MUNICIPALITY OF MORRIS-TURNBERRY

COUNCIL AGENDA

Tuesday, July 22, 2025, 7:30 pm

The Council of the Municipality of Morris-Turnberry will meet electronically in regular session on July 22, 2025, at 7:30 pm.

1.0 CALL TO ORDER

Disclosure of recording equipment.

2.0 ADOPTION OF AGENDA

Moved by ~
Seconded by ~

THAT the Council of the Municipality of Morris-Turnberry hereby adopts the agenda for the meeting of July 22, 2025, as amended.

~

3.0 DISCLOSURE OF PECUNIARY INTEREST / POTENTIAL CONFLICT OF INTEREST

4.0 MINUTES

Moved by ~
Seconded by ~

THAT the Council of the Municipality of Morris-Turnberry hereby adopts the July 8, 2025, Council Meeting Minutes as written.

~

5.0 ACCOUNTS

Moved by ~
Seconded by ~

THAT the Council of the Municipality of Morris-Turnberry hereby approves payment of the list of accounts as presented.

~

6.0 PUBLIC MEETINGS AND DEPUTATIONS

None.

7.0 STAFF REPORTS

7.1 BY- LAW ENFORCEMENT

7.1.1 By-Law Enforcement Activities – May and June 2025

A report has been prepared by CBO/By-Law Enforcement Officer Kirk Livingston regarding by-law enforcement activities for May and June.

7.2 BUILDING

7.2.1 Building Department Activities – May and June 2025

A report has been prepared by CBO/By-Law Enforcement Officer Kirk Livingston regarding building department activities for May and June.

7.3 FIRE DEPARTMENT

7.3.1 North Huron Fire Department

A report has been prepared by North Huron Fire Chief Chad Kregar regarding the department's activities for June.

7.3.2 Huron East Fire Department

A report has been prepared by Huron East Fire Chief Glen Ackerman regarding the department's activities for the first half of 2025.

8.0 BUSINESS

8.1 Asset Management Plan 2025

A report has been prepared by Treasurer Sean Brophy in this regard.

Moved by ~
Seconded by ~

THAT The Council of the Municipality of Morris-Turnberry hereby approves the 2025 Asset Management Plan, as presented.

~

8.2 Tender Results - MT-25-114 - Hot Mix Paving

A report has been prepared by Director of Public Works Mike Alcock in this regard.

Moved by ~
Seconded by ~

THAT the Council of the Municipality of Morris-Turnberry hereby accepts the tender of Lavis Contracting Company Ltd for Contract MT 25-114 Hot Mix Paving for the estimated value of $131,346.25, based on estimated quantities and excluding HST and contingency, and authorizes the Mayor and CAO / Clerk to execute the tender and all other required documents.

~

8.3 Request for Proposal Results – Election Service Provider 2026

A report has been prepared by Deputy Clerk Kim Johnston in this regard.

Moved by ~
Seconded by ~

THAT The Council of the Municipality of Morris-Turnberry hereby directs staff to return a by-law authorizing the execution of an agreement with Simply Voting for election services for the 2026 municipal and school board elections.

~

8.4 WSIB Health and Safety Excellence Program Update

A report has been prepared by Deputy Clerk Kim Johnston in this regard.

Moved by ~
Seconded by ~

THAT the Council of the Municipality of Morris-Turnberry hereby directs staff to return a by-law to the next meeting of Council adding policies to the Municipal Health and Safety Manual on the topics of:

1. Hazard Identification
2. Risk Assessments
3. Return to Work Roles and Responsibilities
4. Return to Work Program Requirements, Tools and Forms
5. Return to Work Accommodations,

~

9.0 COUNCIL REPORTS

Kevin Freiburger

Jamie McCallum

Sharen Zinn

Jodi Snell

Jamie Heffer

10.0 CORRESPONDENCE, MINUTES, ITEMS FOR INFORMATION

10.1 Correspondence – EMO Compliance Confirmation 2025
10.2 Minutes – Bluevale Community Committee – June 7, 2025
10.3 Minutes – Bluevale Community Committee – July 2, 2025
10.4 Minutes - Huron OPP Detachment Board - March 24, 2025
10.5 Minutes – MVCA Membership Meeting – April 16, 2025
10.6 Minutes – MVCA Membership Meeting – May 21, 2025
10.7 Annual Report – Wingham and District Hospital Foundation 2024 - 2025
10.8 Newsletter – ABMV Source Protection – July 2025
10.9 Draft Newsletter – Fall Tax Mailing – Morris-Turnberry
10.10 Monthly Report – Belgrave Water – May and June 2025
10.11 Semi-Annual Project Status Report – Headway Engineering
10.12 Outstanding Action Items

11.0 ITEMS FOR A FUTURE AGENDA

12.0 BY-LAWS AND AGREEMENTS

None.

13.0 CLOSED SESSION

13.1 None.

14.0 CONFIRMING BY-LAW

Moved by ~
Seconded by ~

THAT leave be given to introduce By-Law 35-2025, being a by-law to confirm the proceedings of the Municipality of Morris-Turnberry meeting of Council held on July 22, 2025, and that it now be read severally a first, second, and third time, and finally passed.

~

15.0 ADJOURNMENT

Moved by ~
Seconded by ~

THAT the Council of the Municipality of Morris-Turnberry does now adjourn at ____ pm.

~

NEXT MEETINGS:

Regular Meeting of Council – Tuesday, August 12, 2025, 7:30 pm
Regular Meeting of Council – Tuesday, September 2, 2025, 7:30 pm

MUNICIPALITY OF MORRIS-TURNBERRY

COUNCIL MINUTES

Tuesday, July 8, 2025, 7:30 pm

The Council of the Municipality of Morris-Turnberry met in Council Chambers in regular session on July 8, 2025, at 7:30 pm.

Council in Attendance

Mayor Jamie Heffer
Deputy Mayor Kevin Freiburger
Councillor Jodi Snell
Councillor Sharen Zinn
Councillor Jamie McCallum

Staff in Attendance

Trevor Hallam	CAO/Clerk

Others in Attendance

Bill Haines	
Dave Golley	
Chris Palmer	Councillor, Township of North Huron
Stephen Brickman	Headway Engineering
Adam Hall	Headway Engineering
Nancy Bridge	Seebach and Company Chartered Professional Accountants
Rachel Hammermueller	The Wingham Advance Times

1.0 CALL TO ORDER

Mayor Heffer called the meeting to order at 7:30 pm.

Mayor Heffer noted that Rachel Hammermueller would be recording the meeting for the purpose of writing articles.

2.0 ADOPTION OF AGENDA

An addendum was issued at 12:30 pm on July 8th, adding a closed session to the agenda.

Motion 148-2025

Moved by Jodi Snell
Seconded by Kevin Freiburger

THAT the Council of the Municipality of Morris-Turnberry hereby adopts the agenda for the meeting of July 8, 2025, as amended.

Carried.

3.0 DISCLOSURE OF PECUNIARY INTEREST / POTENTIAL CONFLICT OF INTEREST

None.

4.0 MINUTES

Motion 149-2025

Moved by Sharen Zinn
Seconded by Jodi Snell

THAT the Council of the Municipality of Morris-Turnberry hereby adopts the June 17, 2025, Council Meeting Minutes as written.

Carried.

5.0 ACCOUNTS

Motion 150-2025

Moved by Kevin Freiburger
Seconded by Jodi Snell

THAT the Council of the Municipality of Morris-Turnberry hereby approves payment of the list of accounts as presented.

Carried.

6.0 PUBLIC MEETINGS AND DEPUTATIONS

6.1 MEETING TO CONSIDER ENGINEER'S REPORT – ARBUCKLE AND CONGRAM MUNICIPAL DRAINS

6.1.1 Extension of time for filing report

Motion 151-2025

Moved by Sharen Zinn
Seconded by Jodi Snell

WHEREAS Section 39 of the Drainage Act *requires that the engineer shall file a report within one year after the appointment of the engineer,*

AND WHEREAS Headway Engineering was appointed to prepare a report for the Arbuckle Municipal Drain on April 2, 2024, and filed said report on June 18, 2025, exceeding the prescribed time by three months;

AND WHEREAS the time for filing may be extended before or after the expiry of the one-year period by resolution of the council of the municipality,

NOW THEREFORE the Council of the Municipality of Morris-Turnberry hereby extends the one-year period and accepts the submission of the engineer's report for the Arbuckle and Congram Municipal Drains.

Carried.

Councillor McCallum joined the meeting.

6.1.2 Presentation of Engineer's Report

A Notice of Request for Drain Construction was received March 22, 2024, for improvements to the Arbuckle Municipal Drain at South Part Lots 2 and 3, Concession 2, former Morris Ward.

Notice of the meeting to consider the engineer's report was issued to landowners on June 18th 2025.

Stephen Brickman and Adam Hall presented the Engineer's report to Council and those in attendance.

6.1.3 Questions and Comments

- Council

  None.

- Landowners in attendance

  Neither Mr. Haines nor Mr. Golley had comments regarding the design of the drainage works. Both expressed the opinion that the property owned by th COutny of Huron should be assessed higher. Mr. Brickman explained that the issue could be taken up with the Court of Revision, and noted he would discuss this with both landowners privately following this meeting.

  Mr. Haines noted that he had planted wheat with the expectation of work happening this year. Mr. Brickman noted that it may be possible to have the work completed in the fall, depending on the response to the tender process, as this is all open ditch work and so less involved than a closed system.

6.1.4 Consideration of Provisional By-Law

Motion 152-2025

Moved by Sharen Zinn
Seconded by Jamie McCallum

THAT leave be given to introduce By-Law # 33-2025, being a by-law to provisionally adopt the engineer's report for the Arbuckle and Congram Municipal Drains 2025, and that it now be read a first and second time this 8th day of July, 2025.

Carried.

6.1.5 Date of Court of Revision and instruction to Tender.

Motion 153-2025

Moved by Jamie McCallum
Seconded by Kevin Freiburger

THAT the Court of Revision for the Arbuckle and Congram Municipal Drains 2025 be set for August 12th, 2025 at 7:30 pm and the project be tendered with results to be presented on September 2nd, 2025, pending no appeals.

Carried.

6.2 MUNICIPAL AUDIT REPORT 2024

Nancy Bridge of Seebach and Company Chartered Professional Accountants presented the 2024 Financial Statements and Audit Report.

Motion 154-2025

Moved by Jamie McCallum
Seconded by Sharen Zinn

THAT The Council of the Municipality of Morris-Turnberry accept the 2024 Audit Report and Financial Statements as submitted by Nancy Bridge, Auditor, Seebach and Company Chartered Professional Accountants.

Carried.

7.0 STAFF REPORTS

7.1 FINANCE

7.1.1 Huron East Prior Year Reconciliations

A report prepared by Treasurer Sean Brophy was provided for the information of Council.

7.2 FIRE

7.2.1 North Huron Fire Report

A report prepared by North Huron Fire Chief Chad Kregar regarding the department's activities for May was provided for the information of Council.

8.0 BUSINESS

None.

9.0 COUNCIL REPORTS

Kevin Freiburger

July 2nd attended a meeting of the Bluevale Community Committee.

Jamie McCallum

None.

Sharen Zinn

Attended a meeting of the Maitland Valley Conservation Authority Board.

Jodi Snell

Attended the Annual General Meeting for the Listowel Wingham Family Health Team Board
Attended the graduation ceremony at FE Madill Secondary School and presented two awards on behalf of the Municipality

Jamie Heffer

None.

10.0 CORRESPONDENCE, MINUTES, ITEMS FOR INFORMATION

10.1 Minutes – Belmore Arena Board – 20 May, 2025
10.2 Board Meeting Highlights – AMDSB – June 24, 2025
10.3 Minutes – CHIP – March 12, 2025
10.4 Outstanding Action Items

11.0 ITEMS FOR A FUTURE AGENDA

None.

12.0 BY-LAWS AND AGREEMENTS

None.

13.0 CLOSED SESSION

13.1 Enter closed session.

Motion 155-2025

Moved by Kevin Freiburger
Seconded by Jamie McCallum

THAT the Council of the Municipality of Morris-Turnberry enter a closed session at 8:08 p.m., with the CAO/Clerk remaining in attendance, for the purpose of discussing confidential matters pursuant to the following sections of the Municipal Act:

a) Section 239 (2) (c) regarding a proposed disposition of land;
b) Section 239 (2) (k) regarding negotiations to be carried on by the municipality;

Carried.

13.2 Return to open session.

Motion 156-2025

Moved by Jamie McCallum
Seconded by Kevin Freiburger

THAT the Council of the Municipality of Morris-Turnberry rise from a closed session at 8:30 p.m.

~

13.3 Report and Action from Closed Session.

Council received a report regarding the value of property that may be sold by the Municipality and considered the terms of a proposed rental agreement for farmland owned by the Municipality.

Motion 157-2025

Moved by Jamie McCallum
Seconded by Kevin Freiburger

THAT The Council of the Municipality of Morris-Turnberry hereby authorizes the CAO to execute a rental agreement for the cultivation of hay on a portion of the property at 41440 Brandon Road.

Carried.

14.0 CONFIRMING BY-LAW

Motion 158-2025

Moved by Sharen Zinn
Seconded by Jamie McCallum

THAT leave be given to introduce By-Law 34-2025, being a by-law to confirm the proceedings of the Municipality of Morris-Turnberry meeting of Council held on July 8, 2025, and that it now be read severally a first, second, and third time, and finally passed.

Carried.

15.0 ADJOURNMENT

Motion 159-2025

Moved by Kevin Freiburger
Seconded by Jamie McCallum

THAT the Council of the Municipality of Morris-Turnberry does now adjourn at 8:30 pm.

Carried.

NEXT MEETINGS:

Regular Meeting of Council – Tuesday, July 22, 2025, 7:30 pm
Regular Meeting of Council – Tuesday, August 12, 2025, 7:30 pm

_____
Mayor, Jamie Heffer

_____
Clerk, Trevor Hallam

Municipality of Morris-Turnberry
Account List for July 22 2025

General			
Hydro One	Morris Office	337.14	
Enbridge	Morris Office	14.03	
Telizon	Long Distance Phone	2.14	
Tuckersmith Communications	Office Internet	180.80	
Pitney Works	Postage	1,709.95	
MicroAge Basics	Office Supplies, IT Support, Laptop	4,636.82	
Orkin Canada	Pest Control - Office & Hall	202.25	
Intact Public Entities	Legal	3,092.47	
Donnelly Murphy	Legal	225.48	
PSD CityWide	Asset Management Plan Support	1,271.25	
Township of North Huron	Water Billings	3,950.40	
Township of North Huron	2025 Q3 Fire Agreement	89,454.99	
Randy Scott	Livestock Evaluation	137.04	
Property Owner	Livestock Claim	2,254.31	
Minister of Finance	Tile Drain Loan	6,793.40	
Minister of Finance	Policing - April	38,554.44	
Bluevale Community Committee	Hall Rentals	360.00	
Payroll			
July 16 2025	Payroll	23,460.23	
	Expenses	150.19	
	General Total		**176,787.33**
Building Department			
Foxton Fuels	Fuel	324.31	
Payroll			
July 16 2025	Payroll	5,271.36	
	Expenses	27.40	
	Building Total		**5,623.07**
Property Standards			
Pai-Da Landscaping Ltd.	Bylaw Enforcement - Cut Grass	734.50	
	Property Standards Total		**734.50**
Drainage			
Chuck Hull	Hyslop Municipal Drain	207.72	
Doug Vincent	Ellison, Brewer & Grant Municipal Drains	439.50	
	Drainage Total		**647.22**
Parks & Cemeteries			
Hydro One	Kinsmen Park	33.42	
PE Inglis Holdings Inc.	Portable Unit	200.01	
	Parks & Cemeteries Total		**233.43**
Belgrave Water			
Hydro One	Belgrave Water	1,319.59	
Hydro One	Humphrey Well	47.34	
Hay Communications	Belgrave Water	22.60	
Veolia Water	May Operations	5,915.75	
	Water Total		**7,305.28**

Landfill

Hydro One	Morris Landfill	50.40	
PE Inglis Holdings Inc.	Portable Unit Service	135.60	
MGM Townsend Tire	Repair for 01-12 Tractor	342.39	
Bluewater Recycling Association	Curbside Pickup - July	8,198.27	
Marlene Metcalfe	Turnberry Landfill - Observation Wells	400.00	
	Landfill Total		**9,126.66**

Roads

Hydro One	Streetlights	1,094.57	
Hydro One	Morris Shop	168.57	
Hydro One	Turnberry Shop	199.43	
Enbridge	Morris Shop	28.07	
HuronTel	Turnberry Internet	66.56	
Steffens Auto Supply	Shop Supplies	3.90	
McDonald Home Hardware	Shop Supplies	20.32	
Hodgins Building Centre	Shop Supplies	149.98	
Huronia	Shop Supplies	103.00	
PBJ Cleaning Depot	Shop Supplies	595.59	
Radar Auto Parts	Shop Supplies & Parts for 16-05 Tandem	1,433.25	
Foxton Fuels	Fuel	10,063.18	
Elvaan Equipment Solutions	Part for 19-19 Brusher	574.27	
Leslie Motors	Maintenance for 22-14 Pickup	128.80	
Joe Kerr Ltd	Repair for 19-06 Tandem	719.90	
Nors Construction Equipment	Backhoe Loader Purchase	236,170.00	
Wesley Riley Contracting Company	Gravel	4,965.35	
Lavis Contracting Co. Ltd.	Cold Patch	5,234.00	
AJN Builders Inc	Bridge Maintenance	847.50	
AJN Builders Inc	M070 Moncrieff Rd Bridge - Holdback	2,916.93	
Sunbelt Rentals	Elevator Line Culvert	45.20	
Municipality of Morris-Turnberry	Turnberry Shop Water	151.00	
Payroll			
July 16 2025	Payroll	29,939.92	
	Expenses	73.48	
	Roads Total		***295,692.77***
	Account Total		***496,150.26***

Approved By Council: July 22 2025

Mayor - Jamie Heffer

Treasurer- Sean Brophy

MUNICIPALITY OF MORRIS-TURNBERRY
REPORT TO COUNCIL

TO: Mayor Heffer and Council
PREPARED BY: Kirk Livingston, Chief Building Official
DATE: June 30th , 2025
SUBJECT: Property Standards/By-Law Enforcement Report for May and June 2025

RECOMMENDATION

THAT the Council of the Municipality of Morris-Turnberry hereby receive the Chief Building Officials report on Property Standards & By-Law Enforcement as submitted for information purposes.

BACKGROUND

Property Standards and By-law Enforcement is a crucial component of local governance, ensuring that laws and regulations are respected and followed within a municipality. These regulations, known as bylaws, are created to maintain order, promote public safety, and enhance the quality of life for all residents. By-law enforcement helps address issues like zoning violations, noise complaints, property maintenance, parking, waste disposal, clean yards, animal control and among others.

A By-Law Enforcement Officers role is to; Investigate Complaints and Violations, Issuing Warnings and Citations and Enforcing Compliance.

COMMENTS

Belgrave – I received a complaint regarding a vicious dog being walked without a muzzle.

Bluevale – I received a complaint about barking dogs at a property.

Bluevale – I received a complaint regarding livestock in a settlement area.

Wingham – I received a complaint regarding long grass on an empty lot.

Walton – I received a complaint regarding property standards at the property.

Outstanding Files and Ongoing Investigations

Belgrave
I attended the property to verify whether the owner had installed "Beware of Dog" signs on the perimeter, as this is the only outstanding compliance requirement. Upon inspection, no such signage was observed. As a result, a formal letter was issued to the property owners, providing a

deadline for compliance. The letter also advised that failure to comply may result in legal action being pursued through DOLA, the POA, or both.

Belgrave
The owners of the dog attended a pre-trial resolution meeting. Following the meeting, they entered guilty pleas to both charges and agreed to pay the associated POA tickets. Subsequently, I attended the property to confirm whether the owners had installed the required "Beware of Dog" signs on the perimeter, as this remains the only outstanding condition for full compliance. Upon inspection, no signage was observed. As a result, a formal letter was issued to the owners outlining a deadline for compliance. The letter also cautioned that failure to meet this requirement may result in legal action being pursued through DOLA, the POA, or both.

Belgrave
A complaint was received indicating that a dog from the property was being walked without a muzzle, in violation of the Municipal Animal Control Bylaw. This bylaw requires the dog to be muzzled at all times when off the property. A formal letter was issued to the owners outlining the requirement, with a specified date for compliance. The letter also warned that failure to comply may result in legal action being pursued through DOLA, the POA, or both.

Wingham
I attended the property and observed that an empty lot was in violation of the Clean Yard Bylaw due to overgrown grass. During the inspection, photographs were taken to document the non-compliance.

A Clean Yard Order was issued to the property owner with a deadline for corrective action. The owner failed to comply with the order, so a contractor was hired to cut the grass and bring the property into compliance. While the contractor was on site, it was discovered that an artesian well at the rear of the property was actively flooding a portion of the lot—an issue that was not evident during the initial inspection. A second order was issued to the property owner to address the flooding.

A plumber has since been contacted to assess the situation and develop a permanent solution to stop the artesian well from continuing to flood the property.

Bluevale
I attended the property to investigate a report of unauthorized livestock being kept on site. Upon speaking with the property owner, he confirmed that he was harboring chickens, including a group of meat birds scheduled to go to market in a couple of weeks, as well as a few laying hens.

I informed the owner that keeping chickens on the property is not permitted under the applicable bylaw and that all poultry must be removed. I agreed to allow the two-week period for the meat birds to be taken to market, with the understanding that I would follow up after that time to ensure compliance.

Later that day, the owner contacted me to advise that he would be away on holiday for a few days. In light of this, I have provided a short extension to allow additional time for him to rehome the laying hens.

Bluevale
A complaint was received regarding persistent barking dogs at the property. I will be attending the property in the near future to investigate the matter, confirm the validity of the complaint, and take any necessary enforcement actions in accordance with the Animal Control Bylaw.

Walton
I attended the property and spoke with one of the tenants regarding a concern. During the inspection, the only issue identified was a travel trailer on site that did not display a license plate.

The tenant advised that they do possess a valid plate for the trailer but had chosen not to install it due to concerns about theft in the area. I acknowledged the concern but explained that, in accordance with municipal regulations, the trailer must display a valid license plate in order to remain on the property.
The tenant agreed to install the plate, and I will return at a later date to confirm compliance.

The final draft of the Parking Bylaw has been completed as requested. I am currently awaiting confirmation of the short form wording for fines from the Chief Justice.

The final update to the Animal Control Bylaw has been completed. This update includes revisions to improve clarity and organization of several sections.

The 2025 annual Kennel Inspections have been completed in full.

Respectfully submitted,

Kirk Livingston
Chief Building Official

MUNICIPALITY OF MORRIS-TURNBERRY
REPORT TO COUNCIL

TO: Mayor and Council
PREPARED BY: Kirk Livingston, Chief Building Official
DATE: July 11, 2025
SUBJECT: Building Department Activity Report for May and June 2025

RECOMMENDATION

THAT the Council of the Municipality of Morris-Turnberry hereby receive the Building Department Activity Report for May and June 2025, for information purposes.

BACKGROUND

The Building Departments main objective is to provide the best professional service to administer and enforce the Ontario Building Code. Through the examination of plans, issuance of building permits, and performing inspections, we ensure compliance with building standards of the Ontario Building Code and ensure health and safety, fire protection and structural sufficiency in all buildings in which we live, work and play.

