planning Division through the Official Plan staging policy review and drafting our cross-border servicing options.

The Development Engineering division was involved with the Region water capacity issue through Q1 and Q2. With water now allocated to area municipalities on a quarterly basis this tracking and reporting work will now transfer to Planning division.

Economic Development and Tourism Division

In the second quarter, Economic Development and Tourism staff launched and awarded funding through The Woolwich Way Funding Streams. Staff received 16 applications total, an increase from 2025 totals. 9 organizations total were awarded funding through the two funding streams available. A total of \$16,000 was awarded through The

Quarterly Report – Q2 2026

Woolwich Way – Destination Development Fund and \$10,500 through The Woolwich Way – Marketing Material Fund, making both funding streams fully subscribed.

Other key outcomes from the second quarter included:

- Staff supported the Woolwich ICI Sustainability & Climate Action Event through business outreach, resulting in a successful and well-attended event
- Staff worked with Regional Township partners to update the 2026-2028 Taste the Countryside map scheduled for launch in August
- Staff developed a newly updated Community Profile using data collected through Environics
- Staff launched the annual Waterloo Central Railway Elmira Shuttle Bus program
- Staff supported the development and launch of the Queen's Bush Settlement Self-Guided Driving Tour

In addition, staff have fielded and responded to a number of investment and expansion inquiries and have worked with business representatives, developers, and realtors to identify opportunities.

By-law Enforcement Division

During the second quarter of 2026, the By-law Enforcement Division responded to and investigated complaints primarily related to property standards, parking, zoning, and noise. Staff worked with residents and property owners to address concerns and achieve compliance, with many matters resolved without the need for formal enforcement.

As expected during the spring and early summer months, the Division experienced an increase in property maintenance complaints, including long grass, weeds, and yard maintenance issues. Parking-related complaints also increased during the quarter.

Current activity levels and expenditures remain in line with budget projections. Staff continue to monitor workload, revenue, and operating expenses throughout the year to ensure the Division remains within its approved budget.

FINANCIAL SERVICES

Financial Operating Results

Financial Services completed the quarter with a total spend of 47.4% of budget. The department currently projects to be on budget in 2026.

Performance Discussion

The Financial Services department is expected to track as expected in 2026.

In 2025, improved cash balances and improved investment returns helped generate an additional \$235,411 of investment revenue. To mitigate tax increases in the 2026 Budget, finance increased the revenue projection of investment income by \$100,000 due to strong cash balances and stable interest rates.

In addition, Staff have projected higher than anticipated penalty and interest payments of approximately \$100,000 related to taxes. While this is a benefit to the bottom line, the underlying trend of reduced resident affordability is a concern. This trend has been identified across the Province with Woolwich fairing much better than other municipalities which have higher arrears. The table below highlights this change over the past few years.

Category	2024 Arrears	2025 Arrears	2026 Arrears	2026 vs. 2025	2026 vs. 2024
Current	\$1,428,493	\$1,628,009	\$2,046,829	+\$418,820 (25.7%)	+\$618,336 (43.3%)
1-year arrears	\$865,711	\$1,037,377	\$1,439,537	+\$402,160 (38.8%)	+\$573,825 (66.3%)
2-year arrears	\$341,406	\$363,437	\$571,902	+\$208,465 (57.4%)	+\$230,495 (67.5%)
3+year arrears	\$321,273	\$424,336	\$507,909	+\$83,574 (19.7%)	+\$186,636 (58.1%)
Total	\$2,956,884	\$3,453,158	\$4,566,177	+\$1,113,019 (32.2%)	+\$1,609,292 (54.4%)

INFRASTRUCTURE SERVICES

Financial Operating Results

Infrastructure Services completed the quarter with a total spend of 37.8%. The department currently projects a deficit in 2026 within the Winter Control, Bridges and Engineering Administration divisions. The recently identified additional costs because of the Elmira Salt Dome are expected to increase the projected deficit in the department.

Performance Discussion

The Department is beginning its capital construction projects for the year, which includes the annual paving program, cured in place pipe lining, annual bridge and culvert program, which includes Dunke Street, Cox Creek and the Randall Drain culvert replacement. Completion of the Weigel Drain Stormwater Management Pond clean-out and engineering work remains ongoing for Duke Street reconstruction, Greenhouse Road and the Breslau wet well upgrades.

Inflow and Infiltration (I&I) work in St. Jacobs and Elmira is underway with the focus on mitigating extraneous flows entering the wastewater systems. Cured in place pipe lining of specified locations in Elmira as well as spot repairs of identified leaks are part of this years remediation program. St. Jacobs remains a focal point for investigative work to further tighten up the wastewater system in the settlement.

Budget allowances in both Cost Allocation and Winter Control remain an issue and will require ongoing attention by both Infrastructure Services and the Finance Department. Some efforts to improve the financial position of the division were made through the 2026 Budget process; however, weather is unpredictable. A harsh 2026 winter has not helped and mitigation measures are being monitored.