The Chief Building Official provides bi-monthly updates to Council on the operations of the Building Department.

COMMENTS

Permit #	Permit Type	Value of Project	Sq. Feet New Const.	Status
0023 -2025	Alteration/Renovation/Repair	$ 20,000.00	1200	issued
0024 -2025	Detached Garage	$ 12,000.00	324	issued
0025 -2025	Agricultural Livestock Barn - Addition	$ 150,000.00	6268	issued
0026 -2025	Sign	$ 2,000.00	128	issued
0027 -2025	Deck	$ 5,000.00	648	issued
0028 -2025	Deck	$ 4,000.00	286	issued
0029 -2025	New Residential Dwelling	$ 200,000.00	798	issued
0030 -2025	On Site Sewage System	$ 20,000.00	2952	issued
0031 -2025	On Site Sewage System	$ 15,000.00	3300	issued
0032 -2025	New Residential Dwelling	$ 500,000.00	2696	issued
0033 -2025	On Site Sewage System	$ 20,000.00	2152	issued
0034 -2025	On Site Sewage System	$ 20,000.00	2706	issued
0035 -2025	New Residential Dwelling	$ 650,000.00	3596	issued
0036 -2025	Tent	$ 2,500.00	2400	issued
0037 -2025	Silo	$ 450,000.00	2109	issued
0038 -2025	Agricultural Storage Shed	$ 150,000.00	5000	issued
0039 -2025	Detached Garage	$ 120,000.00	1680	issued
0040 -2025	Accessory Building	$ 50,000.00	836	issued
0041 -2025	On Site Sewage System	$ 10,000.00	750	issued
0042 -2025	Residential Addition	$ 300,000.00	2022	issued
0043 -2025	Agricultural Storage Shed	$ 250,000.00	4800	issued

Total Value of Construction to date; $11,242,044.02 with 43 building permits being issued
(Last year; $7,098,925.00 with 50 building permits being issued)

Zoning Certificates issued for this year; 13 (Last year 24)

Respectfully submitted,

Kirk Livingston
Chief Building Official

RE: Fire Department of North Huron - Fire Chief's Monthly Report

To: CAO Trevor Hallam
From: Chad Kregar, Fire Chief – Fire Department of North Huron
Date: July 15, 2025
Subject: 2025 Monthly Fire Report

Fire Call Summary – June 2025

Total Calls: 20

Number	Date	Response Type	Location
25-080	June 1	No Loss Outdoor Fire	Central Huron
25-081	June 4	Alarm System Malfunction	North Huron
25-082	June 5	Alarm System Malfunction	North Huron
25-083	June 6	Vehicle Fire	Central Huron
25-084	June 7	Fire	North Huron
25-085	June 7	Alarm System Malfunction	North Huron
25-086	June 9	Medical	North Huron
25-087	June 13	Medical	North Huron
25-088	June 17	Mutual Aid	Goderich
25-089	June 17	CO False Alarm	Morris Turnberry
25-090	June 17	CO False Alarm	Morris Turnberry
25-091	June 18	Cancelled on Route	North Huron
25-092	June 20	Medical	ACW
25-093	June 20	Vehicle Fire	Central Huron
25-094	June 21	Medical	Central Huron
25-095	June 21	Medical	North Huron
25-096	June 22	Alarm System Malfunction	Morris Turnberry
25-097	June 23	Power Lines Down	Morris Turnberry
25-098	June 24	Mutual Aid	South Bruce
25-099	June 29	Alarm System Malfunction	Morris Turnberry

Note - There were Five calls for service in the coverage area provided by North Huron into Morris-Turnberry during this reporting period.

Significant Incidents

In June 2025, the Fire Department of North Huron responded to 20 calls for service, compared to 9 calls in June of 2024. While this marks an increase for the month, the department's year-to-date call volume remains higher, with 106 calls recorded so far in 2025 compared to 90 calls during the same period last year.

There were no significant incidents to report for June. All calls were routine in nature and managed effectively. There were no major structure fires, hazardous materials events, or large-scale emergencies requiring extended operations. The department continued to respond to all emergencies with efficiency and professionalism.

The sustained increase in overall calls year over year underscores the importance of continued training, maintaining operational readiness of equipment, and ensuring that staffing levels remain sufficient to support the needs of the community we serve.

June Training Report

Throughout the month of June, the Fire Department of North Huron conducted focused training sessions aimed at improving operational effectiveness in both rural and municipal firefighting scenarios. In addition to completing regular station duties and apparatus checks, firefighters engaged in hands-on training related to water supply operations and aerial master stream deployment.

Week	Training Focus	Key Activities
1	Equipment Checks & Station Duties	Routine apparatus, gear inspections, and maintenance to ensure operational readiness.
2	Water Supply Operations	Hydrant operation, hose layouts, water relay setup, drafting theory
3	Aerial Operations	Ladder 2 to simulate large-scale structure fire scenarios requiring elevated water streams

Training Activities:

1. Station and Equipment Readiness

Firefighters completed routine hall maintenance and equipment checks to maintain readiness and safety. Activities included:

- Weekly apparatus inspections
- SCBA checks and flow testing
- Gear and tool inventory reviews
- Station cleanup and organization

These duties ensure the department remains in a constant state of preparedness and supports longevity of equipment.

2. Water Supply Operations

Rural Supply – Static Source & Tanker Shuttle

Crews trained on establishing rural water supply through the use of tanker shuttle operations and drafting from static sources. These evolutions simulated operations in areas with no hydrant access and focused on maintaining continuous water flow.

Municipal Supply – Hydrant Operations & Relay Pumping
Training also included hydrant connection techniques and relay pumping using Ladder 2 as the initial discharge unit. Water was relayed from Ladder 2 to Engine 1 and Engine 6, testing crews' ability to manage friction loss, pump pressures, and extended hose lays.

3. Aerial Operations – Ladder 2
Focused aerial training was conducted using Ladder 2 to simulate large-scale structure fire scenarios requiring elevated water streams. Crews practiced:

- Safe setup and stabilization of the aerial
- Targeting from elevated positions using the master stream
- Pressure management at height
- Coordinated ground and aerial attack strategies

Key Objectives Achieved

- Reinforced knowledge of rural water operations under pressure
- Improved efficiency in relay pumping across multiple units
- Enhanced confidence operating Ladder 2 in fireground conditions
- Strengthened crew coordination and inter-apparatus communication

Conclusion
June's training placed emphasis on mastering essential firefighting functions that apply to both day-to-day responses and large-scale emergencies. The practical nature of the training allowed firefighters to build operational confidence. Continued focus on water movement and aerial operations supports our long-term readiness strategy.

May 2025 Budget Update

Capital Budget Update – Rescue 7 Replacement
In June 2025, Council approved the Request for Proposal (RFP) from Leslie Motors for the replacement of the department's aging 1997 Freightliner Rescue 7. The replacement vehicle will be a modern Ford F-350 crew cab support unit that offers greater versatility, reliability, and off-road capability to meet the evolving needs of the Fire Department and the communities we serve.

The new support vehicle will be equipped with a purpose-built wildland firefighting skid unit, complete with a water tank, pump, and hose reel. This configuration will significantly enhance our ability to respond to agricultural, grass, and brush fires, particularly in rural and off-road environments. In addition to wildland response, the vehicle will serve as a multi-role support unit for transporting personnel, equipment, and providing scene lighting or rehab functions as required.

This capital investment addresses several operational gaps left by the aging Freightliner, which no longer meets modern safety standards, is costly to maintain, and lacks the off-road functionality needed to support emergency response in our rural communities. The new vehicle will be more fuel-efficient, easier to maneuver in tight or remote areas, and better suited for the wide range of emergencies we face.

Once Rescue 7 is removed from service, it will be declared surplus and listed on GovDeals for public auction. Any proceeds from the sale will be returned to the appropriate reserve fund.

Staff are currently working on a phased outfitting plan to ensure the new unit is placed into active service as efficiently as possible, with full deployment anticipated later this year.

Equipment & Maintenance Updates

Throughout the month of June, all fire apparatus and equipment remained in good working order with no reported issues, repairs, or concerns. Regular inspections and preventive maintenance routines were carried out as scheduled, ensuring all frontline units were always operationally ready.

This reflects the continued commitment of our personnel to equipment care and reinforces the effectiveness of our maintenance program in supporting safe and reliable emergency response across our communities.

Closing Remarks

As we continue through the year, I want to acknowledge the ongoing commitment and professionalism demonstrated by the members of the Fire Department of North Huron. Their dedication to training, equipment readiness, and public safety remains the cornerstone of our service to the community.

I am encouraged by the progress we have made in both operational preparedness and departmental growth, and I look forward to building upon this momentum in the months ahead. As always, we remain focused on our mission to protect life, property, and the environment through excellence in fire protection and emergency response.

Report Number: FD-25-06

Huron East

Fire Department

To: Mayor MacLellan and Members of Council

From: Glen Ackerman, Fire Chief

Date: July 8, 2025

Subject: Fire Department Activity Report

Recommendation:

That the Council of the Municipality of Huron East receive this report as information.

Background:

The following information providing Council with a brief update on the Fire Department activities for the first half of 2025.

2025 Fire Statistics (Jan-June)

	Brussels		Grey		Seaforth	
	2024	2025	2024	2025	2024	2025
Fire	2	2	0	1	2	2
No Loss Outdoor Fire	1	1	0	2	1	6
Alarm System – Malfunction	1	0	2	0	6	3
Alarm System – Accidental	2	0	1	1	8	8
Carbon Monoxide	0	1	0	1	0	1
Motor Vehicle Collison/Extrication	1	2	6	3	7	0
Medical	14	16	8	5	3	3
Mutual Aid	1	1	3	1	1	2
Burn Compliant	0	1	1	1	1	1
Other (Spill, Call Cancelled, Hydro Lines)	1	0	2	0	3	3
Sub-Total	23	24	23	15	32	29
	4%		-42%		-10%	

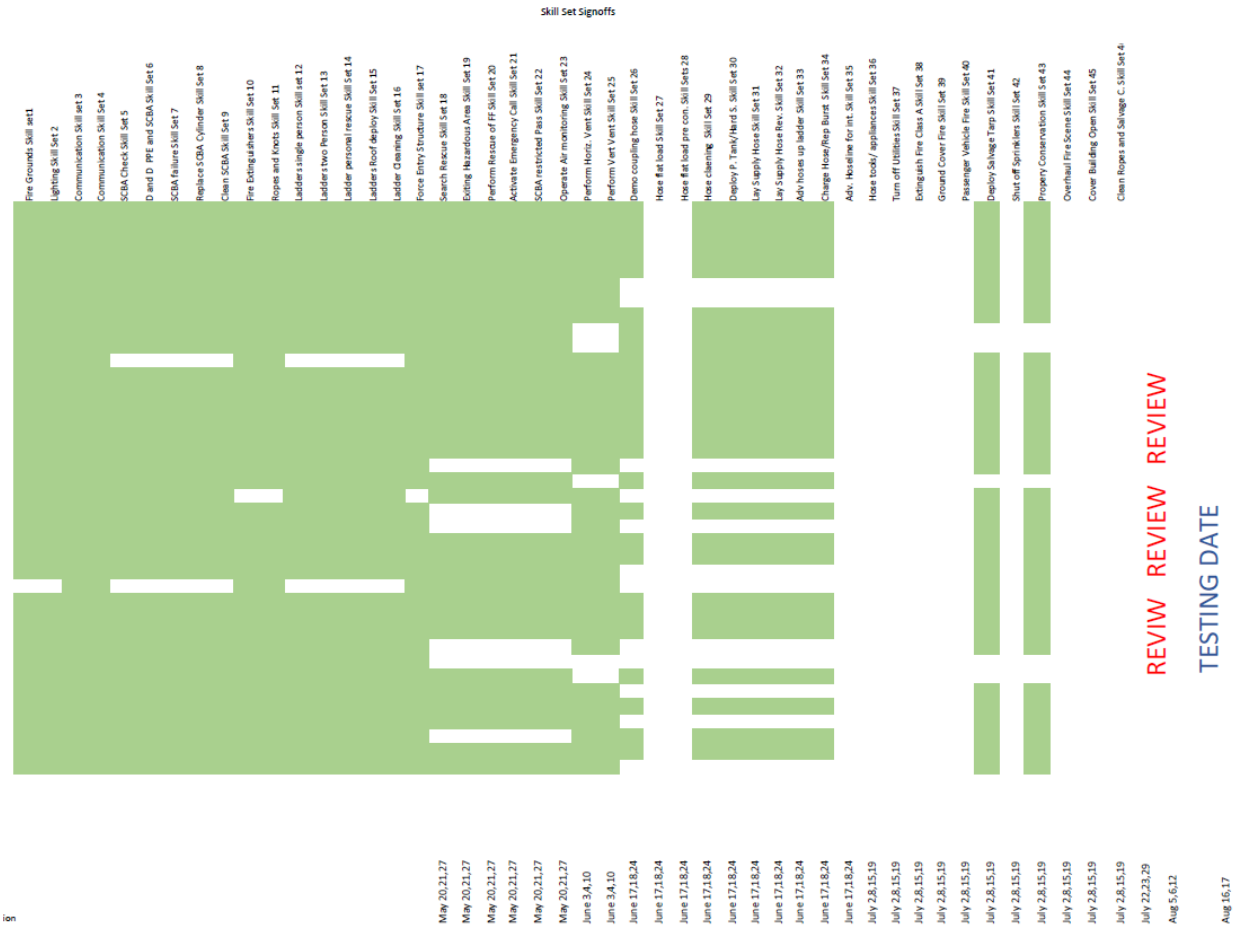
Total 2024	78
Total 2025	68
	-14%

A fine has been issued for repetitive alarm activation by a new resident at 100 James Street, Seaforth.

Training

Since the last update, four (4) firefighters attended pumper operator training course the Department is continuing training and preparing Firefighters for firefighter one testing.

Progress of the training is illustrated below.



Committees

Below is a list of Committee activities:

- Huron County Chiefs are working together on standardize some Standard Operating Guidelines (SOG), and a joint purchase of decontamination products.
- Some SOG drafts are in progress.

Fire Department Recruitment

Recruitment activity was conducted at all 3 stations during the Firefighters breakfast, however there was very little interest shown. Current staffing levels are as follows:

- Brussels = 20
- Grey = 23
- Seaforth = 25

Equipment

- Accountability board has been acquired.

Fire Inspections:

- 2nd inspection at 92 Goderich Street, Seaforth
- 28 Wilson Street, Seaforth
- 13 Church Street, Seaforth follow up inspection
- 26 Toronto Boulevard, Vanastra

Public Education:

- 26 Toronto Boulevard, Vanastra (Vanastra Daycare)
- Brussels firefighter breakfast
- Grey firefighters breakfast
- Seaforth firefighters breakfast

Fire Chief Priorities

- SOG & Standard Operating Procedures (SOP)
- Inspections (Fire prevention / Public education)
- Fire safety plan for all municipal buildings
- Fire Service Review recommendations prioritization

Communication:

The last update report to Council was also presented to Morris– Turnberry Council on June 17, 2025. A date will be arranged to also present this report to Morris-Turnberry Council.

Financial Implications:

Protection Services Operating Budget 2025 - 1st half

Admin	YTD Actual	2025 Budget	
Salaries	$ 108,876	$ 221,866	**49%**
Operating	$ 112,088	$ 218,664	**51%**
Brussels			
Salaries	$ 75,511	$ 139,036	**54%**
Operating	$ 62,027	$ 120,696	**51%**
Grey			
Salaries	$ 49,030	$ 133,906	**37%**
Operating	$ 52,817	$ 111,987	**47%**
Seaforth			

Salaries	$ 88,529	$ 159,992	**55%**
Operating	$ 84,177	$ 174,571	**48%**

Note:
Firefighter one online hours not paid until completion.

Signatures:

Glen Ackerman, Fire Chief

Jessica Rudy, AMP, CAO

MUNICIPALITY OF MORRIS-TURNBERRY
REPORT TO COUNCIL

TO: Mayor and Council
PREPARED BY: Sean Brophy, Treasurer
DATE: July 22, 2025
SUBJECT: 2025 AMP Update

RECOMMENDATION

That council adopt the 2025 Asset Management Plan for the Municipality of Morris-Turnberry.

BACKGROUND

Ontario Regulation 588/17 requires municipalities to develop and maintain an asset management plan (AMP). The regulation further prescribes the information to be contained within an AMP and the deadlines by which the information within the AMP must be updated.

All AMPs must be endorsed by the executive lead of the municipality and by a resolution passed by the municipal council.

COMMENTS

Morris-Turnberry's AMP was last updated in 2024 to meet the prescribed 2024 requirements of O.Reg 588/17. Staff have now updated Morris-Turnberry's AMP to meet the 2025 requirements.

The additional 2025 requirements were:

1. Develop & Incorporate Proposed Levels of Service for all asset categories for 10 years
2. Lifecycle costs associated with the current levels of service for all asset categories
3. 10-Year Financial strategy

Proposed Levels of Service
The proposed levels of service in the 2025 AMP update are to maintain the current level of services as developed for the 2024 AMP update for the next 10 years. Current lifecycle activities are scheduled to meet current population and economic activity levels. If the municipality experiences significant population growth or if a significate development is proposed, the municipality will re-evaluate both the current and proposed levels of service for all impacted asset categories.

Lifecycle Costs
10 years of significate operating costs were developed using the values from the municipality's 2025 budget. Costs with a significate dollar value, costs integral to the ongoing operation of the asset category and costs required by legislation were included. These significant operating costs are included in the operational budgets of the municipality and expected to be funded by property taxation. The significate operating costs are itemized within the appendices of the AMP.

10 Year Financial Strategy

Category	Replacement Cost	Annual Requirement	Funding Available	% Funded	Annual Deficit
Tax Funded Capital					
Road Network	$62,654,661	$699,812	$615,000	87.9%	$84,812
Bridges & Culverts	$80,105,333	$1,352,344	$535,000	39.6%	$817,344
Stormwater Network	$4,244,795	$53,060	$0	0.0%	$53,060
Land & Buildings	$4,051,304	$110,192	$25,000	22.7%	$85,192
Vehicles	$5,453,207	$412,002	$420,000	102.0%	$ (7,998)
Equipment	$923,224	$79,411	$80,000	100.0%	$ (589)
Total Tax Funded	**$157,432,524**	**$2,706,821**	**$1,675,000**	**61.9%**	**$1,031,821**
Rate Funded Capital					
Water Network	$6,557,903	$147,018	$74,435	50.6%	$72,583
Overall	**$163,990,427**	**$2,853,838**	**$1,749,435**	**61.3%**	**$1,104,403**

The AMP calculates that the Municipality will require $2.85M per year to fully self-fund capital acquisitions at current levels of service in perpetuity. As of 2025, the municipality is committing $1.75M per year of dedicated capital funding which represents 61.3% of the annual requirement. Individual categorical figures can be found in the summary above.

Tax Funded Assets
The annual deficit for the asset categories funded by property taxation is $1.03M. The recommended course of action is to close the funding gap over the next 10 years using tax rate increases. The municipality's tax levy will need to be increased by approximately $100,000 per year, which represents an approximate rate increase of 1.8% per year.

Rate Funded Assets
The annual deficit for the water network is $72,583. The recommended course of action is to close this gap over the next 10 years via user rate increases. The annual rate increase for capital funding will be approximately $7,200 or 3.0% per year.

Ongoing Review & Updates
The AMP is a living document that will be updated as additional asset and financial information becomes available. As newer information is incorporated, annual funding requirements may shift and adjust.

O.Reg 588/17 requires each municipality to conduct an annual review of their AMP to monitor the progress in implementing the plan. Staff intend to incorporate the annual review into the municipality's budgeting processes.

O.Reg 588/17 requires the AMP to be updated & re-published every 5 years. The deadline for the next complete AMP update will be 2030.

ATTACHMENTS

2025 Asset Management Plan

OTHERS CONSULTED
Trevor Hallam, CAO/Clerk

Respectfully submitted,

Sean Brophy,
Treasurer

2025

ASSET MANAGEMENT PLAN

July 22, 2025

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Executive Summary

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

The overall replacement cost of the asset categories owned by Morris-Turnberry totals $164 million. 95% of all assets analysed are in fair or better condition and assessed condition data was available for all road and bridge assets and 28% of buildings. For the remaining assets, assessed condition data was unavailable, and asset age was used to approximate condition – a data gap that persists in most municipalities. Generally, age misstates the true condition of assets, making assessments essential to accurate asset management planning, and a recurring recommendation.

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

To meet capital replacement and rehabilitation needs for existing infrastructure, prevent infrastructure backlogs, and achieve long-term sustainability, the Municipality's average annual capital requirement totals $2.85 million. Based on a historical analysis of sustainable capital funding sources, the Municipality is committing approximately $1.75 million towards capital projects or reserves per year. As a result, the Municipality is funding 61% of its annual capital requirements. This creates a total annual funding deficit of $1.1 million.

Addressing annual infrastructure funding shortfalls is a difficult and long-term endeavour for municipalities. Considering the Municipality's current funding position, it will require many years to reach full funding for current assets. Short phase-in periods to meet these funding targets may place too high a burden on taxpayers too quickly, whereas a phase-in period beyond 20 years may see a continued deterioration of infrastructure, leading to larger backlogs.

To close annual deficits for capital contributions from tax revenues for asset needs, it is recommended the Municipality review the feasibility of implementing a 1.8% annual increase in revenues over a 10-year phase-in period. Funding scenarios over longer time frames are also presented which reduce the annual increases.

In addition to annual needs, there is also an infrastructure backlog of $632 thousand, comprising assets that remain in service beyond their estimated useful life. It is highly unlikely that all such assets are in a state of disrepair, requiring immediate replacements or full reconstruction. This makes targeted and consistent condition assessments integral to refining long-term replacement and backlog estimates.

Risk frameworks and levels of service targets can then be used to prioritize projects and help select the right lifecycle intervention for the right asset at the right time—including replacement or full reconstruction. The Municipality has developed preliminary risk models which are integrated with its asset register. These models can produce risk matrices that classify assets based on their risk profiles.

Most municipalities in Ontario, and across Canada, continue to struggle with meeting infrastructure demands. This challenge was created over many decades and will take many years to overcome. To this end, several recommendations should be considered, including:

- Continuous and dedicated improvement to the Municipality's infrastructure datasets, which form the foundation for all analysis, including financial projections and needs.
- Continuous refinements to the risk and lifecycle models as additional data becomes available. This will aid in prioritizing projects and creating more strategic long-term capital budgets.

The Municipality has taken important steps in building its asset management program, including developing a more complete and accurate asset register—a substantial initiative. Continuous improvement to this inventory will be essential in maintaining momentum, supporting long-term financial planning, and delivering affordable service levels to the Morris-Turnberry community.

About this Document

The Morris-Turnberry Asset Management Plan was developed in accordance with Ontario Regulation 588/17 ("O. Reg 588/17"). It contains a comprehensive analysis of Morris-Turnberry's infrastructure portfolio. This is a living document that should be updated regularly as additional asset and financial data becomes available.

Ontario Regulation 588/17

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

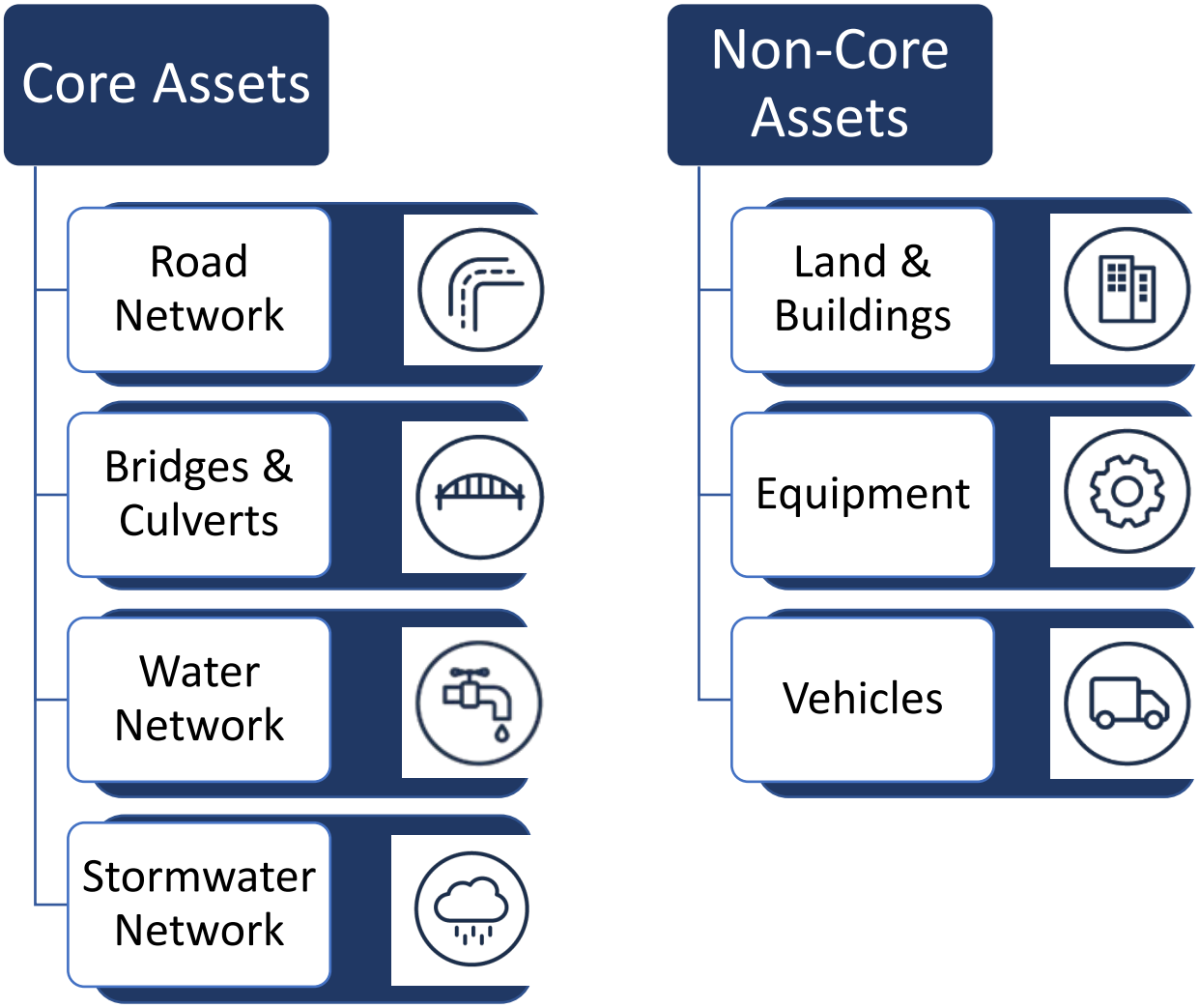
Table 1 O.Reg 588/17 Requirements and Reporting Deadlines

Requirement	2019	2022	2024	2025
1. Strategic Asset Management Policy	✓		✓	
2. Asset Management Plans		✓	✓	✓
State of infrastructure for core assets		✓		
State of infrastructure for all assets			✓	✓
Current levels of service for core assets		✓		
Current levels of service for all assets			✓	
Proposed levels of service for all assets				✓
Lifecycle costs associated with current levels of service		✓	✓	
Lifecycle costs associated with proposed levels of service				✓
Growth impacts		✓	✓	✓
Financial strategy				✓

Scope

The scope of this document is to identify the current practices and strategies that are in place to manage the public infrastructure and to make recommendations where they can be further refined. Through the implementation of sound asset management strategies, the Municipality can ensure that public infrastructure is managed to support the sustainable delivery of services.

The following asset categories are addressed in further detail in the Appendix:



Limitations and Constraints

The asset management program development required substantial effort by staff, it was developed based on best-available data, and is subject to the following broad limitations, constrains, and assumptions:

- The analysis is highly sensitive to several critical data fields, including an asset's estimated useful life, replacement cost, quantity, and in-service date. Inaccuracies or imprecisions in any of these fields can have substantial and cascading impacts on all reporting and analytics.
- User-defined and unit cost estimates, based typically on staff judgment, recent projects, or established through completion of technical studies, offer the most precise approximations of current replacement costs. When this isn't possible, historical costs incurred at the time of asset acquisition or construction can be inflated to present day. This approach, while sometimes necessary, can produce inaccurate estimates.
- In the absence of condition assessment data, age was used to estimate asset condition ratings. This approach can result in an over- or understatement of asset needs. As a result, financial requirements generated through this approach can differ from those produced by in-field assessments.
- The risk models are designed to support objective project prioritization and selection. However, in addition to the inherent limitations that all models face, they also require availability of important asset attribute data to ensure that asset risk ratings are valid, and assets are properly stratified within the risk matrix. Missing attribute data can misclassify assets.

These limitations have a direct impact on most of the analysis presented, including condition summaries, age profiles, long-term replacement and rehabilitation forecasts, and shorter term, 10-year forecasts that are generated from Citywide, the Municipality's primary asset management system.

These challenges are quite common and require long-term commitment and sustained effort by staff. As the Municipality's asset management program evolves and advances, the quality of future AMPs and other core documents that support asset management will continue to increase.

An Overview of Asset Management

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

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

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

Foundational Documents

In the municipal sector, 'asset management strategy' and 'asset management plan' are often used interchangeably. Other concepts such as 'asset management framework', 'asset management system', and 'strategic asset management plan' further add to the confusion; lack of consistency in the industry on the purpose and definition of these elements offers little clarity. To make a clear distinction between the policy, strategy, and the plan see the following sections for detailed descriptions of the document types.

Strategic Plan

The strategic plan has a direct, and cascading impact on asset management planning and reporting, making it a foundational element. At the beginning of each term of Council, Council holds strategic planning exercises and discussions to identify major initiatives and administrative improvements it wishes to achieve during its tenure. Staff then identify the scope, resources, timing & other logistical matters associated with proposed initiatives.

Asset Management Policy

An asset management policy represents a statement of the principles guiding the Municipality's approach to asset management activities as well as the Municipalities commitment. It aligns with the organization and provides clear direction to municipal staff on their roles and responsibilities.

Morris-Turnberry adopted their asset management policy on May 21, 2019, in accordance with Ontario Regulation 588/17. The policy identifies the Municipality's mission of providing effective and efficient service delivery to its' residents.

Asset Management Strategy

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

Asset Management Plan

The asset management plan is often identified as a key output within the strategy. The AMP has a sharp focus on the current state of the Municipality's asset portfolio, and its approach to managing and funding individual service areas or asset groups. It is tactical in nature and provides a snapshot in time.

Key Technical Concepts

Effective asset management integrates several key components, including data management, lifecycle management, risk management, and levels of service.

Asset Hierarchy and Data Classification

Asset hierarchy illustrates the relationship between individual assets and their components, and a wider, more expansive network and system. How assets are grouped in a hierarchy structure can impact how data is interpreted. Assets were structured to support meaningful, efficient reporting and analysis. Key category details are summarized at the asset segment level.

Table 2 Asset Classifications

CLASS	AM CATEGORY	AM SEGMENT
Infrastructure	Road Network	HCB Roads LCB Roads Gravel Roads Guiderails Streetlights
	Bridges & Culverts	Bridges Culverts
	Water Network	Service Stubs Water Treatment Watermains
	Stormwater Network	Catchbasins - Urban Storm Mains
General Capital	Land & Buildings	Admin Landfill Recreation Roads
	Equipment	Admin Landfill Roads
	Vehicles	Admin Landfill Roads

Replacement Costs

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

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

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

Estimated Useful Life and Service Life Remaining

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

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

Figure 1 Service Life Remaining Calculation

Asset Condition

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

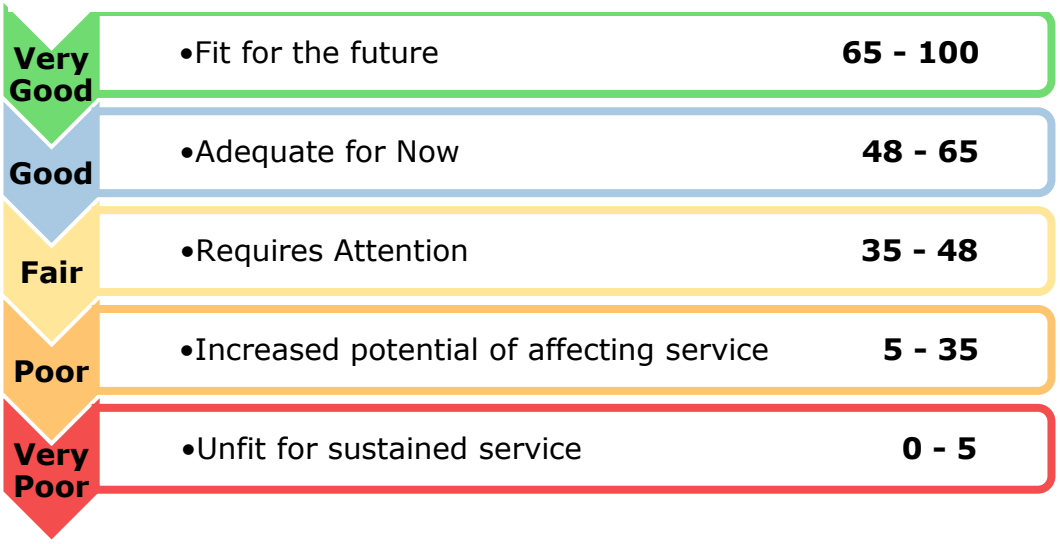
A condition assessment rating system provides a standardized descriptive framework that allows comparative benchmarking across the Municipality's asset portfolio. The figure below outlines the condition rating system used to determine asset condition for all assets in Morris-Turnberry except for mains (water & stormwater).

Figure 2 Standard Condition Rating Scale

Very Good	**Fit for the future**	**90 - 100**
•Well maintained, good condition, new or recently rehabilitated		
Good	**Adequate for now**	**70 - 90**
•Acceptable, generally approaching mid-stage of expected service life		
Fair	**Requires attention**	**40 - 70**
•Signs of deterioration, some elements exhibit significant deficiencies		
Poor	**Increased potential of affecting service**	**10 - 40**
•Approaching end of service life, large portion of system exhibits deficiencies		
Very Poor	**Unfit for sustained service**	**0 - 10**
• Near or beyond expected service life, widespread signs of advanced deterioration		

The condition scale used for water and stormwater pipes takes into consideration that until a pipe reaches the last 10 years of it's 80-year service life it is in very good or good condition and there are no interventions or activities required. The scale used is shown below.

Figure 3 Water & Storm Mains Condition Scale



The analysis is based on assessed condition data (only as available). In the absence of assessed condition data, asset age is used as a proxy to determine asset condition. Appendix H: Condition Assessment Guidelines includes additional information on the role of asset condition data and provides basic guidelines for the development of a condition assessment program.

Lifecycle Management Strategies

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

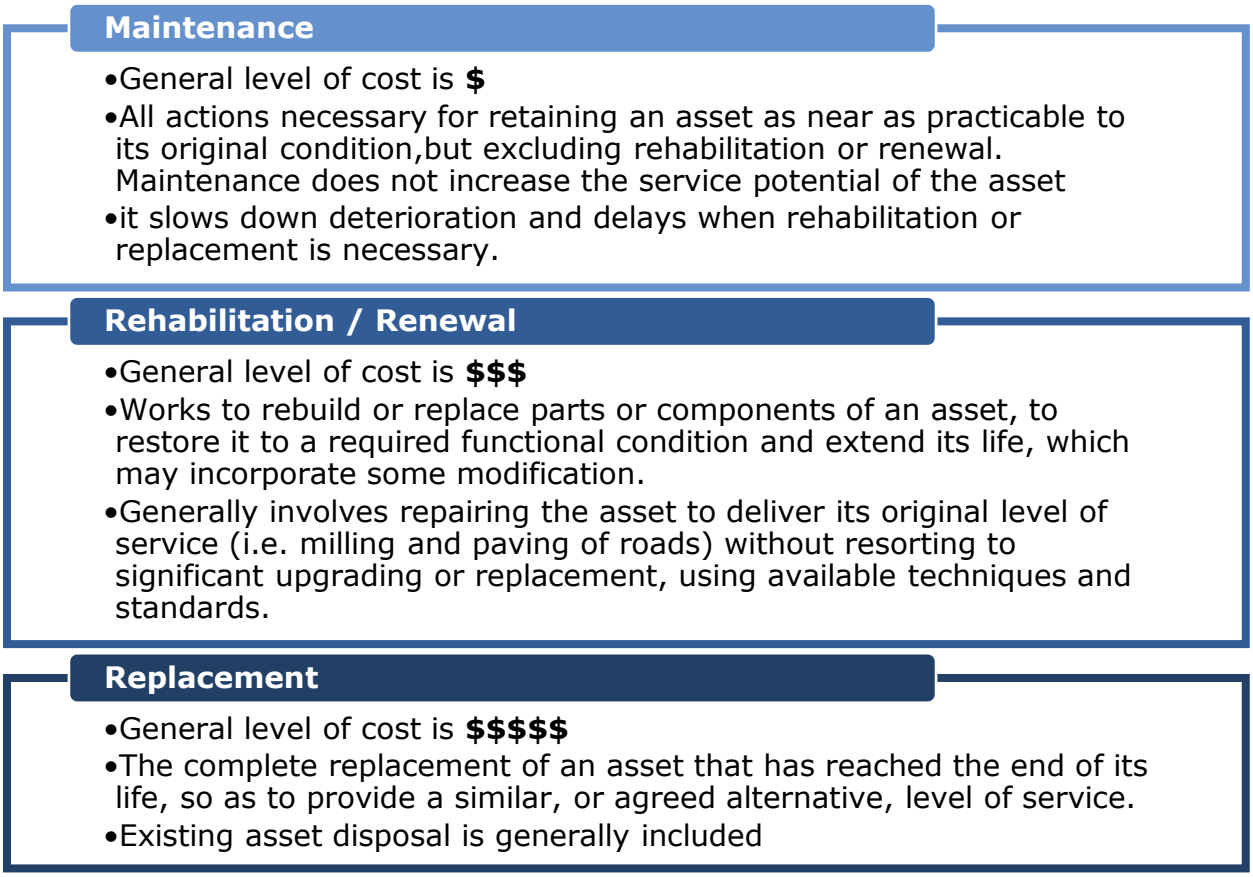
To ensure that municipal assets are performing as expected and meeting the needs of customers, it is important to establish a lifecycle management strategy to proactively manage asset deterioration.

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

Depending on initial lifecycle management strategies, asset performance can be sustained through a combination of maintenance and rehabilitation, but at some point, replacement is required. Understanding what effect these activities will have on the lifecycle of an asset, and their cost, will enable staff to make better recommendations. Figure 4 provides a description of each type of activity, the general difference in cost, and typical risks associated with each.

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

Figure 4 Lifecyle Management Typical Interventions



Risk Management Strategies

Municipalities generally take a 'worst-first' approach to infrastructure spending. Rather than prioritizing assets based on their importance to service delivery, assets in the worst condition are fixed first, regardless of their criticality. However, not all assets are created equal. Some are more important than others, and their failure or disrepair poses more risk to the community. For example, a road with a high volume of traffic that provides access to critical services poses a higher risk than a low volume rural road. These high-value assets should receive funding before others.

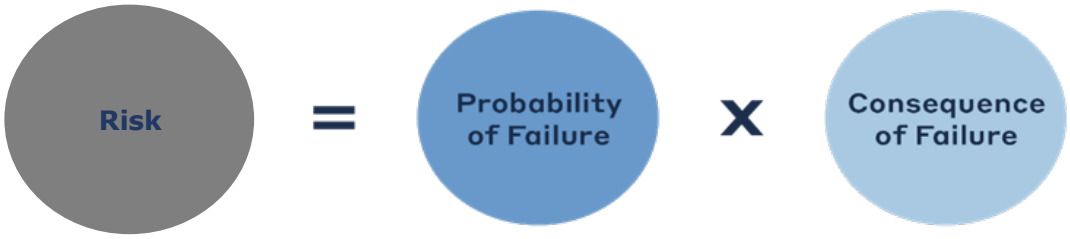
By identifying the various impacts of asset failure and the likelihood that it will fail, risk management strategies can identify critical assets, and determine where maintenance efforts, and spending, should be focused.

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

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

long-term budgets, minimize service disruptions, and maintain public health and safety.

Figure 5 Risk Equation



Probability of Failure

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

Consequence of Failure

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

Climate Change

Climate change can cause severe impacts on human and natural systems around the world. The effects of climate change include increasing temperatures, higher levels of precipitation, droughts, and extreme weather events. In 2019, Canada's Changing Climate Report (CCCR 2019) was released by Environment and Climate Change Canada (ECCC).

The report revealed that between 1948 and 2016, the average temperature increase across Canada was 1.7°C; moreover, during this period, Northern Canada experienced a 2.3°C increase. The temperature increase in Canada has doubled that of the global average. If emissions are not significantly reduced, the temperature could increase by 6.3°C in Canada by the year 2100 compared to 2005 levels. Observed precipitation changes in Canada include an increase of approximately 20% between 1948 and 2012.

By the late 21st century, the projected increase could reach an additional 24%. During the summer months, some regions in Southern Canada are expected to experience periods of drought at a higher rate. Extreme weather events and climate conditions are more common across Canada. Recorded events include droughts, flooding, cold extremes, warm extremes, wildfires, and record minimum arctic sea ice extent.

The changing climate poses a significant risk to the Canadian economy, society, environment, and infrastructure. Physical infrastructure is vulnerable to damage and increased wear when exposed to these extreme events and climate variabilities. Canadian municipalities are faced with the responsibility to protect their local economy, citizens, environment, and physical assets.

Integration Climate Change and Asset Management

Asset management practices aim to deliver sustainable service delivery - the delivery of services to residents today without compromising the services and well-being of future residents. Climate change threatens sustainable service delivery by reducing the useful life of an asset and increasing the risk of asset failure. Desired levels of service can be more difficult to achieve because of climate change impacts such as flooding, high heat, drought, and more frequent and intense storms.

To achieve the sustainable delivery of services, climate change considerations should be incorporated into asset management practices. The integration of asset management and climate change adaptation observes industry best practices and enables the development of a holistic approach to risk management.

Impacts of Growth

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

Impact of Growth on Lifecycle Activities

In compliance with Ontario Regulation 588/17, Section 6 (1) 5, Morris-Turnberry's AMP incorporates assumptions about future population and economic activity to inform its lifecycle management and financial strategies. The municipality's population has remained relatively stable, with a slight decrease from 3,496 in 2011 to 3,396 in 2021. This stability suggests that significant growth-related infrastructure investments may not be necessary in the near future.

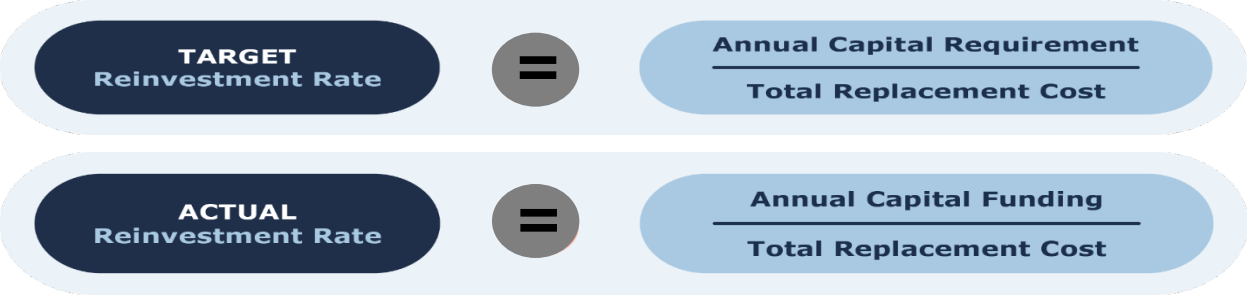
Consequently, the AMP focuses on maintaining and rehabilitating existing assets rather than expanding infrastructure. Financial strategies are developed to ensure that current service levels are sustained without overextending resources, aligning with the municipality's stable demographic and economic projections.

As growth-related assets are constructed or acquired, they should be integrated into Morris-Turnberry’s asset management program. While the addition of residential units will add to the existing assessment base and offset some of the costs associated with growth, the Municipality will need to review the lifecycle costs of growth-related infrastructure. These costs should be considered in long-term funding strategies that are designed to, at a minimum, maintain the current level of service.

Reinvestment Rate

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

Figure 6 Target and Actual Reinvestment Calculations



By comparing the actual vs. target reinvestment rate the Municipality can determine the extent of any existing funding gap.

Levels of Service

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

Community Levels of Service

Community LOS are a simple, plain language description or measure of the service that the community receives. For core asset categories, the Province through O. Reg. 588/17, has provided qualitative descriptions that are required. The current and proposed community LOS can be found in the Levels of Service subsection within each asset category section.

Technical Levels of Service

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

The metrics can be found in the LOS subsection within each asset category.

Current and Proposed Levels of Service

In developing an effective asset management plan, it is imperative to establish clear levels of service across key service areas to ensure the efficient and sustainable delivery of municipal services. The Municipality established current levels of service as well as proposed levels of service over a 10-year period, in accordance with O. Reg. 588/17.

Proposed levels of service are realistic and achievable within the timeframe outlined. They were determined with consideration of a variety of community expectations, fiscal capacity, regulatory requirements, corporate goals, and long-term sustainability.

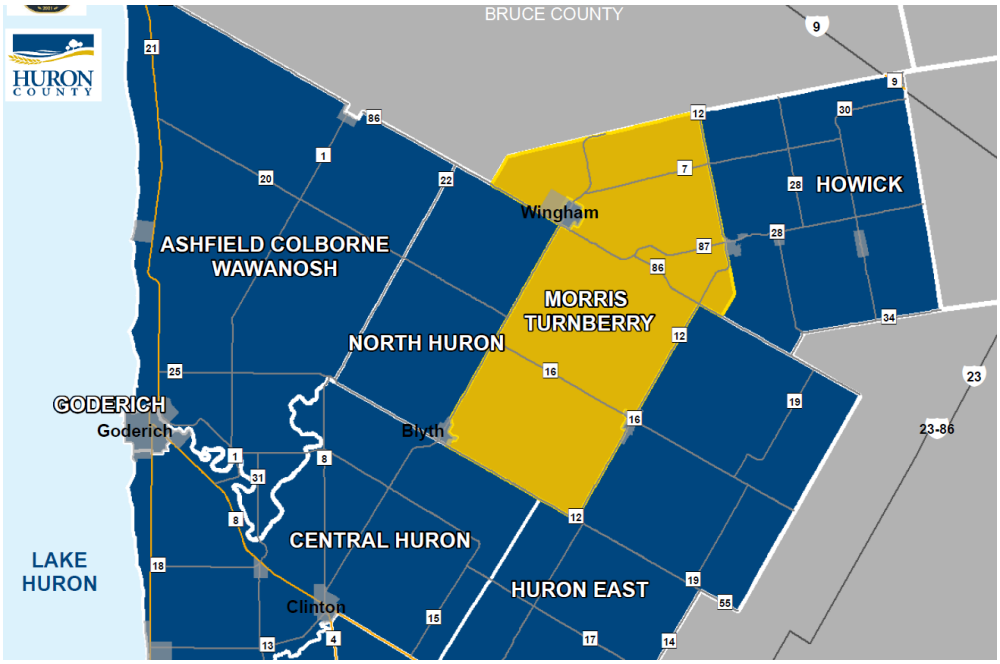
Annual Review

The annual review must address the municipality's progress in implementing its asset management plan, any factors impeding the municipality's ability to implement its asset management plan as well as a strategy to address any of the identified factors.