The Public Works salt storage facility located at 110 Howard Avenue in Elmira, which is owned by the Region of Waterloo, has significantly deteriorated and requires a structural assessment to determine what course of action will be required to address service delivery for the upcoming winter season. Further reporting will be required to inform Council of the options available for material storage.

RECREATION AND COMMUNITY SERVICES

Financial Operating Results

Recreation and Community Services completed the second quarter with a total spend of 40.7% of budget. The department currently projects to be on budget in 2026 however, year end deficits are possible depending on operational demands in the second half of the year.

Operating pressures experienced through the first half of the year included higher winter maintenance costs, increased staffing requirements to support major events, weather-related service demands, and unplanned maintenance and repair expenditures at the Woolwich Memorial Centre. These pressures have been partially offset by stronger-than-anticipated revenues generated through recreation programs, facility rentals, and community programming, reflecting sustained community participation and demand for services.

Performance Discussion

Capital Projects

RCS led capital projects continue to advance in 2026, with several key initiatives progressing across parks and facilities. Park projects include the Breslau Dog Park and Sunset Hills Estates Park, while the Starlight Park playground replacement has been deferred to 2027 and Hopewell Crossing (Phase 1) to 2028 due to delays in the development and site readiness.

Facility-focused projects include the lawn bowling restoration and new columbariums at Union Cemetery. Tenders for parking lot improvement projects for the Municipal Parking Lot (24 Church St. and 6 Maple St.) and the rear parking lot at the Woolwich Memorial Centre were issued. Construction of the new exterior washroom at the Breslau Community Centre is progressing well and remains on track for completion by the end of summer.

Climate Action & Sustainability

In Q4 2025, Council approved an annual \$10,000 Climate Levy allocation for a Climate Smart Schools Grant Program. The program will launch again in October 2026, and requests will be brought forward to Council in January 2027.

In Q2 of 2026, the Township of Woolwich was awarded \$110,430 in grant funding to support two electric vehicle (EV) charging stations at the Woolwich Memorial Centre

Quarterly Report – Q2 2026

and two at the Administration Office. The installation of the charging stations will commence in Q3 of 2026 and be completed by Q4.

Council also approved \$140,000 from the Climate and Greening Reserve to support the Arthur Street Tree Planting Project. Staff are actively pursuing external funding opportunities, including grants and donations, to offset and replenish the reserve. The trees are to be planted in Q3 of 2026 as part of the road reconstruction project.

Community Development

The Bloomingdale Recreation Association has been revitalized with the establishment of a new board dedicated to representing and engaging the community. This renewed leadership will play a key role in reactivating the Bloomingdale Community Centre, increasing facility usage and supporting the delivery of meaningful community programs and activities.

During the second quarter, the Woolwich Memorial Centre successfully hosted several community events, including the Vintage Guitar Show, Trigator for Kids, and a regional lacrosse tournament. These events attracted participants and visitors from across the region, contributing to community engagement and showcasing the facility's capacity to host diverse recreational and cultural activities.

Facilities, Parks, and Operations

Overall, Parks and Facilities budgets remain on target, with some higher-than-anticipated maintenance and equipment costs at the Woolwich Memorial Centre (WMC) and St. Jacobs Arena during Q2 due to unexpected mechanical issues. Emergency equipment repairs will continue into Q3 at both facilities, with additional repairs already scheduled.

At 17 years of age, the WMC's mechanical and HVAC equipment is approaching the typical 20-year life expectancy for these systems, resulting in more frequent repairs and maintenance requirements. Staff will continue to closely monitor equipment performance and identify opportunities to offset or defer costs where possible while maintaining safe and reliable facility operations.

Recreation Programs and Events

A \$1,890 grant was secured through the Government of Canada's Celebrate Canada program to support the Township's annual Canada Day Celebration at the Woolwich Memorial Centre. The funding contributed to the continued delivery of this well-attended community event and enhanced programming opportunities for residents and visitors.

Quarterly Report – Q2 2026

Summer camp enrollment remained strong and consistent with previous years, with continued growth in youth program participation. Prior to the start of the camp season, 16 summer camp staff completed training to support the delivery of safe, engaging, and high-quality programming. Financial results related to summer day camp operations will be reflected in the third quarter reporting period.

Rentals and Advertising

Community room rentals are exceeding projected revenues, demonstrating strong and sustained demand for the facility's amenities and highlighting the continued value of the space. Rental and program registration revenues at the settlement community centres are performing strongly, tracking on target. All facilities continue to experience increased participation, demonstrating growing community engagement and the continued demand for accessible recreation and community programming.

Advertising sales and renewals continue to progress well, with revenues tracking in line with projections. The positive results reflect continued engagement from advertising partners and the ongoing value of the facility's promotional opportunities.

Grants

During the first half of 2026, staff submitted three grant applications totaling approximately \$1.15 million to support accessibility, sustainability, and community enhancement initiatives:

- Accessible infrastructure improvements at the Woolwich Memorial Centre and Elmira Lawn Bowling Club, including sensory play equipment and accessible park seating (\$54,450 requested).
- Arthur Street Tree Planting Project as part of the road reconstruction project (\$100,000 requested).
- St. Jacobs Arena Retrofit Project, including replacement of the rink floor and underfloor cooling system, dasher boards, glass, and bleachers (\$1,000,000 requested).