Portfolio Overview

Community Profile

The Municipality of Morris-Turnberry is located in the northern part of Huron County, Ontario. The Municipality was formed in 2001 as an amalgamation of the former Township of Morris and Township of Turnberry as part of the imposed restructuring of Ontario's local governments. Morris-Turnberry's settlement areas include Bluevale, Lowertown Wingham, Belgrave east of County Road 4 and small urban areas outside of Brussels, Belmore and Walton.



The Municipality covers 376.89 square kilometres and is a prime agricultural community, rich in productive agricultural land. The Municipality is diverse, offering a great setting for industrial, commercial, and residential growth. Only 30 minutes to the Lake Huron Shoreline with restaurants, golfing, walking and snowmobile trails, and friendly environment make Morris-Turnberry a wonderful place to live or visit.

Table 3 Morris-Turnberry & Ontario Census Information

Census Characteristic	Morris-Turnberry	Ontario
Population 2021	3,590	14,223,942
Population Change 2016-2021	2.7%	5.8%
Total Private Dwellings	1,283	5,929,250
Population Density	9.5/km^2	15.9/km^2
Land Area	376.89 km^2	892,411.76 km^2

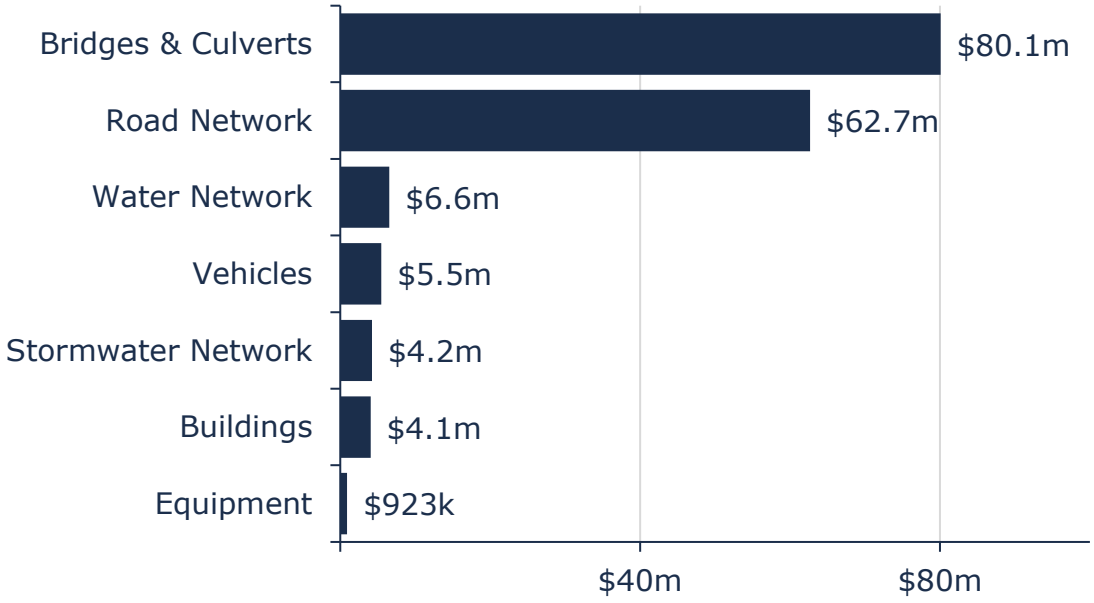
State of the Infrastructure

Asset Category	Replacement Cost	Asset Condition	Financial Capacity	
Road Network	$62,654,661	Good (74%)	Annual Requirement:	$699,812
			Funding Available:	$615,000
			Annual Deficit:	$84,812
Bridges & Culverts	$80,105,333	Fair (67%)	Annual Requirement:	$1,352,344
			Funding Available:	$535,000
			Annual Deficit:	$817,344
Stormwater Network	$4,244,795	Good (81%)	Annual Requirement:	$53,060
			Funding Available:	$0
			Annual Deficit:	$53,060
Land & Buildings	$4,051,304	Fair (68%)	Annual Requirement:	$110,192
			Funding Available:	$25,000
			Annual Deficit:	$85,192
Vehicles	$5,453,207	Fair (60%)	Annual Requirement:	$412,002
			Funding Available:	$420,000
			Annual Deficit:	$-7,998
Equipment	$923,224	Fair (46%)	Annual Requirement:	$79,411
			Funding Available:	$80,000
			Annual Deficit:	$-589
Water Network	$6,557,903	Good (87%)	Annual Requirement:	$147,018
			Funding Available:	$74,435
			Annual Deficit:	$72,583
Overall	$163,990,427	Good (71%)	Annual Requirement:	$2,853,838
			Funding Available:	$1,749,435
			Annual Deficit:	$1,104,403

Replacement Cost

All Morris-Turnberry's asset categories have a total replacement cost of $164 million based on available inventory data. This total was determined based on a combination of user-defined costs and historical cost inflation. This estimate reflects replacement of historical assets with similar, not necessarily identical, assets available for procurement today.

Figure 7 Portfolio Replacement Value



Condition of Asset Portfolio

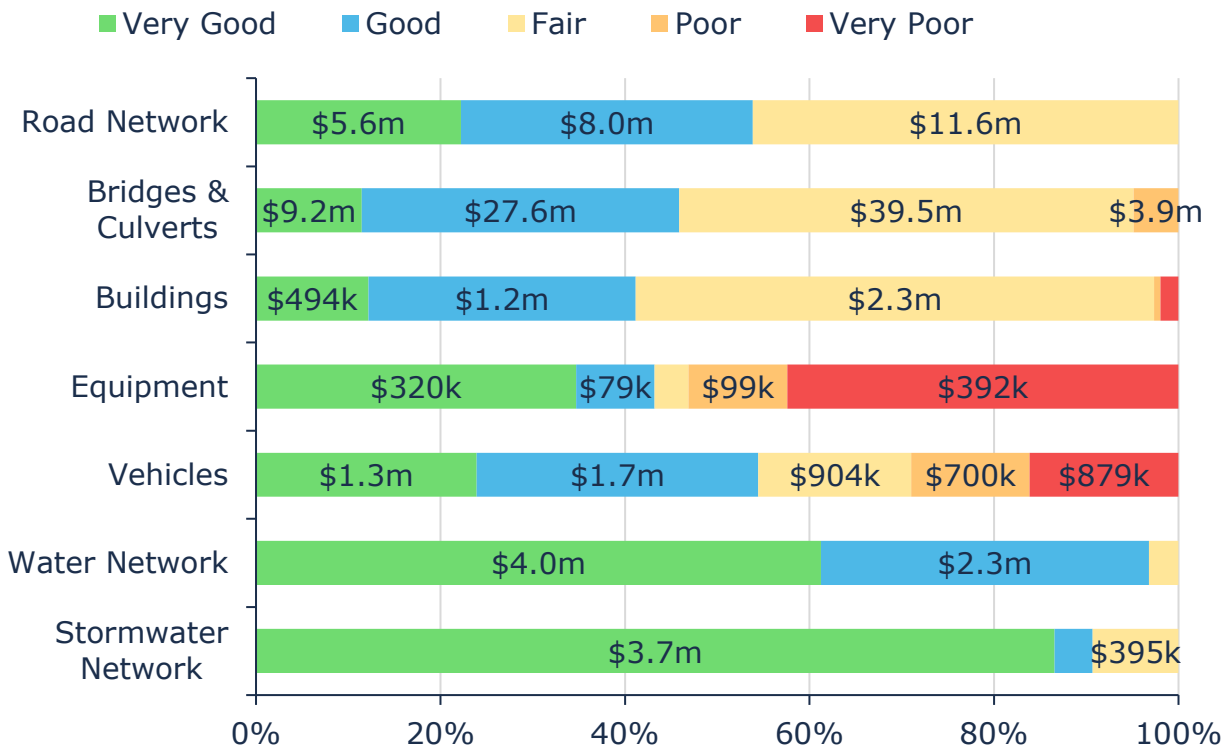
The current condition of the assets is central to all asset management planning. Collectively, 95% of assets in Morris-Turnberry are in fair or better condition. This estimate relies on both age-based and field condition data.

Assessed condition data is available for 88% of assets; for the remaining portfolio, age is used as an approximation of condition. Assessed condition data is invaluable in asset management planning as it reflects the true condition of the asset and its ability to perform its functions. The table below identifies the source of condition data.

Table 4 Assessed Condition Data Sources

Asset Category	Assets with Assessed Condition	Source of Condition Data
Road Network	100%	2022 Internal Assessment
Bridges & Culverts	100%	2022 OSIM Bridge Inspections

Figure 8 Portfolio Condition Breakdown by Category



Service Life Remaining

Based on asset age, available assessed condition data and estimated useful life, 15% of the Municipality's assets will require rehabilitation / replacement within the next 10 years. Details of the capital requirements are identified in each asset section.

Risk & Criticality

Morris-Turnberry has noted key trends, challenges, and risks to service delivery that they are currently facing:

Climate Change & Extreme Weather

Asset deterioration is accelerated due to extreme weather, which in some cases can cause unexpected failures. Freeze-thaw cycles, ice jams, and surface flooding from extreme rainfall have been experienced in recent years. These events make long-term planning difficult and can result in a lower level of service

Funding

Failure to perform scheduled lifecycle activities or forecast future needs can expose the municipality to financial risk. If an asset fails due to lack of maintenance and repair, the cost to replace it can be significant. Cost overruns and volatile market prices can also pose a financial risk to the municipality

Reputational Risk

Municipal infrastructure is used by the public daily. If lifecycle activities and general maintenance are postponed the assets will deteriorate. The daily use of infrastructure in disrepair can result in the public developing a negative impression of the municipality. A tarnished reputation can be exceedingly difficult to correct and can impact the municipality's ability to recruit qualified staff or attract economic growth to the area.

The overall asset risk breakdown for Morris-Turnberry's asset inventory is portrayed in the figure below.

Figure 9 Overall Asset Risk Breakdown

1 - 4 Very Low	5 - 7 Low	8 - 9 Moderate	10 - 14 High	15 - 25 Very High
$87,906,215 (54%)	$26,324,217 (16%)	$14,818,566 (9%)	$31,041,429 (19%)	$3,900,000 (2%)

Reviewing the list of very high-risk assets to evaluate how best to mitigate the level of risk the Municipality is experiencing will help advance Morris-Turnberry's asset management program.

Morris-Turnberry Climate Profile

The Municipality is expected to experience notable effects of climate change which include higher average annual temperatures, an increase in total annual precipitation, and an increase in the frequency and severity of extreme events. According to Climatedata.ca – a collaboration supported by Environment and Climate Change Canada (ECCC) – Morris-Turnberry may experience the following trends:

1. Higher Average Annual Temperature
   - Between the years 1971 and 2000 the annual average temperature was 6.8ºC
   - Under a high emissions scenario, the annual average temperatures are projected to increase to 9.3ºC by the year 2050 and to 13.2ºC by the end of the century.
2. Increase in Total Annual Precipitation
   - Under a high emissions scenario, Morris-Turnberry is projected to experience a 12% increase in precipitation by the year 2080 and a 16% increase by the end of the century.

Impacts of Growth

Morris-Turnberry is a rural community with productive agricultural lands and a network of important natural systems and resources. Hamlets and urban settlements provide areas for community facilities, residential, commercial, and industrial development. The visions, goals and policies of the Morris-Turnberry Official Plan intend to balance land uses including development and conservation.

The population growth experienced in the last 5 years was 2.7% from Statistics Canada. Based on the growth allocations in the Huron County Official plan the growth projection for Morris-Turnberry out to 2041 is very minimal at 0.3%. Recent development is small in scale and will have a minimal impact on the infrastructure's lifecycle activities.

Current lifecycle activities are scheduled to meet the current population and economic activity levels. If a significant development is proposed these assumptions will be re-evaluated.

Levels of Service

Morris-Turnberry has defined their levels of service for each infrastructure category by aligning them with 2 reliable and affordable service attributes. Each of these attributes are defined as follows:

Reliable – This attribute focuses on the current condition and performance of infrastructure assets. It answers the question: Are the assets in a state that ensures dependable service delivery?

Affordable – This attribute ensures the Township's services are financially sustainable over the long term, balancing service needs with fiscal responsibility.

The Levels of Service for each asset category are directly aligned with these two attributes. This means every metric is designed to either:

- Reflect the reliability of the infrastructure (its condition, performance, or resilience),
- Reflect the affordability (sustainable investment and financial planning for asset upkeep and renewal).

Current Levels of Service

There are three strategic levels of service that are measured for every asset category, and they are:

- **Financial** –targeted reinvestment rate compared to the actual current reinvestment rate.
- **Performance** – this is the condition breakdown for the asset category.
- **Risk** – this is the risk profile for the asset category.

Only those LOS that are required under O. Reg for core asset categories are included in addition to the strategic LOS.

Proposed Levels of Service

The Municipality’s proposal to maintain current LOS over the next decade is a strategic decision rooted in a comprehensive assessment of infrastructure needs, financial capacity, and community expectations. This approach is evaluated based on the following considerations:

1. **Options for Proposed Levels of Service and Associated Risks**

Maintaining the current LOS ensures that residents continue to receive reliable services without interruption. Alternative options, such as enhancing services, would necessitate significant capital investments and could lead to increased operational costs. Conversely, reducing service levels might compromise public satisfaction and safety. By opting to sustain the existing LOS, the municipality mitigates risks related to financial strain and service delivery challenges, thereby promoting long-term sustainability.

2. **Comparison with Current Levels of Service**

The proposed LOS aligns directly with the current standards outlined in the municipality's asset management plan. This consistency reflects a commitment to preserving the quality and reliability of services that residents currently experience.

3. **Achievability of Proposed Levels of Service**

The municipality's asset management plan indicates that 95% of all assets are in fair or better condition, with assessed data available for critical infrastructure such as roads and bridges. This robust asset condition supports the feasibility of maintaining the current LOS without necessitating immediate, large-scale interventions.

4. **Financial Affordability**

A sustainable financial strategy has been developed to support the maintenance of the current LOS. This strategy includes proactive lifecycle management for assets like roads and bridges, and a replacement-only approach for other assets, ensuring cost-effectiveness. By adhering to this plan, the municipality demonstrates its capacity to fund the necessary activities without imposing undue financial burdens on its residents.

Financial Management

Financial Strategy

Each year, the Municipality of Morris-Turnberry makes important investments in its infrastructure's maintenance, renewal, rehabilitation, and replacement to ensure assets remain in a state of good repair. However, spending needs typically exceed fiscal capacity. In fact, most municipalities continue to struggle with annual infrastructure deficits. Achieving full-funding for infrastructure programs will take many years and should be phased-in gradually to reduce burden on the community.

This financial strategy is designed for the Municipality's existing asset portfolio and is premised on two key inputs: the average annual capital requirements and the average annual funding typically available for capital purposes. The annual requirements are based on the replacement cost of assets and their serviceable life, and where available, lifecycle modeling. This figure is calculated for each individual asset and aggregated to develop category-level values.

The annual funding typically available is determined by averaging historical capital expenditures on infrastructure, inclusive of any allocations to reserves for capital purposes. For Morris-Turnberry, the averaged spending of 2021 and 2022 values were used to project available funding.

Only reliable and predictable sources of funding are used to benchmark funds that may be available on any given year. The funding sources include:

- Revenue from taxation allocated to reserves for capital purposes
- Revenue from water rates allocated to capital reserves
- The Canada Community Benefits Fund (CCBF), formerly the Federal Gas Tax Fund
- The Ontario Community Infrastructure Fund (OCIF)

Although provincial and federal infrastructure programs can change with evolving policy, CCBF and OCIF are considered as permanent and predictable.

Annual Capital Requirements

The annual requirements represent the amount the Municipality should allocate annually to each asset category to meet replacement needs as they arise, prevent infrastructure backlogs, and achieve long-term sustainability. For most asset categories the annual requirement has been calculated based on a "replacement only" scenario, in which capital costs are only incurred at the construction and replacement of each asset.

However, for the road network as well as for bridges & culverts, lifecycle management strategies have been developed to identify costs that are realized through strategic rehabilitation and renewal. The development of these strategies allows for a comparison of potential cost avoidance.

The following table compares two scenarios:

Replacement Only Scenario: Based on the assumption that assets deteriorate and – without regularly scheduled maintenance and rehabilitation – are replaced at the end of their service life.

Lifecycle Strategy Scenario: Based on the assumption that lifecycle activities are performed at strategic intervals to extend the service life of assets until replacement is required.

Table 5 Road Network Annual Capital Requirement Comparison

Asset Segment	Annual Requirements (Replacement Only)	Annual Requirements (Lifecycle Strategy)	Difference
Gravel Roads	$9,375,345	$0	$9,375,345
HCB Roads	$391,233	$376,430	$14,803
LCB Roads	$621,500	$316,965	$304,535
Guiderails	$2,204	$2,204	$0
Streetlights	$4,213	$4,213	$0

The implementation of a proactive lifecycle strategy for paved roads (HCB and LCB), leads to a potential annual cost avoidance of approximately $320 thousand. This represents a reduction of the annual capital requirement for paved roads by 32%.

Gravel roads lifecycle costs are not considered capital and as such reduces the annual capital requirement from over $9 million a year to $0. The operating expense is approximately $800 thousand per year, which includes annual grading and dust suppression calcium application. Incorporating the operating costs still shows a $8.5 million reduction in overall spending for the municipality. As the lifecycle strategy scenario represents the lowest cost option available to the Municipality, we have used this annual capital requirement in the development of the financial strategy.

Bridges & culverts comparison between the two scenarios (replacement only and lifecycle strategy) can be seen in Table 6. The reduction in annual capital requirement for bridges & culverts is estimated at 16%. As the lifecycle strategy scenario represents the lowest cost option available to the Municipality, we have used this annual capital requirement in the development of the financial strategy.

Table 6 Bridges & Culverts Annual Capital Requirement Comparison

Asset Segment	Annual Requirements (Replacement Only)	Annual Requirements (Lifecycle Strategy)	Difference
Bridges	$1,476,393	$1,211,789	$264,605
Culverts	$125,713	$140,556	-$14,842

The overall reduction of the capital requirement because of the lifecycle strategies implemented at Morris-Turnberry is 78%, mainly due to the management of gravel roads.

Table 7 outlines the total average annual capital requirements for existing assets in each asset category. Based on a replacement cost of $164 million, annual capital requirements total just over $2.85 million for all the asset categories analysed.

The table also illustrates the system-generated, equivalent target reinvestment rate (TRR), calculated by dividing the annual capital requirements by the total replacement cost of each category. The cumulative target reinvestment for these categories is estimated at 1.74%.

Table 7 Average Annual Capital Requirements

Asset Category	Replacement Cost	Annual Capital Requirements	Target Reinvestment Rate
Road Network	$62,654,661	$699,812	1.12%
Bridges & Culverts	$80,105,333	$1,352,344	1.69%
Land & Buildings	$4,051,304	$110,192	2.72%
Equipment	$923,224	$79,411	8.60%
Vehicles	$5,453,207	$412,002	7.56%
Water Network	$6,557,903	$147,018	2.24%
Stormwater Network	$4,244,795	$53,060	1.25%
Total	**$163,990,427**	**$2,853,838**	**1.74%**

Although there is no industry standard guide on optimal annual investment in infrastructure, the Target Reinvestment Rates above provide a useful benchmark for organizations. In 2016, the Canadian Infrastructure Report Card (CIRC) produced an assessment of the health of municipal infrastructure as reported by cities and communities across Canada. The CIRC remains a joint project produced by several organizations, including the Federation of Canadian Municipalities (FCM), the Canadian Society of Civil Engineers (CSCE), the Canadian Network of Asset Managers (CNAM), and the Canadian Public Works Association (CPWA).

The 2016 version of the report card also contained recommended reinvestment rates that can also serve as benchmarks for municipalities. The CIRC suggest that, if increased, these reinvestment rates can "stop the deterioration of municipal infrastructure." The report card contains both a range for reinvestment rates that outlines the lower and upper recommended levels, as well as current municipal averages.

Current Funding Levels

Table 8 summarizes how current capital funding levels compare with funding required for each asset category. At existing levels, the Municipality is funding 61% of its annual capital requirements for all the infrastructure analyzed. This creates a total annual funding deficit of $1.1 million.

Table 8 Current Funding Position vs Required Funding

Asset Category	Annual Capital Requirements	Annual Funding Available	Annual Infrastructure Deficit
Road Network	$699,812	$615,000	$84,812
Bridges & Culverts	$1,352,344	$535,000	$817,344
Land & Buildings	$110,192	$25,000	$85,192
Equipment	$79,411	$80,000	$-1,000
Vehicles	$412,002	$420,000	$-8,000
Water Network	$147,018	$74,435	$-72,583
Stormwater Network	$53,060	-	$53,000
Total	**$2,853,838**	**$1,749,435**	**$1,104,403**

Closing the Gap

Eliminating annual infrastructure funding shortfalls is a difficult and long-term endeavor for municipalities. Considering the Municipality's current funding position, it will require many years to reach full funding for current assets.

This section outlines how the Municipality of Morris-Turnberry can close the annual funding deficits using own-source revenue streams, i.e., property taxation and utility rates, and without the use of additional debt for existing assets.

Full Funding Requirements Tax Revenues

In 2025, Morris-Turnberry will have an annual tax revenue of $5,338,641. As illustrated in the following table, without consideration of any other sources of revenue or cost containment strategies, full funding would require a 19.3% tax change over time.

To achieve this increase, several scenarios have been developed using phase-in periods ranging from five to twenty years. Shorter phase-in periods may place too high a burden on taxpayers, whereas a phase-in period beyond 20 years may see a continued deterioration of infrastructure, leading to larger backlogs.

Table 9 Phasing in Annual Tax Increases

Total % Increase Needed in Annual Property Taxation Revenues	Phase-in Period			
	5 Years	10 Years	15 Years	20 Years
19.3%	3.6%	1.8%	1.2%	0.9%

Funding 100% of annual capital requirements ensures that major capital events, including replacements, are completed as required. Under this scenario, projects are unlikely to be deferred to future years. This delivers the highest asset performance and customer levels of service.

Full Funding Requirements Utility Rate Revenues

In 2025, Morris-Turnberry will have an annual water rate revenue of $211,535. As illustrated in the following table, without consideration of any other sources of revenue or cost containment strategies, full funding would require a 34.3% rate change over time.