Funding decisions for these applications remain pending.

In addition, a 2025 application for electric vehicle charging infrastructure was successful, securing \$110,430 in funding toward the installation of charging stations at the Woolwich Memorial Centre and Administration Office. Additional smaller grants were also awarded to TWEEC and T4W for tree and climate related work.

2024-2034 STRATEGIC PRIORITIES STATUS SUMMARY

The strategic plan reporting approach has been updated for the report. The summary table above provides a snapshot strategic plan initiate progress to date. Some priorities have multiple underlying initiatives which can show different status. MORE DETAILED PROGRESS INFORMATION CAN BE FOUND IN APPENDIX 3.

Count of Status 2026 Q2				
Strategic Priority / Initiative	Complete	In Progress - Active	In Progress - Paused	Not Started
1 - Cultivate long-term prosperity				
1.1 - Complete financial sustainability plan		3		
1.10 - Implement MAT Administration Policy	1			
1.2 - Implement asset management plan	1	2		
1.3 - Develop new reserve fund	1	2		
1.4 - Implement business expansion and retention plan	1	1	1	
1.5 - Implement WR climate action plans and strategies	2	2		
1.6 - Develop a growth management plan	2	4		
1.7 - Develop master servicing plans		1		1
1.8 - Develop long-term capital plans		3		
1.9 - Strive for 80/20 RES to IND commercial assets split				1
2 - Empower communities				
2.1 - Develop EDI plan and policy	1			
2.2 - Implement accessibility plan/strategy implementation	1			
2.3 - Expand inclusive public spaces		2		
2.4 - Strengthen and leverage volunteer resources	1		1	
3 - Open and effective leadership				
3.1 - Improve civic engagement	3	1		
3.2 - Increase advocacy efforts	1			
3.3 - Pursue opportunities for partnerships		3		
3.4 - Develop a Human Resources strategy		1		1
3.5 - Continue to offer formal development opportunities		2		
3.6 - Development a long-term staff plan		1		
4 - Customer service focus				
4.1 - Engage with Region and Area Municipalities in service delivery review	1	3		
4.2 - Create a long-term soft service and infrastructure plan	1	1		1
4.3 - Improve customer service strategies	1			
Grand Total	18	32	2	4

COUNCIL'S OUTSTANDING ACTIVITY LIST
As of September 10th, 2026

Discussion Date	Title/Action Required	Assigned To	Projected Date of Completion	Updates/Notes
O – May 16, 2017 R – July 4, 2017 R – August 22, 2017 R – September 12, 2017 R – December 9, 2019 R – March 2, 2022 R – December 2, 2024	Taxation of Old Order Mennonite Churches	DS	Tied to Township Official Plan Process Mid 2026	Planning staff working to incorporate severance of churches policies in the updated Township Official Plan to be approved by the Province.

Commitments with Unplanned/Unknown Financial Implications				
Meeting Date	Title/Project	Assigned To	Projected Date of Completion	Commitment/Updates/Notes
O - October 1, 2019 R – December 9, 2019	Resolution to Declare a Climate Emergency and Implementation of a Corporate Carbon Budget	CAO / FIN / RCS	Tied to the implementation of the TransformWR Strategy	Council passed a resolution which was confirmed at the October 1, 2019, Council meeting to declare a climate emergency and implement a corporate carbon budget. A Region wide group is to be established to create a plan. Until this joint group is established, it was noted that the township has begun to address climate action strategies with respect to: • development applications • implementation of updated Building Code regulations • update to the Zoning by to reflect electric vehicles • investigation into green options for infrastructure projects

COUNCIL'S OUTSTANDING ACTIVITY LIST
As of September 10th, 2026

Discussion Date	Title/Action Required	Assigned To	Projected Date of Completion	Updates/Notes
	Arthur Street Reconstruction from Waterloo border to Elmira	Development Services/ Infrastructure Services		Council requested the Region come present to them. Region's plan was to go back to their council in May 2026 and their engage page has not been updated. We brought to Council with the by-pass late 2025.
R – December 2, 2024 R – July 14, 2025	Future Infrastructure Maintenance Agreement with the Region of Waterloo	Infrastructure Services	2026	Discussions between the Region and area townships still needs to occur. Area maintenance agreements are up for renewal in 2027. 2025-2026 will be spent drafting the Township agreements and will roll them out at the same time.
R – October 20 th , 2025	Elmira By-Pass/Arthur Street Future Improvements	Region of Waterloo	Region bringing report Q1 2026	Region has identified a report to Regional Council for the end of 2025. The Region will be holding a second in-person public consultation center on October 29 th , 2025
O - November 18 th 2025 R – August 25 th , 2026	WEAC Budget Letter	Climate Action & Sustainability	Unknown	WEAC presented Marginal Abatement proposal to Finance staff for future consideration. Determined budget process will remain with environmental prioritization category, with future consideration of carbon based budgets.