To achieve this increase, several scenarios have been developed using phase-in periods ranging from five to twenty years. Shorter phase-in periods may place too high a burden on ratepayers, whereas a phase-in period beyond 20 years may see a continued deterioration of infrastructure, leading to larger backlogs.

Table 10 Phasing in Annual Water Rate Increases

Total % Increase Needed in Annual Water Rate Revenues	Phase-in Period			
	5 Years	10 Years	15 Years	20 Years
34.3%	6.1%	3.0%	2.0%	1.5%

Funding 100% of annual capital requirements ensures that major capital events, including replacements, are completed as required. Under this scenario, projects are unlikely to be deferred to future years. This delivers the highest asset performance and customer levels of service.

Use of Debt

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

Table 11 Premiums for Debt Financing Projects

Interest Rate	Number of Years Financed					
	5	10	15	20	25	30
7.0%	22%	42%	65%	89%	115%	142%
6.5%	20%	39%	60%	82%	105%	130%
6.0%	19%	36%	54%	74%	96%	118%
5.5%	17%	33%	49%	67%	86%	106%
5.0%	15%	30%	45%	60%	77%	95%
4.5%	14%	26%	40%	54%	69%	84%
4.0%	12%	23%	35%	47%	60%	73%
3.5%	11%	20%	30%	41%	52%	63%
3.0%	9%	17%	26%	34%	44%	53%

[1] Current municipal Infrastructure Ontario rates for 15-year lending is 3.2%.

10-Year Financial Plan

Morris-Turnberry is working with a clear long-term financial strategy aimed at reaching sustainable funding levels for its infrastructure services in 10-years and with that sustainable level of funding in 2034 the Municipality is still operating with an infrastructure deficit. The table below shows a 10-year capital projection for each asset category. Integration with the budget will help to ensure alignment between the asset management program forecasts and operations.

Table 12 10-Year Capital Projection

Categories	Backlog	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Road Network	-	$1.7m	$488k	$1.2m	-	$285k	$390k	$540k	$909k	$488k	$475k
Bridges & Culverts	-	$510k	$121k	$148k	-	$731k	$7.6m	$1.3m	$618k	-	-
Land & Buildings	$80k	-	$27k	-	$173k	$950k	-	-	-	-	-
Equipment	$387k	$4k	$108k	$25k	$17k	$35k	$53k	$15k	$106k	$144k	$19k
Vehicles	$164k	$715k	$830k	$74k	$270k	$1.5m	$20k	$83k	$85k	$844k	$420k
Stormwater Network	-	-	-	-	-	-	-	-	-	-	-
Water Network	-	-	-	-	$67k	-	-	-	-	$210k	$15k
Total	**$632k**	**$2.9m**	**$1.6m**	**$1.5m**	**$527k**	**$3.5m**	**$8.0m**	**$2.0m**	**$1.7m**	**$1.7m**	**$930k**

Recommendations

Financial Management

Review feasibility of adopting a full-funding scenario that achieves 100% of average annual requirements for the asset categories analyzed. This involves:

- implementing a 1.8% annual tax increase over a 10-year phase-in period and allocating the full increase in revenue towards capital funding
- continued allocation of OCIF and CCBF funding as previously outlined
- using risk frameworks and staff judgement to prioritize projects, particularly to aid in elimination of existing infrastructure backlogs

Asset Data

1. Update condition assessments in the system to better align with the infield deterioration of the Municipalities infrastructure.
2. Asset management planning is highly sensitive to replacement costs. Periodically update replacement costs based on recent projects, invoices, or estimates, as well as condition assessments, or any other technical reports and studies.
3. An asset's established serviceable life can have dramatic impacts on all projections and analyses, including long-range forecasting and financial recommendations. Periodically reviewing and updating these values to better reflect in-field performance and staff judgement is recommended.

Risk and Levels of Service

1. Risk models and matrices can play an important role in identifying high-value assets, and developing an action plan which may include repair, rehabilitation, replacement, or further evaluation through updated condition assessments. As a result, project selection and the development of multi-year capital plans can become more strategic and objective. Initial models have been built into Citywide for all asset groups.
2. Develop a template for the annual review, it must address:
   - The municipality's progress in implementing its asset management plan
   - Any factors impeding the municipality's ability to implement its asset management plan
   - A strategy to address any of the identified factors.

Appendix A: Road Network

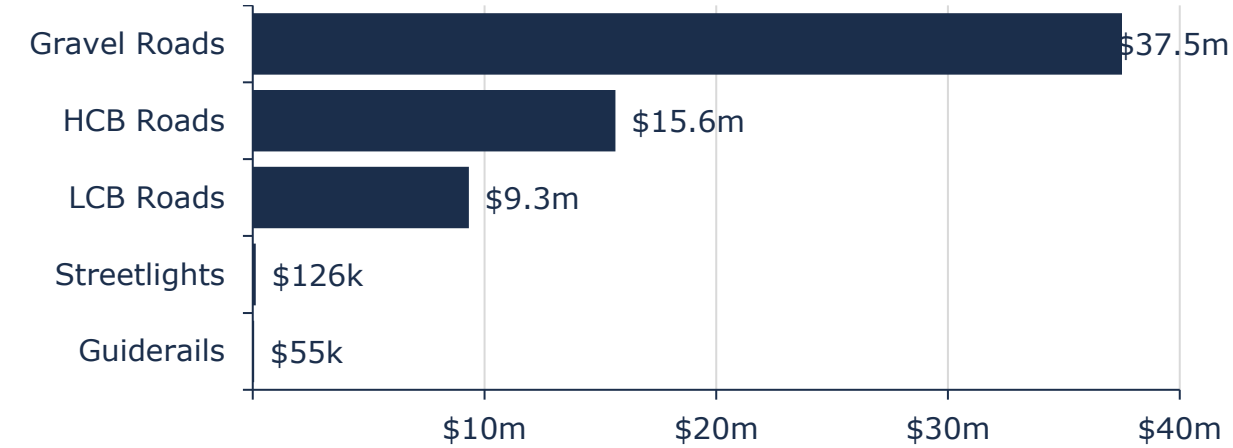
Morris-Turnberry's road network comprises the second largest share of its infrastructure portfolio, with a current replacement cost of $62.7 million, distributed primarily between paved and unpaved roads.

The Municipality also owns and manages other supporting infrastructure and capital assets, including guiderails and streetlights.

Inventory & Valuation

The figure below displays the replacement cost of each asset segment in the Municipality's road inventory.

Figure 10 Road Network Replacement Value

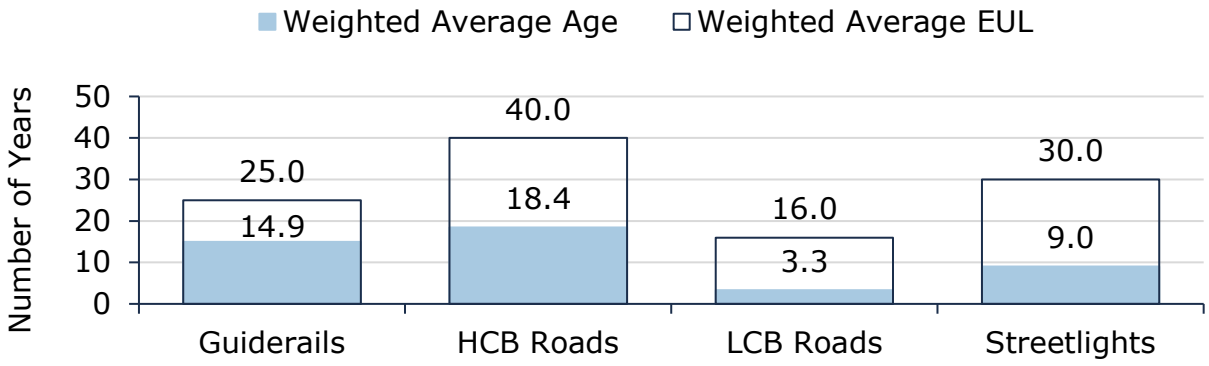


Each asset's replacement cost should be reviewed periodically to determine whether adjustments are needed to more accurate represent realistic capital requirements.

Asset Condition & Age

The graph below identifies the average age, and the estimated useful life for each asset segment. It is all weighted by replacement cost.

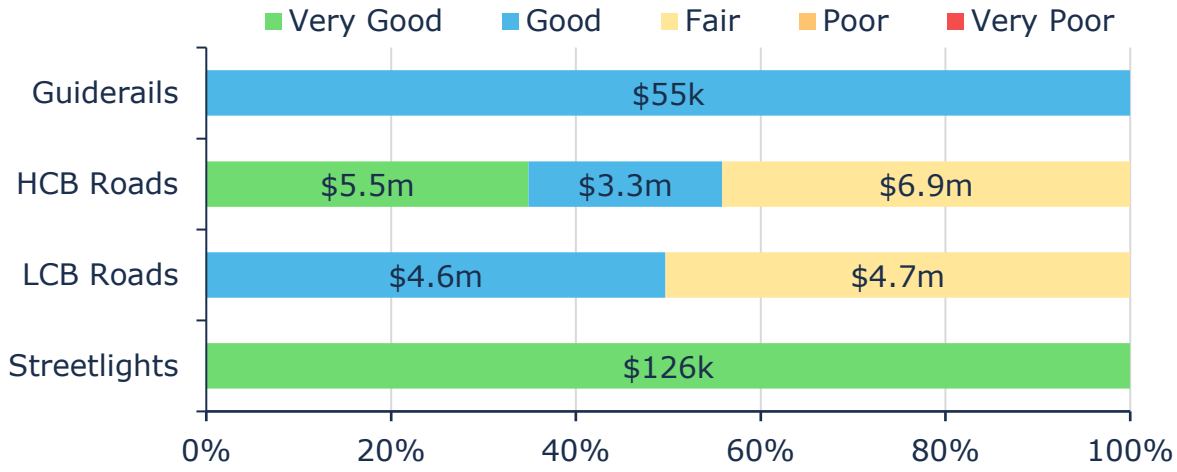
Figure 11 Road Network Average Age vs Average EUL



The analysis shows that, based on in-service dates, gravel roads continue to remain in operation beyond their expected useful life. This is due to the life cycle management strategies currently being utilized which will be outlined in a later section.

The graph below visually illustrates the average condition for each asset segment on a very good to very poor scale.

Figure 12 Road Network Condition Breakdown



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

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

Current Approach to Condition Assessment

Accurate and reliable condition data allows staff to determine the remaining service life of assets and identify the most cost-effective approach to managing assets. The Municipality's current approach is described below.

All roads inspected/patrolled in accordance with O. Reg. 239/02 Minimum Maintenance Standards

Internal Staff Assessment completed in 2022

The condition scale for roads utilized is from 0 to 100 from Very Poor to Very Good.

Lifecycle Management Strategy

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

The following lifecycle strategies shown in Figure 13 have been developed as a proactive approach to managing the lifecycle of municipally owned roads. Instead of allowing the roads to deteriorate until replacement is required, strategic rehabilitation is expected to extend the service life of roads at a lower total cost.

Figure 13 Road Network Current Lifecycle Strategy

Maintenance

- gravel roads are graded, dust control applied annually and gravel application is done biennially
- deficiency repairs as required from patrols for minimum maintenance standards such as patching, shoulder grading, etc.
- winter control

Rehabilitation / Renewal / Replacement

- prioritization is based on road usage - no defined programs for rehabilitation are scheduled
- activities are more reactive

PCI scores, staff judgment, traffic loads, and opportunity to bundle projects help inform the optimal lifecycle intervention, ranging from pothole repairs to potential replacements. Lifecycle models used to estimate the savings to annual capital requirement are shown below in Figure 14 for surface treated (LCB) roads ,Figure 15 for asphalt (HCB) roads and Figure 16 for gravel roads.

Figure 14 Surface Treated (LCB) Road Lifecycle Model

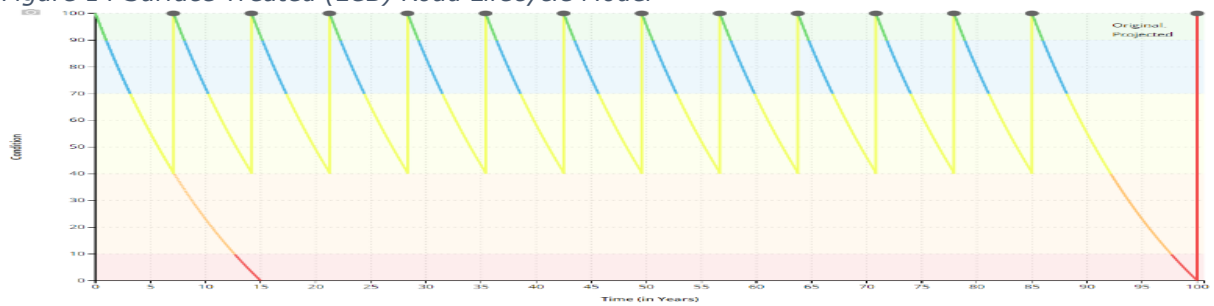


Figure 15 Asphalt (HCB) Road Lifecycle Mode

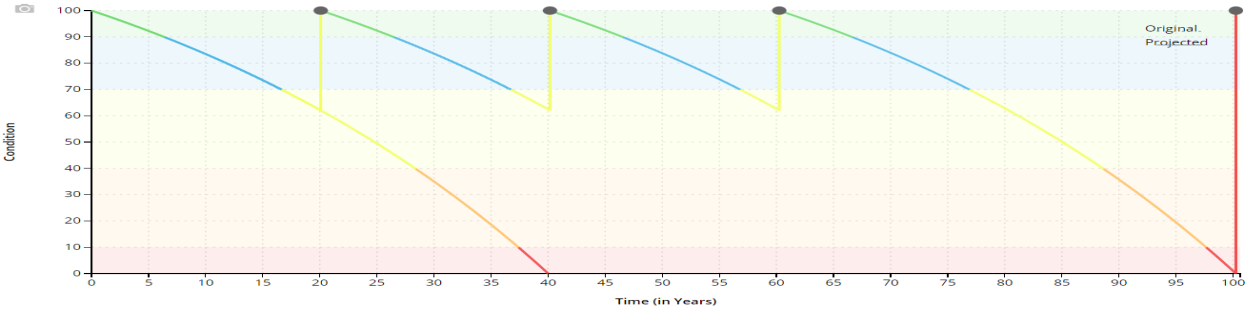
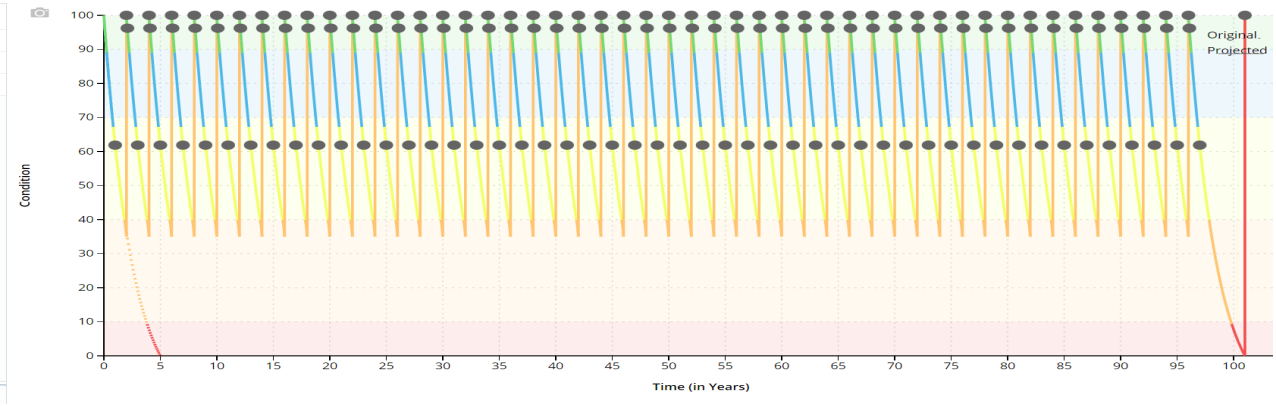


Figure 16 Gravel Road Lifecycle Model



Risk & Criticality

The following risk breakdown provides a visual representation of the risk ratings for the assets within this asset category based on available inventory data. See Appendix I: Risk Rating Criteria for the criteria used to determine the risk rating of each asset.

Figure 17 Road Network Risk Breakdown

1 - 4	5 - 7	8 - 9	10 - 14	15 - 25
Very Low	**Low**	**Moderate**	**High**	**Very High**
$44,057,861	$9,619,825	$5,122,225	$3,854,750	-
(70%)	(15%)	(8%)	(6%)	(0%)

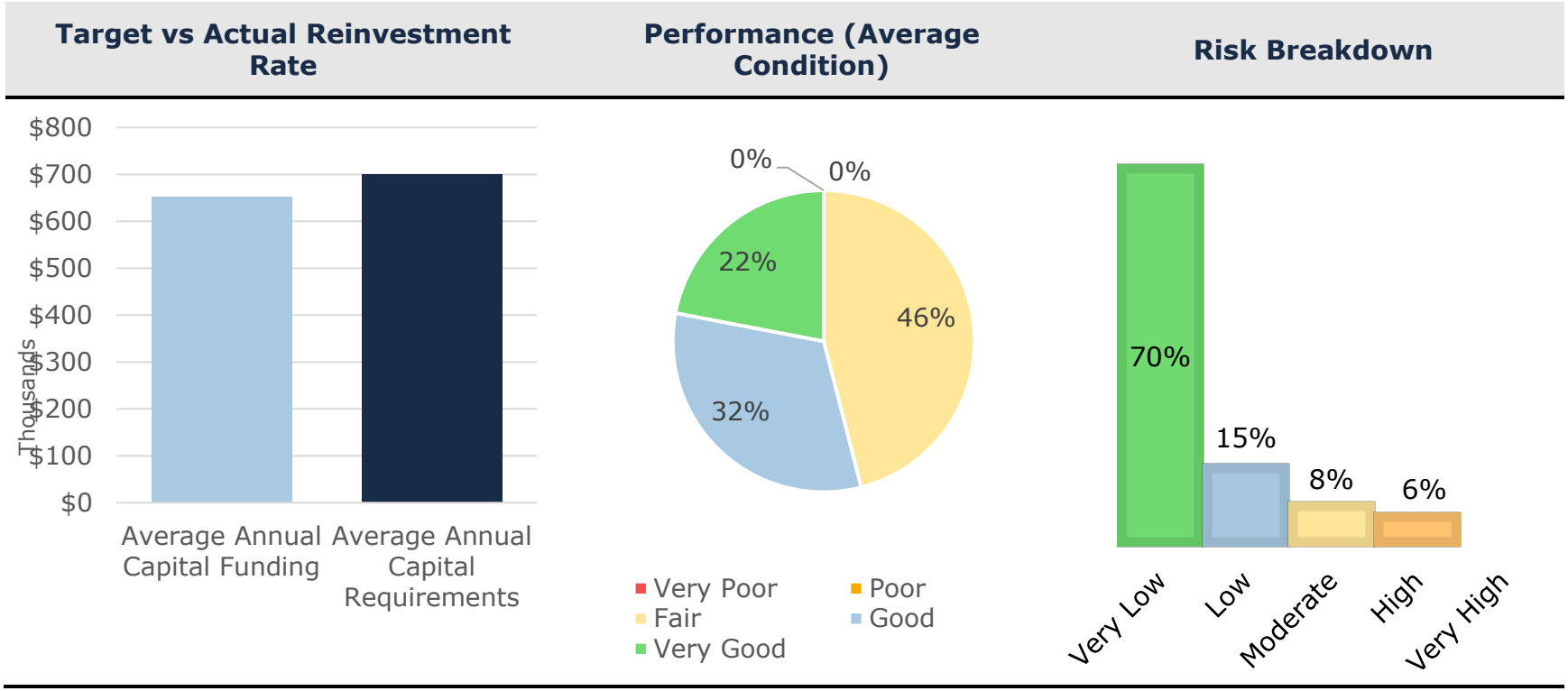
This is a high-level model developed by municipal staff and it should be reviewed and adjusted to reflect an evolving understanding of both the probability and consequences of asset failure.

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

Current Levels of Service

The following tables identify the Municipality's metrics to identify their current level of service for the roads. By comparing the cost, performance (average condition) and risk year-over-year, Morris-Turnberry will be able to evaluate how their services/assets are trending.

Figure 18 Road Network Strategic Levels of Service



The tables that follow summarize Morris-Turnberry's current levels of service with respect to prescribed KPIs under Ontario Regulation 588/17.

Community Levels of Service

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

Table 13 O.Reg 588/17 Road Network Community Levels of Service

Service Attribute	Qualitative Description	Current LOS
Affordable	Description, which may include maps, of the road network in the municipality and its level of connectivity	See Figure 19 and Figure 20
Reliable	Description or images that illustrate the different levels of road class pavement condition	See Figure 2 for the description of road condition

Technical Levels of Service

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

Table 14 O.Reg 588/17 Road Network Technical Levels of Service

Service Attribute	Technical Metric	Current LOS
Reliable	Lane-km of arterial roads (MMS classes 1 and 2) per land area (km/km^2)	0
	Lane-km of collector roads (MMS classes 3 and 4) per land area (km/km^2)	0
	Lane-km of local roads (MMS classes 5 and 6) per land area (km/km^2)	1.57 km/km^2
	Average pavement condition index for paved roads	73.6 (Good)
	Average surface condition for unpaved roads (e.g. excellent, good, fair, poor)	Good

Figure 19 Map of Roads

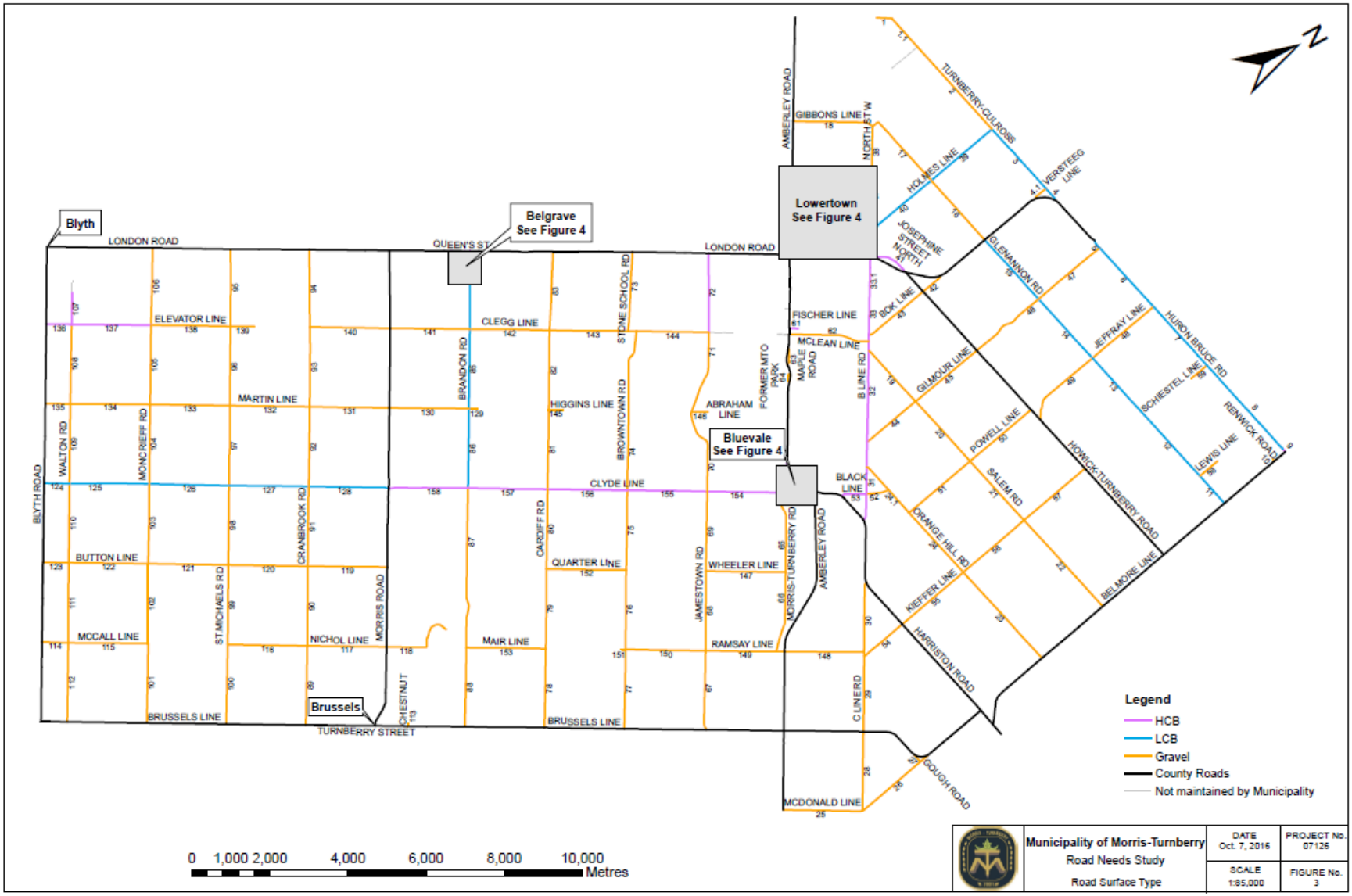
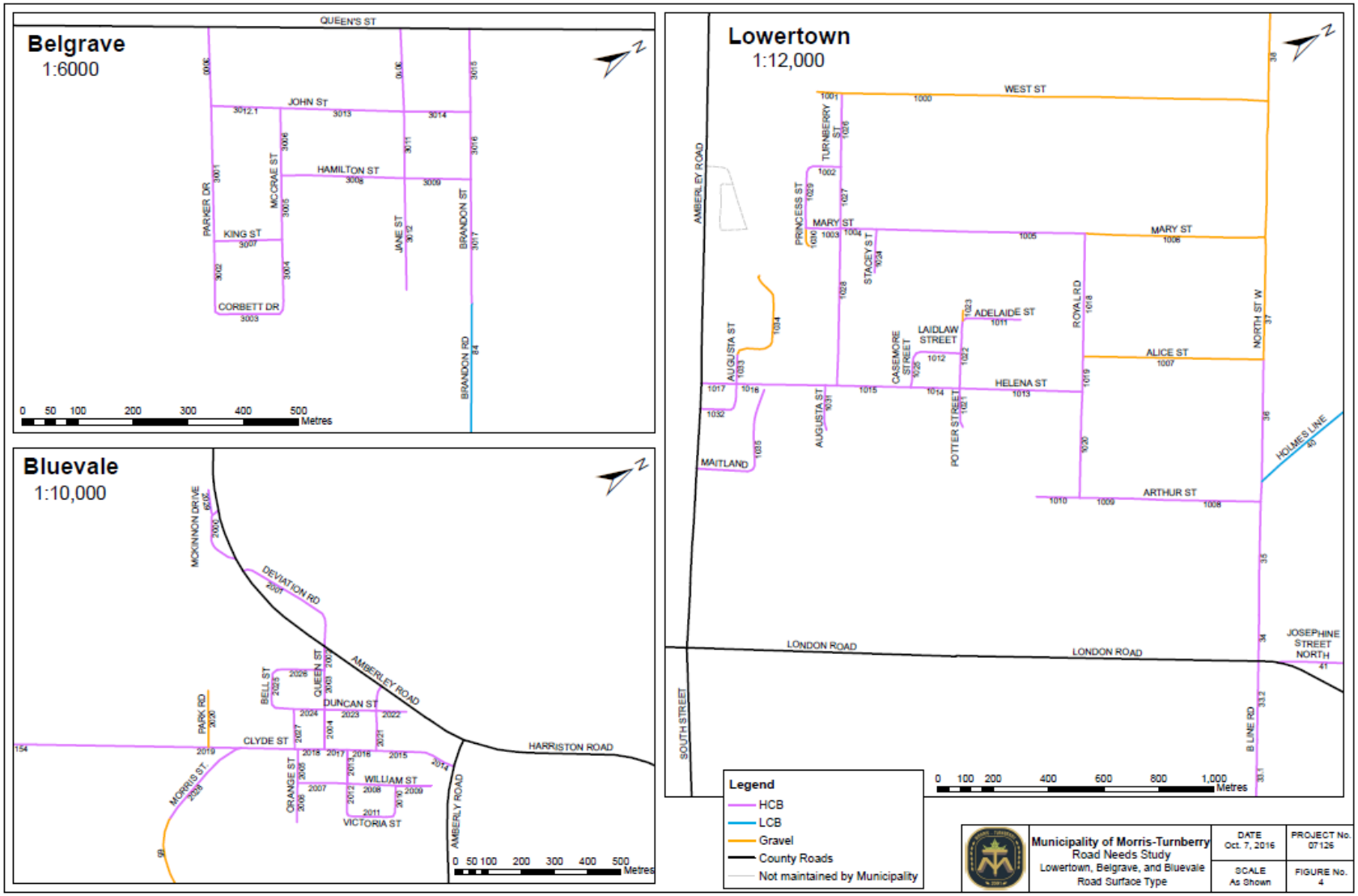


Figure 20 Detail Map of Roads



Proposed Level of Service

Morris-Turnberry aims to ensure reliability and affordability of the road network through its proposal to maintain current levels of service over the next decade.

Financial Management

Figure 21 illustrates the cyclical short-, medium- and long-term infrastructure rehabilitation and replacement requirements for the Municipality's road network. This analysis was run until 2124 to capture at least one iteration of replacement for the longest-lived asset in the asset register.

Morris-Turnberry's average annual requirements (red dotted line) total $700 thousand for all assets in the road network. Although actual spending may fluctuate substantially from year to year, this figure is a useful benchmark value for annual capital expenditure targets (or allocations to reserves) to ensure projects are not deferred and replacement needs are met as they arise. The chart illustrates capital needs through the forecast period in 5-year intervals.

The projections are designed to provide a long-term, portfolio-level overview of capital needs and should be used to support improved financial planning over several decades. They are based on asset replacement costs, age analysis, and condition data when available, as well as lifecycle modeling (roads only identified above).

Figure 21 Road Network Forecasted Capital Replacement Requirements

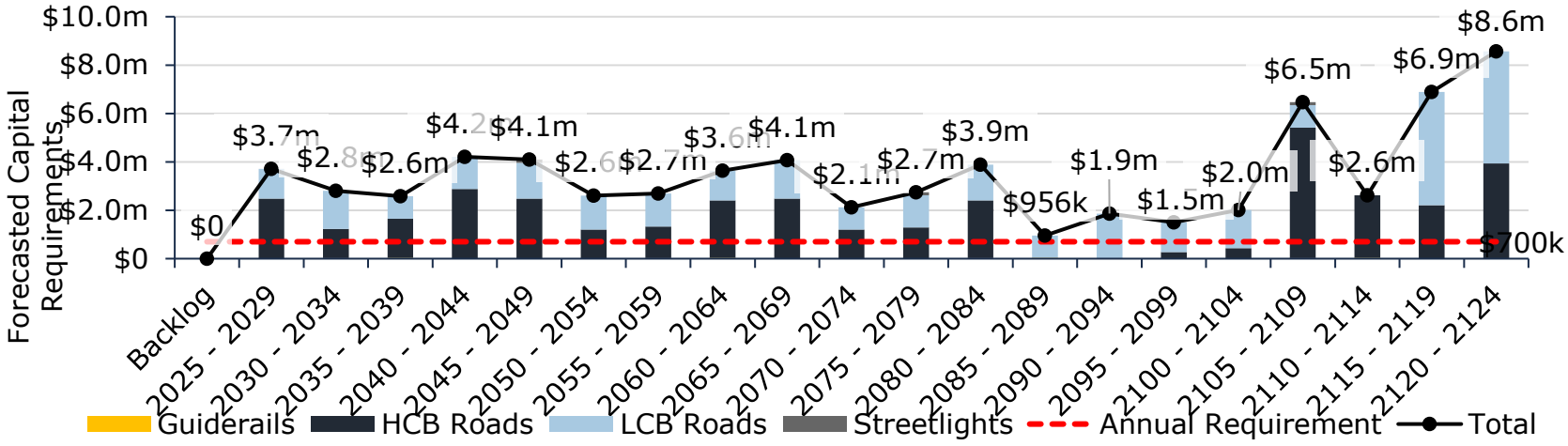


Table 15 below summarizes the projected cost of lifecycle activities (rehabilitation and replacement) that may need to be undertaken over the next 10 years to support current levels of service. These projections are generated in Citywide and rely on the data available in the asset register.

These projections can be different from actual capital forecasts. Consistent data updates, especially condition, will improve the alignment between the system-generated expenditure requirements, and the Municipality's capital expenditure forecasts.

Table 15 Road Network System-generated 10-Year Capital Costs

Segment	Total	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Guiderails	$25k	-	-	-	-	-	-	-	-	-	$25k
HCB Roads	$3.7m	$1.7m	-	$780k	-	-	$288k	-	$909k	-	-
LCB Roads	$2.8m	-	$488k	$450k	-	$285k	$102k	$540k	-	$488k	$450k
Streetlights	-	-	-	-	-	-	-	-	-	-	-
Total	**$6.5m**	**$1.7m**	**$488k**	**$1.2m**	**-**	**$285k**	**$390k**	**$540k**	**$909k**	**$488k**	**$475k**

The table below summarizes the projected significant operating costs to be undertaken over the next 10 years to support the current levels of service. These costs are taken from the Municipality's 2025 budget and are expected to be funded by property taxation.

Table 16 Road Network – 10-Year Significant Operating Costs

Category	Description	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
HCB & LCB Roads	Hardtop Preservation	12k	12k	12k	12k	12k	12k	12k	12k	12k	12k
	Patching & Repairs	60k	60k	60k	60k	60k	60k	60k	60k	60k	60k
	Shoulder Gravel	25k	25k	25k	25k	25k	25k	25k	25k	25k	25k
Gravel Roads	Grading	100k	100k	100k	100k	100k	100k	100k	100k	100k	100k
	Dust Control	200k	200k	200k	200k	200k	200k	200k	200k	200k	200k
	Resurfacing	490k	490k	490k	490k	490k	490k	490k	490k	490k	490k
Streetlights	Hydro	12.5k	12.5k	12.5k	12.5k	12.5k	12.5k	12.5k	12.5k	12.5k	12.5k
	Repairs & Maintenance	1.5k	1.5k	1.5k	1.5k	1.5k	1.5k	1.5k	1.5k	1.5k	1.5k

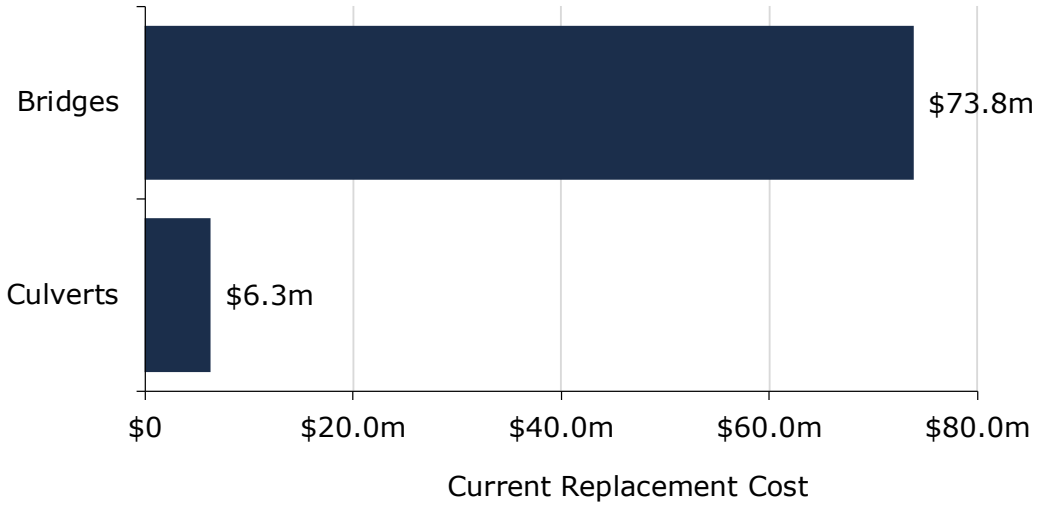
Appendix B: Bridges & Culverts

Bridges and culverts represent the largest and critical portion of the transportation services provided to the community.

Inventory & Valuation

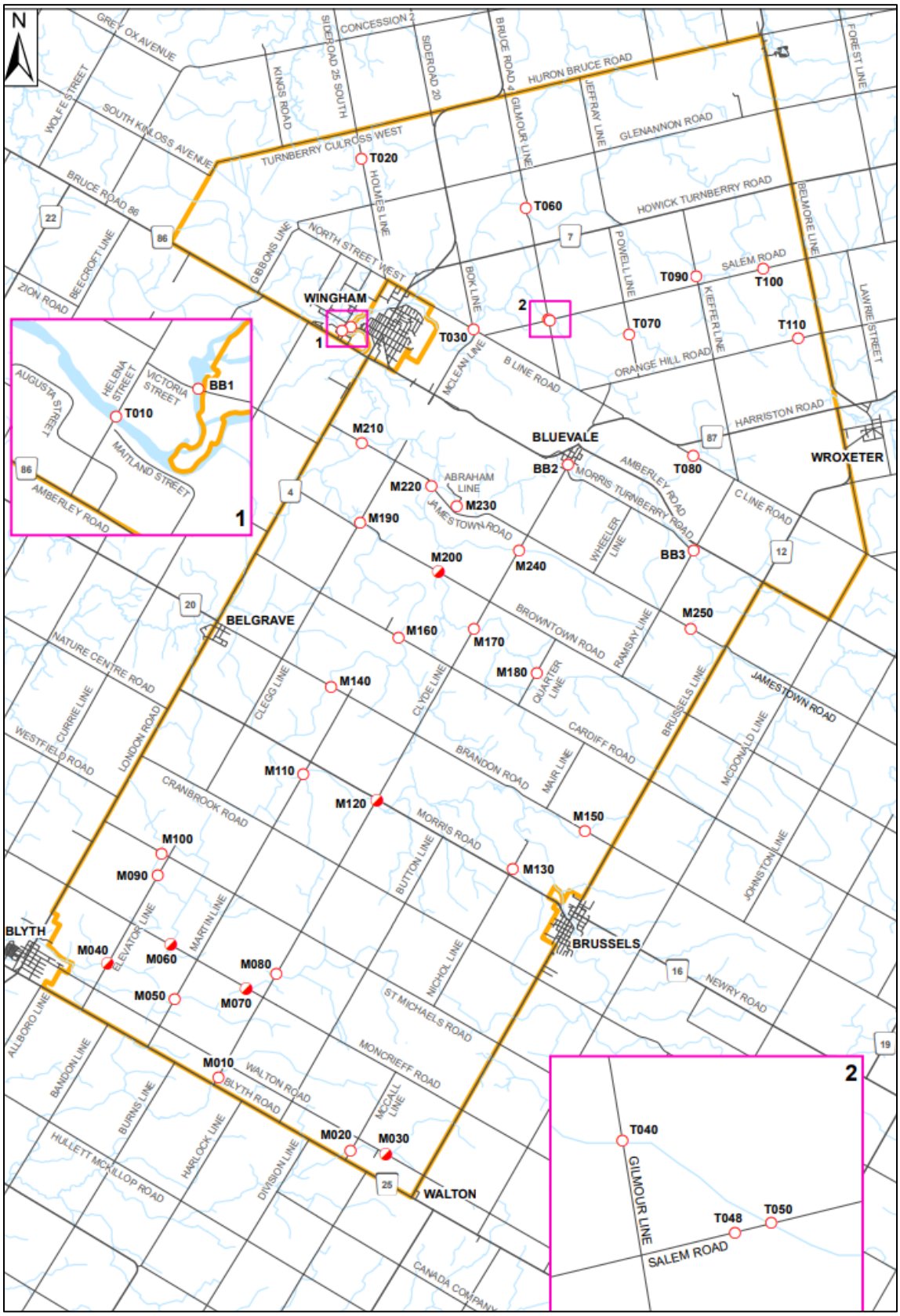
Figure 22 below displays the replacement cost of each asset segment in the Municipality's bridges and culverts inventory.

Figure 22 Bridges & Culverts Replacement Cost



Each asset's replacement cost should be reviewed periodically to determine whether adjustments are needed. This can be included in the Ontario Structures Inspection Manual (OSIM) inspections as the replacement cost is part of the calculation for the bridge condition index (BCI).

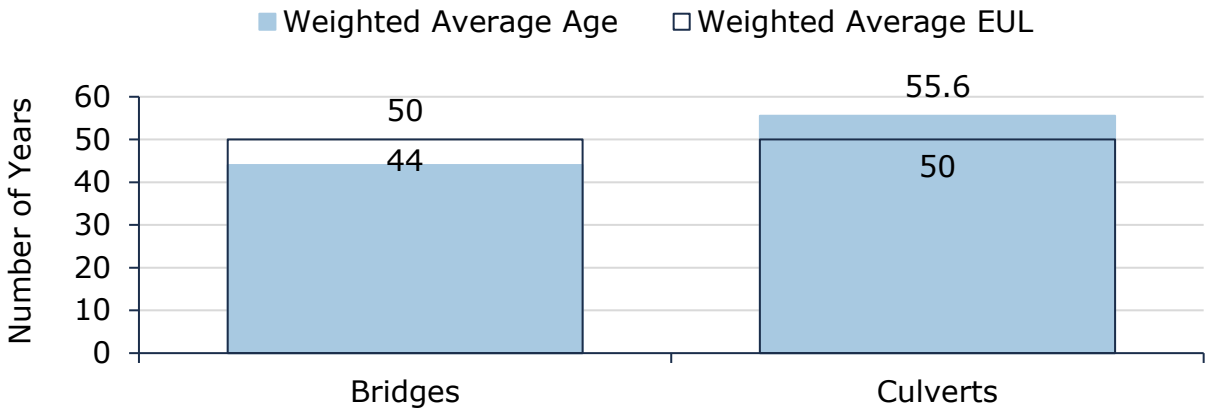
Figure 23 Map of Bridges and Culverts



Asset Condition & Age

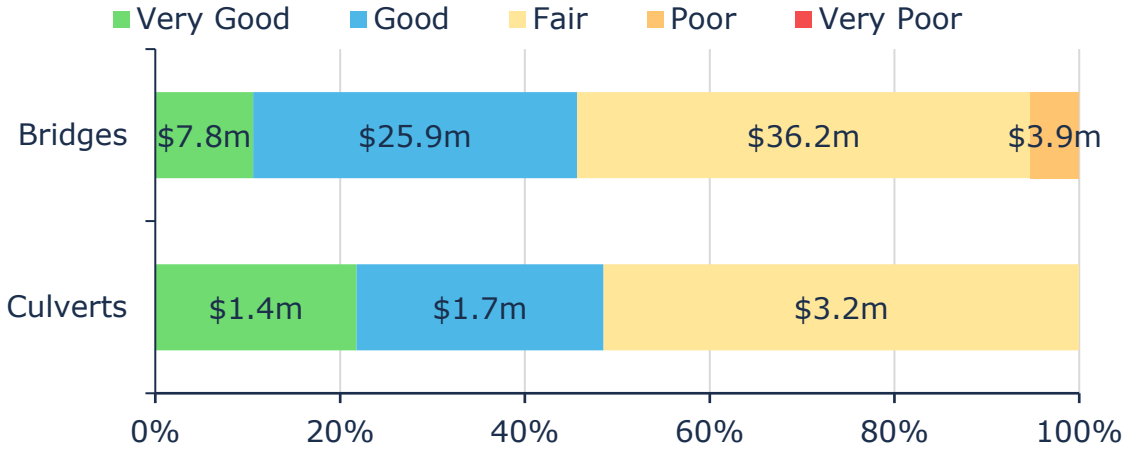
The graph below identifies the average age and the estimated useful life for each asset segment. The values are weighted based on replacement cost.

Figure 24 Bridge & Culvert Average Age vs Average EUL



The graph below visually illustrates the average condition for each asset segment on a very good to very poor scale.

Figure 25 Bridge & Culvert Condition Breakdown



To ensure that the Municipality's bridges and culverts continue to provide an acceptable level of service, the staff should monitor the average condition of all assets. Each asset's Estimated Useful Life should also be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type.

Current Approach to Condition Assessment

Accurate and reliable condition data allows staff to determine the remaining service life of assets and identify the most cost-effective approach to managing assets. Morris-Turnberry's current approach is to assess the 40 bridges and culverts every 2 years in accordance with the Ontario Structure Inspection Manual (OSIM). The most recent assessment was completed in 2022 by BM Ross & Associates.

The condition scale for bridges and culverts utilized is from 0 to 100 from Very Poor to Very Good. See the following images as examples of a very good bridge and structural culvert as well as a bridge and structural culvert in Fair condition.

Figure 26 T030 B Line Bridge (BCI=95 Very Good)

Figure 27 T100 Willit Bridge (BCI=52 Fair)

Figure 28 M020 McCall Line (BCI=100 Very Good)

Figure 29 M080 Clyde Line Culvert (BCI=53 Fair)

Lifecycle Management Strategy

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

Figure 30 Bridges & Culverts Current Lifecycle Strategy

Maintenance

- All maintenance and repair activities are driven by the results of inspections competed according to the Ontario Structure Inspection Manual (OSIM) as well as internal staff monitoring

Rehabilitation / Renewal / Replacement

- 30 year rehabilitation occurs at an approximate condition of 40-50
- 60 year major rehabilitation occurs at approximately 40-50
- Replacement occurs at an approximate condition of 30-40

Risk & Criticality

The risk breakdown provides a visual representation of the risk scores for the assets within this asset category based on available inventory data. See Appendix I: Risk Rating Criteria for the criteria used to determine the risk rating of each asset.

This is a high-level model developed by municipal staff and should be reviewed and adjusted to reflect an evolving understanding of both the probability and consequences of asset failure.

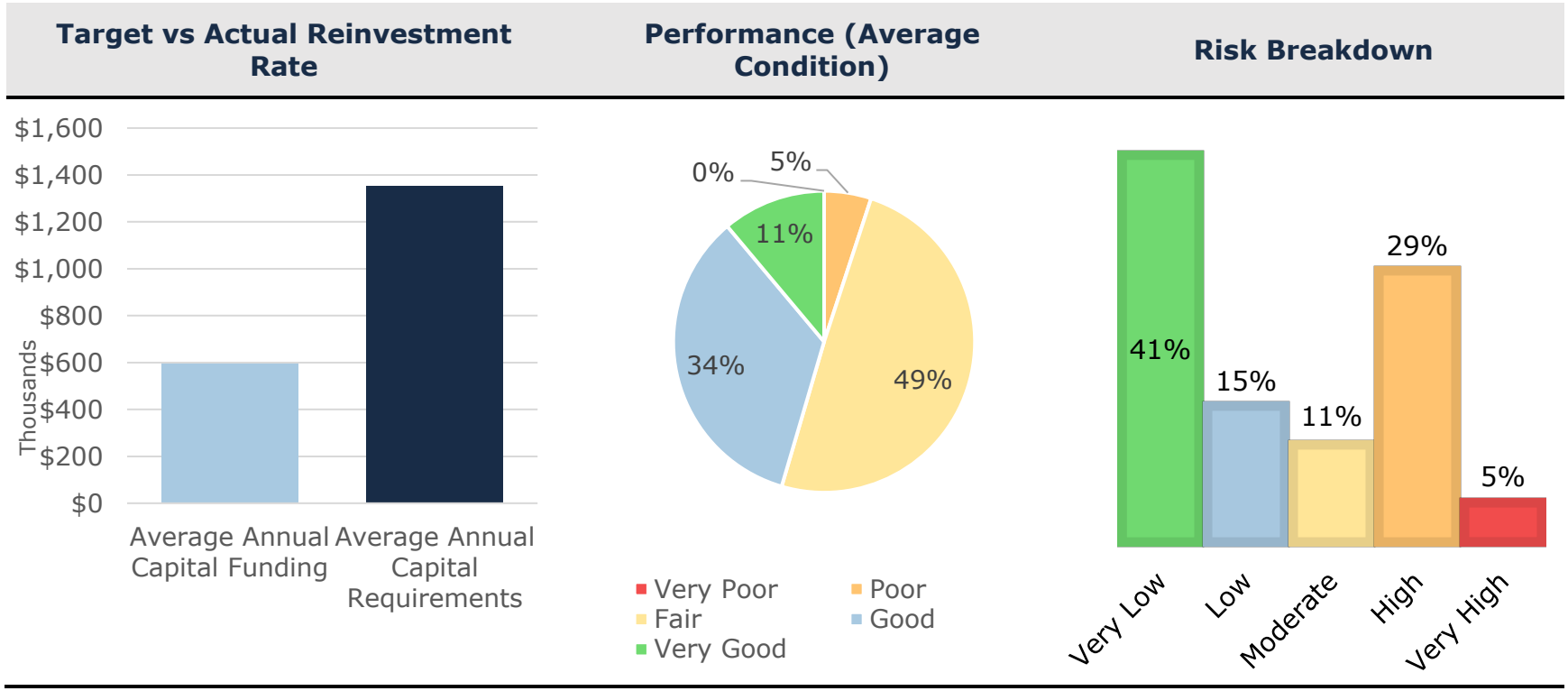
Figure 31 Bridges & Culverts Risk Breakdown

1 - 4	5 - 7	8 - 9	10 - 14	15 - 25
Very Low	**Low**	**Moderate**	**High**	**Very High**
$32,636,833	$12,032,833	$8,430,000	$23,105,666	$3,900,000
(41%)	(15%)	(11%)	(29%)	(5%)

Current Levels of Service

The following tables identify the Municipality's metrics to identify their current level of service for the bridges and culverts. By comparing the cost, performance (average condition) and risk year-over-year, Morris-Turnberry will be able to evaluate how their services/assets are trending.

Figure 32 Bridges & Culverts Strategic Levels of Service



The metrics included below are the technical and community level of service metrics that are required as part of O. Reg. 588/17.

Community Levels of Service

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

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

Core Values	Qualitative Description	Current LOS
Affordable	Description of the traffic that is supported by municipal bridges (e.g. heavy transport vehicles, motor vehicles, emergency vehicles, pedestrians, cyclists)	The traffic supported by the municipal bridges is varied. Large agricultural equipment, heavy transport vehicles, motor vehicles, emergency vehicles, cyclists and pedestrians all utilize the bridges to travel throughout the municipality.
Reliable	Description or images of the condition of bridges and culverts and how this would affect use of the bridges and culverts	See Figure 26 T030 B Line Bridge (BCI=95 Very Good), Figure 27 T100 Willit Bridge (BCI=52 Fair), Figure 28 M020 McCall Line (BCI=100 Very Good)and Figure 29 M080 Clyde Line Culvert (BCI=53 Fair)

Technical Levels of Service

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

Table 18 O.Reg 588/17 Bridges & Culverts Technical Levels of Service

Core Values	Technical Metric	Current LOS
Reliable	% of bridges in the municipality with loading or dimensional restrictions	2.5% (1 out of 40)
	Average bridge condition index value for bridges	67% (Fair)
	Average bridge condition index value for structural culverts	69% (Fair)

Proposed Level of Service

Morris-Turnberry aims to ensure reliability and affordability of the bridges and culverts through its proposal to maintain current levels of service over the next decade.

Financial Management

Figure 33 illustrates the cyclical short-, medium- and long-term infrastructure rehabilitation and replacement requirements for the municipality's bridges and culverts. These projections are based on asset replacement costs, age analysis, and condition data. They are designed to provide a long-term, portfolio-level overview of capital needs and should be used to support improved financial planning over several decades.

The analysis was run until 2159 to capture at least one iteration of replacement for the longest-lived asset in the asset register. Morris-Turnberry's average annual requirements (red dotted line) for bridges and culverts total $1.4 million. Although actual spending may fluctuate substantially from year to year, this figure is a useful benchmark value for annual capital expenditure targets (or allocations to reserves) to ensure projects are not deferred and replacement needs are met as they arise.

OSIM condition assessments and a robust risk framework will ensure that high-criticality assets receive proper and timely lifecycle intervention, including rehabilitation and replacement activities.

Figure 33 Bridges & Culverts Forecasted Capital Replacement Requirements

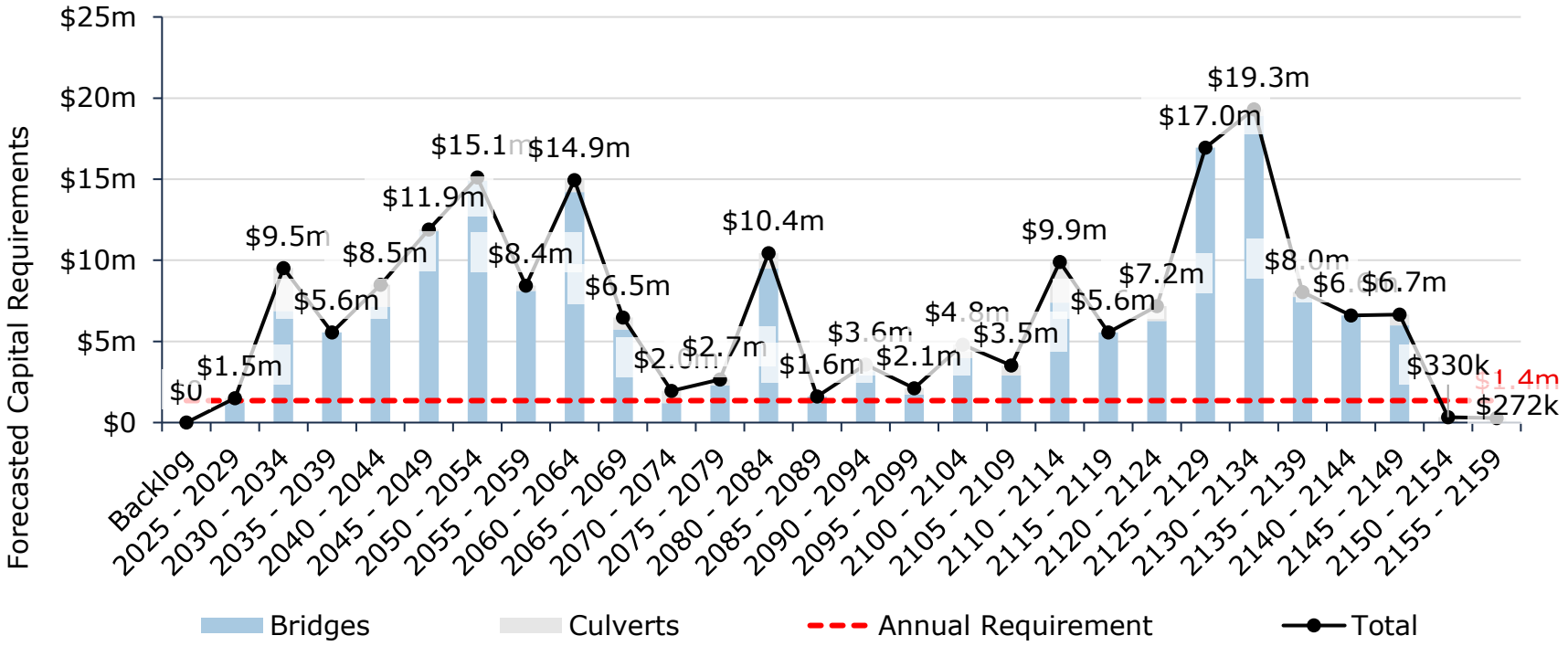


Table 19 below summarizes the projected cost of lifecycle activities (as previously described) that may need to be undertaken over the next 10 years to support current levels of service. These are represented at the major asset level.

Table 19 Bridges & Culverts System-generated 10-Year Capital Costs

Segment	Total	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Bridges	$8.1m	$510k	-	$148k	-	$581k	$5.0m	$1.2m	$618k	-	-
Culverts	$2.9m	-	$121k	-	-	$150k	$2.5m	$109k	-	-	-

These projections are generated in Citywide and rely on the data available in the asset register. Assessed condition data and replacement costs were used to assist in forecasting replacement needs for bridges and structural culverts.

The table below summarizes the projected significant operating costs to be undertaken over the next 10 years to support the current levels of service. These costs are taken from the Municipality's 2025 budget and are expected to be funded by property taxation.

Table 20 Bridges & Culverts – 10-Year Significant Operating Costs

Category	Description	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Bridges & Culverts	OSIM Bridge Inspections	-	10k	-	10k	-	10k	-	10k	-	10k
	Bridge Washing	18k	18k	18k	18k	18k	18k	18k	18k	18k	18k
	Repairs & Maintenance	6k	6k	6k	6k	6k	6k	6k	6k	6k	6k

Appendix C: Water Network

The Hamlet of Belgrave is split along London Road (County Road 4) between the Municipality of Morris-Turnberry and the Township of North Huron. The Belgrave Water System provides services to all users located in Belgrave.

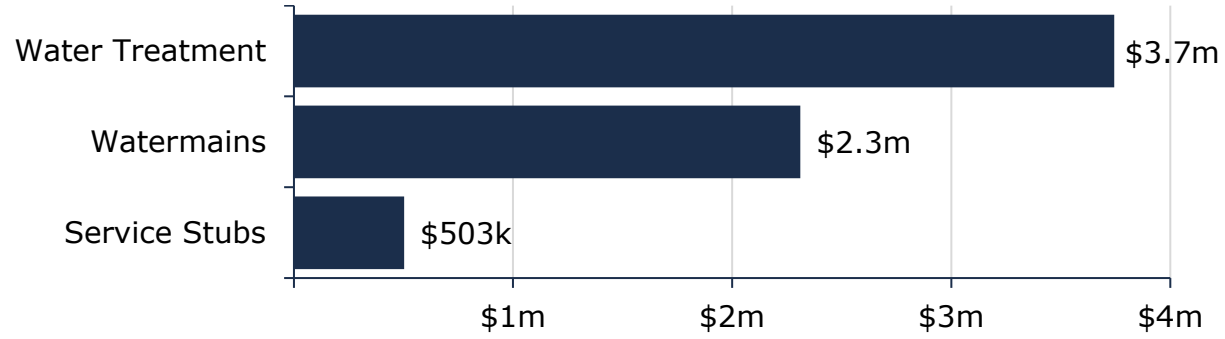
The Belgrave Water System consists of two groundwater wells (Jane Well and McCrea Well) a pumphouse containing treatment and control facilities, and an in-ground storage reservoir and distribution system.

The system is sized such that it could serve the entire Hamlet of Belgrave rather than just the current serviced areas. The capacity is sufficient to accommodate additional users as they connect in the future. The daily operation of the system is contracted to a third-party operator Veolia Water Canada.

Inventory & Valuation

The graph below displays the replacement cost of each asset segment in the Municipality's water network inventory.

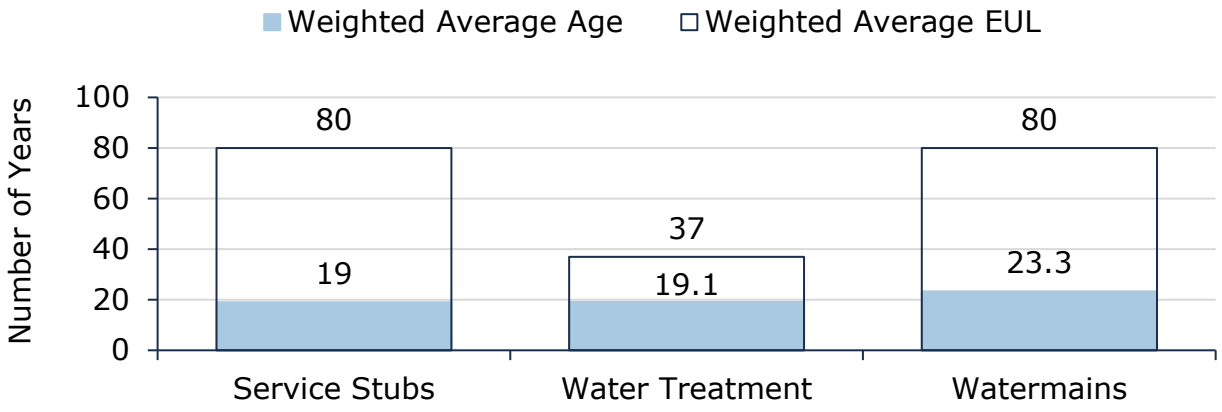
Figure 34 Water Network Replacement Cost



Asset Condition & Age

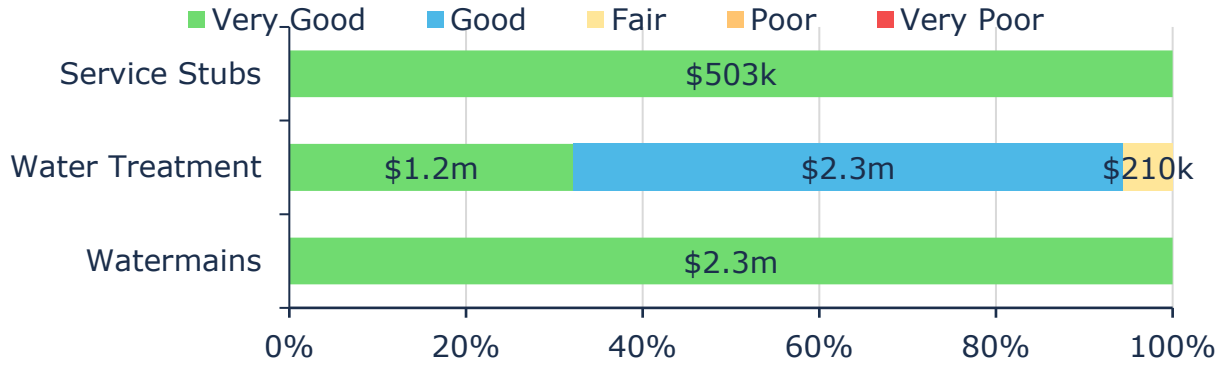
The graph below identifies the average age, and the estimated useful life for each asset segment. The values are weighted based on replacement cost.

Figure 35 Water Network Average Age vs Average EUL



The graph below visually illustrates the average condition for each asset segment on a very good to very poor scale.

Figure 36 Water Network Condition Breakdown



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

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

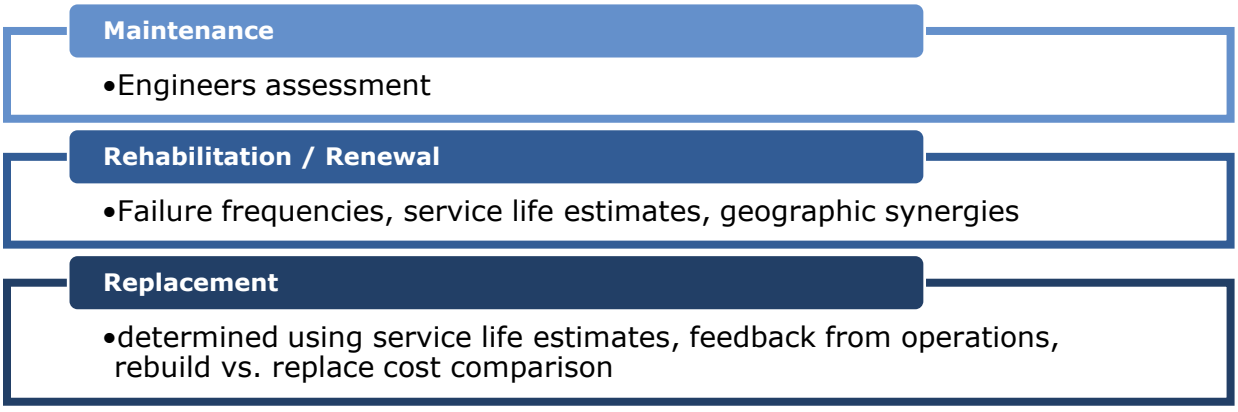
Current Approach to Condition Assessment

Accurate and reliable condition data allows staff to determine the remaining service life of assets and identify the most cost-effective approach to managing assets. Water network assets are all assets based on the age and service life only.

Lifecycle Management Strategy

To ensure that municipal assets are performing as expected and meeting the needs of customers, it is important to establish a lifecycle management strategy to proactively manage asset deterioration. The following figures outline Morris-Turnberry's current lifecycle management strategy.

Figure 37 Water Network Current Lifecycle Strategy



Risk & Criticality

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

Figure 38 Water Network Risk Breakdown

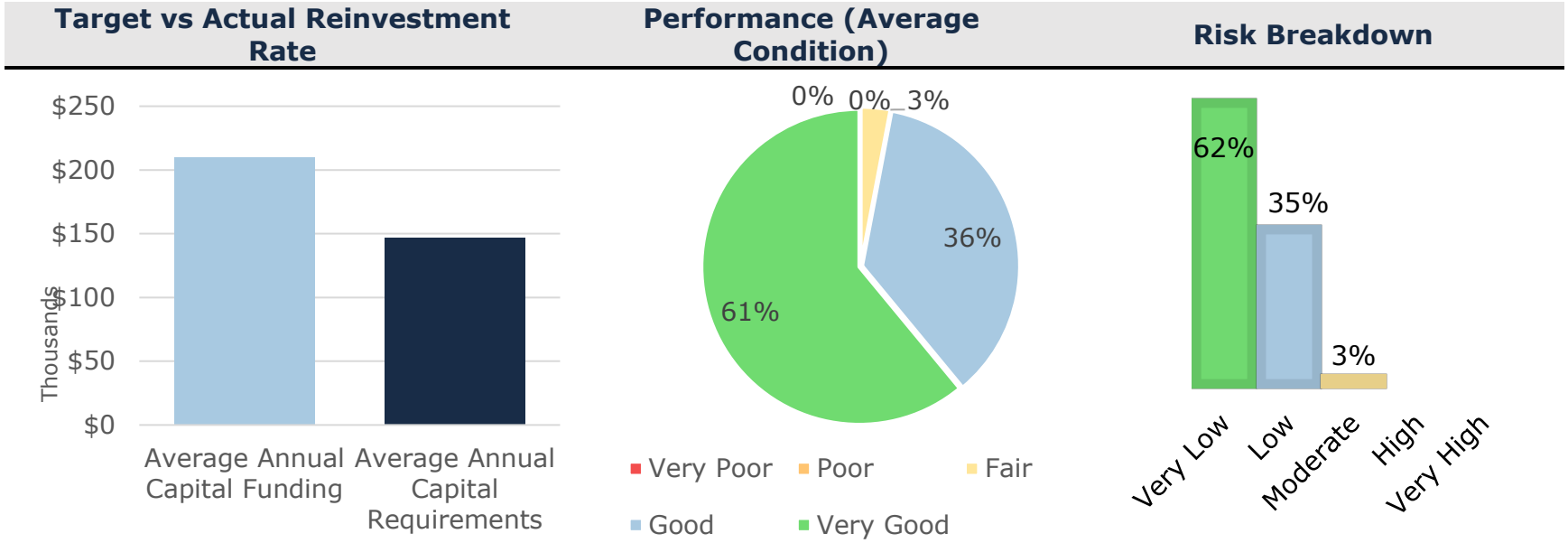
1 - 4	5 - 7	8 - 9	10 - 14	15 - 25
Very Low	**Low**	**Moderate**	**High**	**Very High**
$4,083,905	$2,263,998	$210,000	-	-
(62%)	(35%)	(3%)	(0%)	(0%)

This is a high-level model developed by municipal staff and should be reviewed and adjusted to reflect an evolving understanding of both the probability and consequences of asset failure.

Current Levels of Service

The following tables identify the Municipality's metrics to identify their current level of service for the water network. By comparing the cost, performance (average condition) and risk year-over-year the Municipality will be able to evaluate how their services/assets are trending.

Figure 39 Water Network Strategic Levels of Service



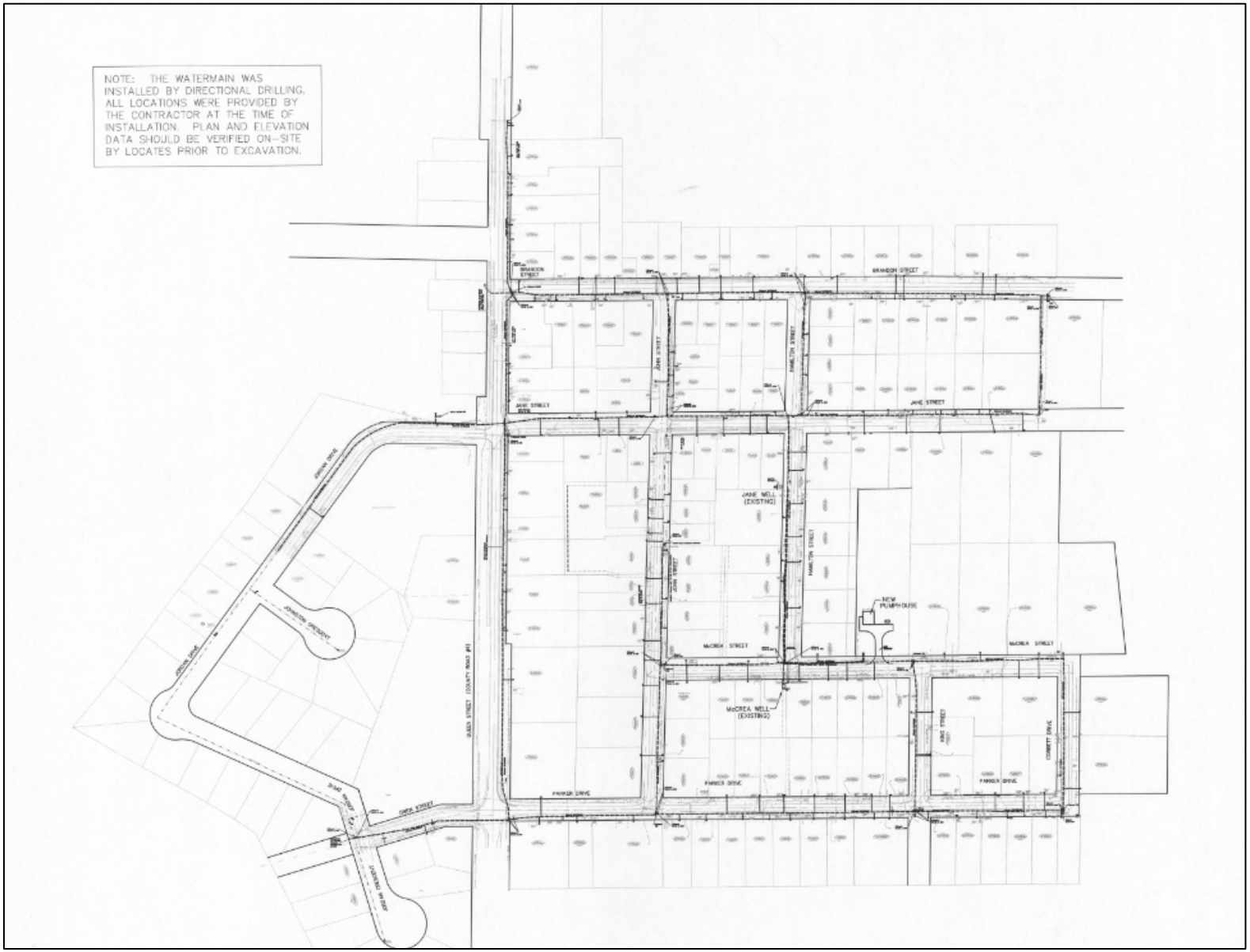
Community Levels of Service

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

Table 21 O.Reg 588/17 Water Network Community Levels of Service

Core Value	Qualitative Description	Current LOS
Affordable	Description, which may include maps, of the user groups or areas of the municipality that are connected to the municipal water system	See Figure 40
Reliable	Description, which may include maps, of the user groups or areas of the municipality that have fire flow	There is no fire flow available
	Description of boil water advisories and service interruptions	There have been no boil water advisories or water main breaks

Figure 40 Belgrave Water Network Map



Technical Levels of Service

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

Table 22 O.Reg 588/17 Water Network Technical Levels of Service

Service Attribute	Technical Metric	Current LOS
Affordable	% of properties connected to the municipal water system	11.5% -properties 73% -available
Reliability	% of properties where fire flow is available	0%
	# of connection-days per year where a boil water advisory notice is in place compared to the total number of properties connected to the municipal water system	0
	# of connection-days per year where water is not available to water main breaks compared to the total number of properties connected to the municipal water system	0

Proposed Level of Service

Morris-Turnberry aims to ensure reliability and affordability of the water network through its proposal to maintain current levels of service over the next decade.

Financial Management

Figure 41 illustrates the cyclical short-, medium- and long-term infrastructure replacement requirements for the Municipality's water system portfolio. This analysis was run until 2091 to capture at least one iteration of replacement for the longest-lived asset in the asset register. Morris-Turnberry's average annual requirements (red dotted line) total $147 thousand for all water network assets. Although actual spending may fluctuate substantially from year to year, this figure is a useful benchmark value for annual capital expenditure targets (or allocations to reserves) to ensure projects are not deferred and replacement needs are met as they arise.

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

Figure 41 Water Network Forecasted Capital Replacement Requirements

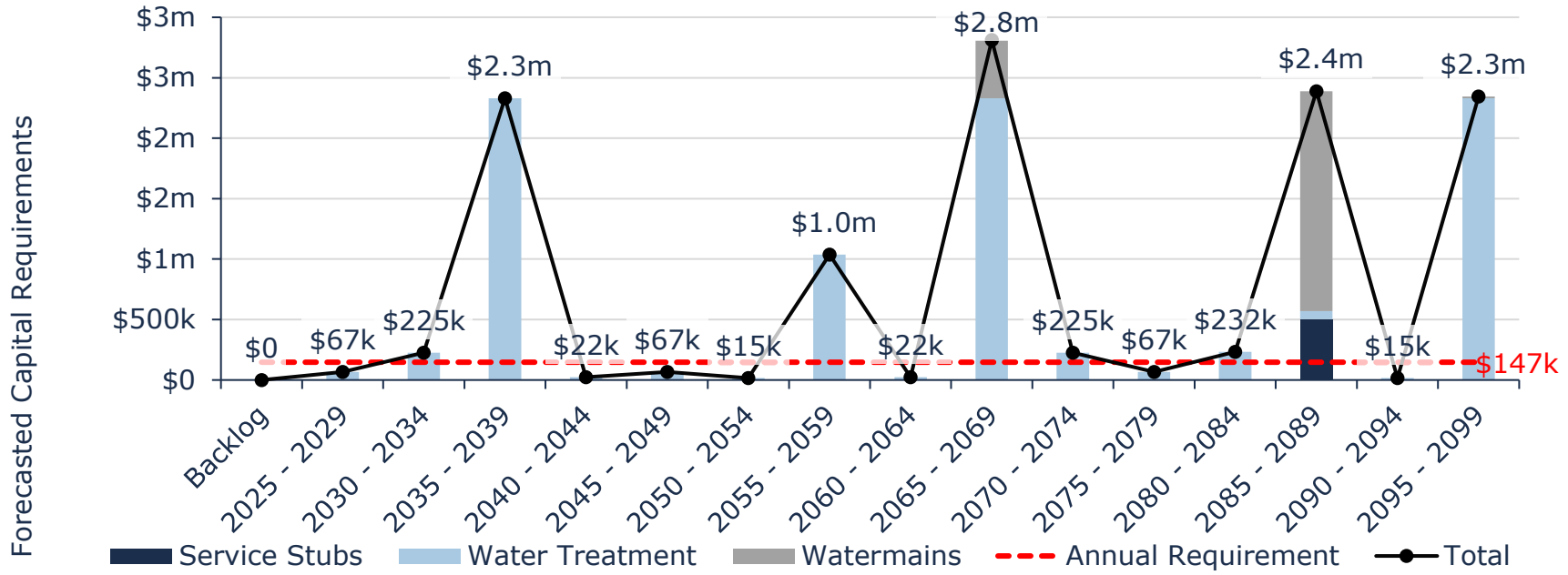


Table 23 Water Network System-Generated 10-Year Capital Costs below summarizes the projected cost of lifecycle activities (capital replacement only) that will need to be undertaken over the next 10 years to support current levels of service. These projections are generated in Citywide and rely on the data available in the asset register, which was limited to asset age, replacement cost, and useful life.

Table 23 Water Network System-Generated 10-Year Capital Costs

Segment	Total	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Service Stubs	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Water Treatment	$0	$0	$0	$0	$67k	$0	$0	$0	$0	$210k	$15k
Watermains	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

Consistent data updates, especially condition, will improve the alignment between the system-generated expenditure requirements, and the Municipality's capital expenditure forecasts.

The table below summarizes the projected significant operating costs to be undertaken over the next 10 years to support the current levels of service. These costs are taken from the Municipality's 2025 budget and are expected to be funded by property taxation.

Table 24 Water Network – 10-Year Significant Operating Costs

Category	Description	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Belgrave Water System	Operator - Contract	63k	63k	63k	63k	63k	63k	63k	63k	63k	63k
	Operator - Out of Scope	20k	20k	20k	20k	20k	20k	20k	20k	20k	20k
	Hydro	17k	17k	17k	17k	17k	17k	17k	17k	17k	17k
	DWQMS	3k	3k	3k	3k	3k	3k	3k	3k	3k	3k

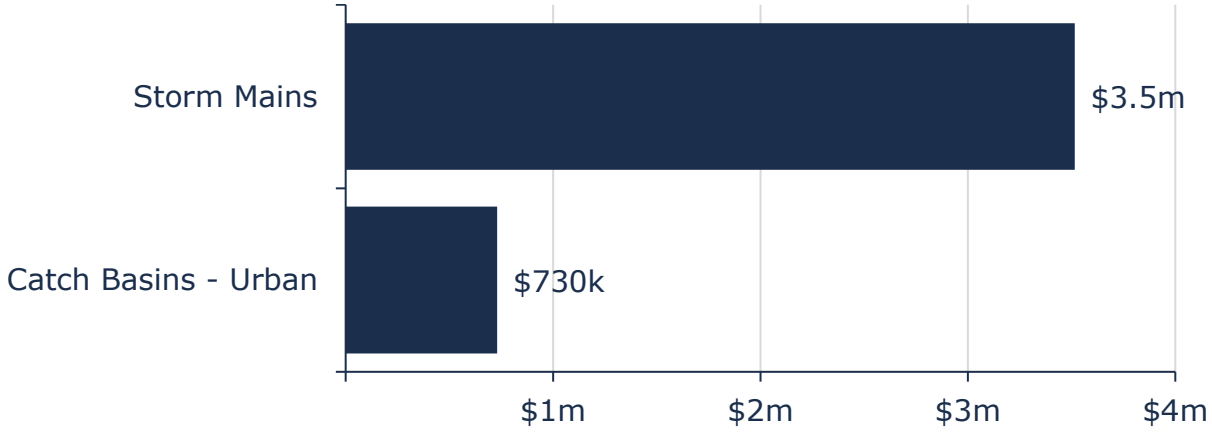
Appendix D: Stormwater Network

Morris-Turnberry's stormwater network infrastructure is in the hamlets of Belmore, Belgrave, Bluevale and Lower Town, Wingham. The pipes vary in length, diameter, materials used, date constructed and design. The municipality separates its stormwater assets into mains and catch basins.

Asset Inventory & Valuation

The graph below displays the replacement cost of each asset segment in the Municipality's stormwater network inventory.

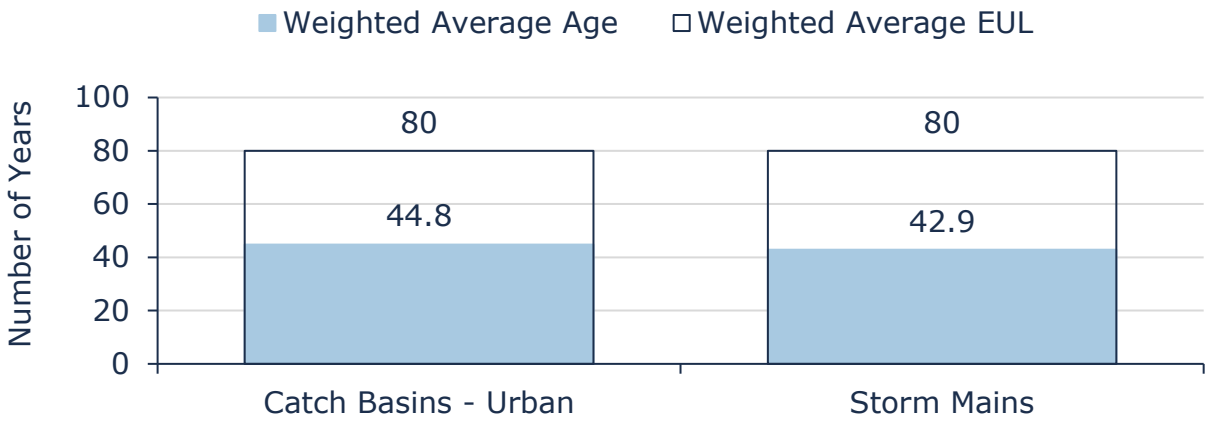
Figure 42 Stormwater Network Replacement Cost



Asset Condition & Age

The graph below identifies the average age, and the estimated useful life for each asset segment. The values are weighted based on replacement cost.

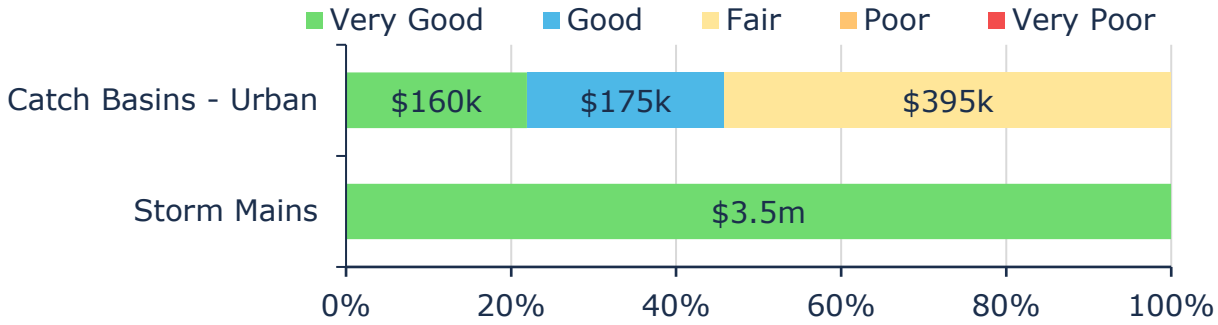
Figure 43 Stormwater Network Average Age vs Average EUL



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

The graph below visually illustrates the average condition for each asset segment on a very good to very poor scale.

Figure 44 Stormwater Network Condition Breakdown



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

Current Approach to Condition Assessment

Accurate and reliable condition data allows staff to determine the remaining service life of assets and identify the most cost-effective approach to managing assets. The entire stormwater system is flushed, and camera inspected every 10 years.

Lifecycle Management Strategy

To ensure that municipal assets are performing as expected and meeting the needs of customers, it is important to establish a lifecycle management strategy to proactively manage asset deterioration. The following figures outline Morris-Turnberry's current lifecycle management strategy.

Figure 45 Stormwater Network Current Lifecycle Strategy

Maintenance

- Cleaned and camera inspections completed every 10 years on entire system

Rehabilitation / Renewal

- Parts of the system that are undersized and poor material are priorized
- Camera inspection results are used to determine areas in need of renewal
- Coordinated with other infrastructure reconstruction when possible

Replacement

- Consideration if there is planned road reconstruction identified.

Risk & Criticality

The following risk breakdown provides a visual representation of the risk score for the assets within this asset category based on available inventory data. See Appendix I: Risk Rating Criteria for the criteria used to determine the risk rating of each asset.

Figure 46 Stormwater Network Risk Breakdown

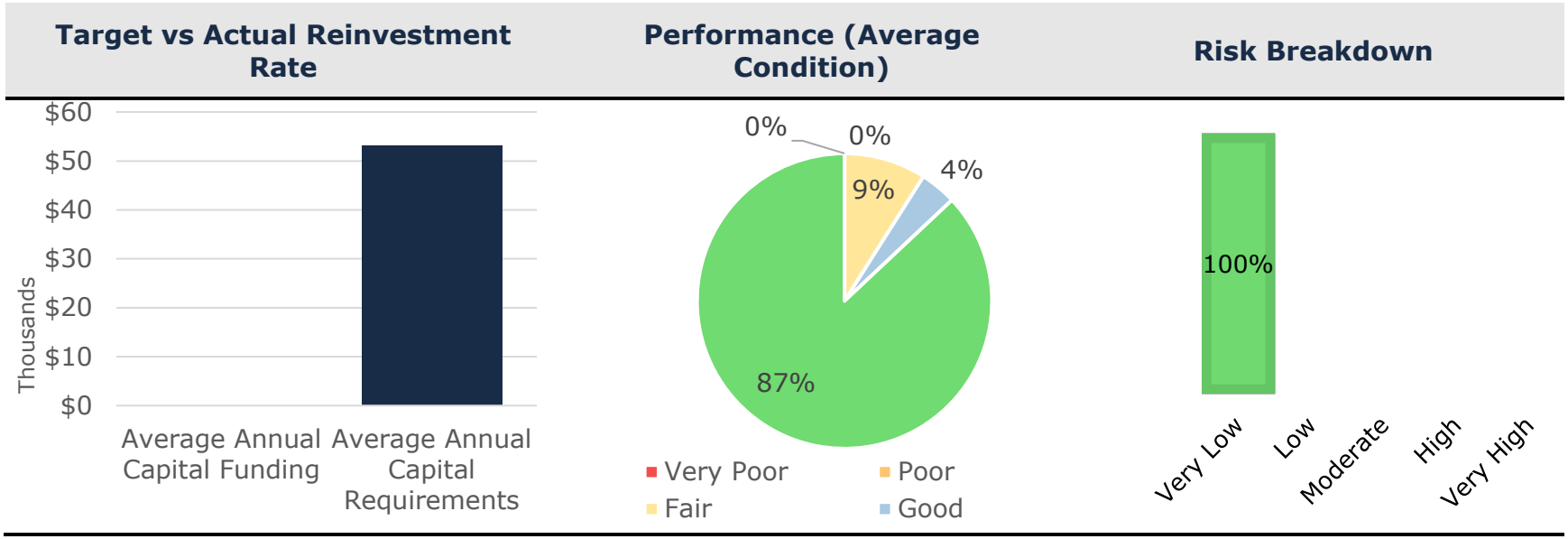
1 - 4	5 - 7	8 - 9	10 - 14	15 - 25
Very Low	**Low**	**Moderate**	**High**	**Very High**
$4,244,795	-	-	-	-
(100%)	(0%)	(0%)	(0%)	(0%)

This is a high-level model developed by municipal staff and should be reviewed and adjusted to reflect an evolving understanding of both the probability and consequences of asset failure. The identification of critical assets allows the Municipality to determine appropriate risk mitigation strategies and treatment options.

Current Levels of Service

The following tables identify Morris-Turnberry's metrics to identify the current level of service for the stormwater network. By comparing the cost, performance (average condition) and risk year-over-year the Municipality will be able to evaluate how their services/assets are trending.

Figure 47 Stormwater Network Strategic Levels of Service



Community Levels of Service

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

Table 25 O.Reg 588/17 Stormwater Network Community Levels of Service

Service Attribute	Qualitative Description	Current LOS
Reliable	Description, which may include map, of the user groups or areas of the municipality that are protected from flooding, including the extent of protection provided by the municipal stormwater management system	The municipality estimates 54.80% of its stormwater assets would be resilient to a 5-year storm. Based on staff observation and the actual performance of the existing stormwater assets, it is not believed the stormwater assets were designed for, or provide protection from, a 100-year storm.
Affordable	A description of the areas with storm systems or a map of the storm system	See Figure 48

Figure 48 Belgrave Stormwater System

Technical Levels of Service

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

Table 26 O.Reg 588/17 Stormwater Network Technical Levels of Service

Service Attribute	Technical Metric	Current LOS
Reliable	% of properties in municipality resilient to a 100-year storm	0%
	% of the municipal stormwater management system resilient to a 5-year storm	54.8%

Proposed Levels of Service

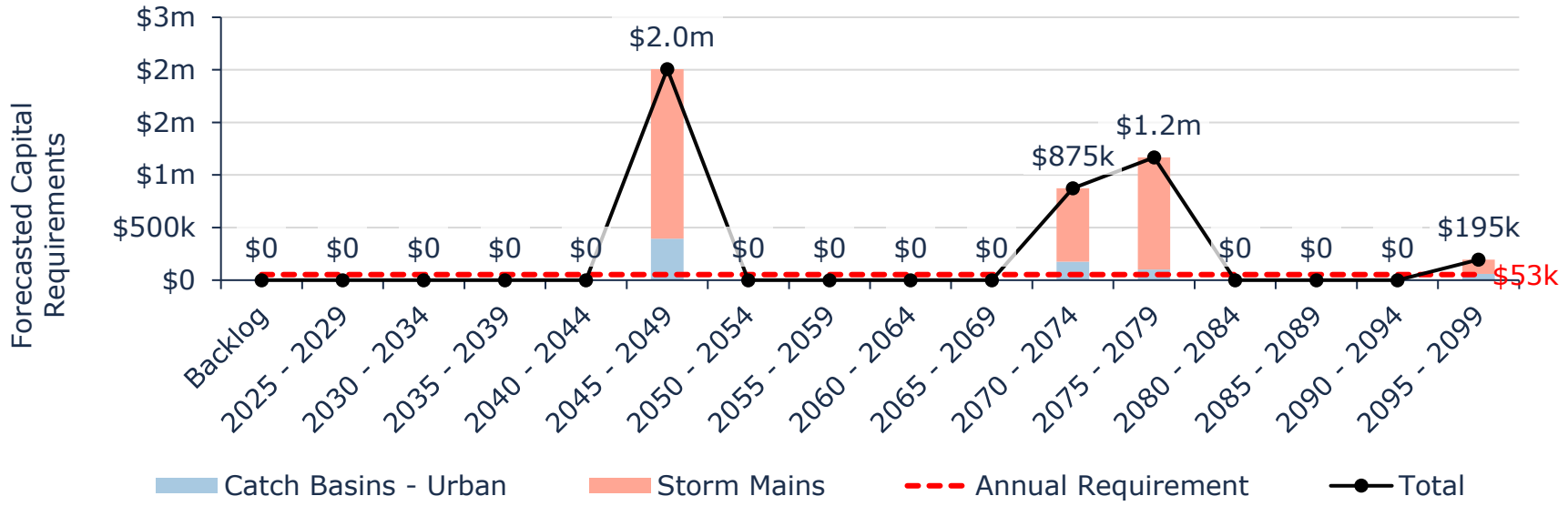
Morris-Turnberry aims to ensure reliability and affordability of the stormwater network through its proposal to maintain current levels of service over the next decade.

Financial Management

Figure 49 illustrates the cyclical short-, medium- and long-term infrastructure replacement requirements for the Municipality's stormwater infrastructure. This analysis was run until 2099 to capture at least one iteration of replacement for the longest-lived asset in the asset register. Morris-Turnberry's average annual requirements (red dotted line) total $53 thousand for all stormwater network assets. Although actual spending may fluctuate substantially from year to year, this figure is a useful benchmark value for annual capital expenditure targets (or allocations to reserves) to ensure projects are not deferred and replacement needs are met as they arise.

Replacement needs are forecasted to fluctuate over the long-term time horizon and peaking at $2 million between 2045 and 2049 as a substantial portion of stormwater main assets reach the end of their useful life. These projections and estimates are based on asset replacement costs and age analysis. They are designed to provide a long-term, portfolio-level overview of capital needs and should be used to support improved financial planning over several decades.

Figure 49 Stormwater Network Forecasted Capital Replacement Requirements



Like water assets, particularly mains, it is unlikely that all mains will need to be replaced as forecasted. Coordinated projects, along with camera inspection data, may help drive replacements and rehabilitations.

Table 27 below summarizes the projected cost of lifecycle activities (capital replacement only) that will need to be undertaken over the next 10 years to support current levels of service. These projections are generated in Citywide and rely on the data available in the asset register, which was limited to asset age, replacement cost, and useful life.

Table 27 Stormwater Network System-Generated 10-Year Capital Costs

Segment	Total	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Catch Basins - Urban	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Storm Mains	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

Consistent data updates, especially condition, will improve the alignment between the system-generated expenditure requirements, and the Municipality's capital expenditure forecasts.

The table below summarizes the projected significant operating costs to be undertaken over the next 10 years to support the current levels of service. These costs are taken from the Municipality's 2025 budget and are expected to be funded by property taxation.

Table 28 Stormwater Network – 10-Year Significant Operating Costs

Segment	Description	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Stormwater	Repairs & Maintenance	2k	2k	2k	2k	2k	2k	2k	2k	2k	2k
	Ditching	25k	25k	25k	25k	25k	25k	25k	25k	25k	25k

Appendix E: Land & Buildings

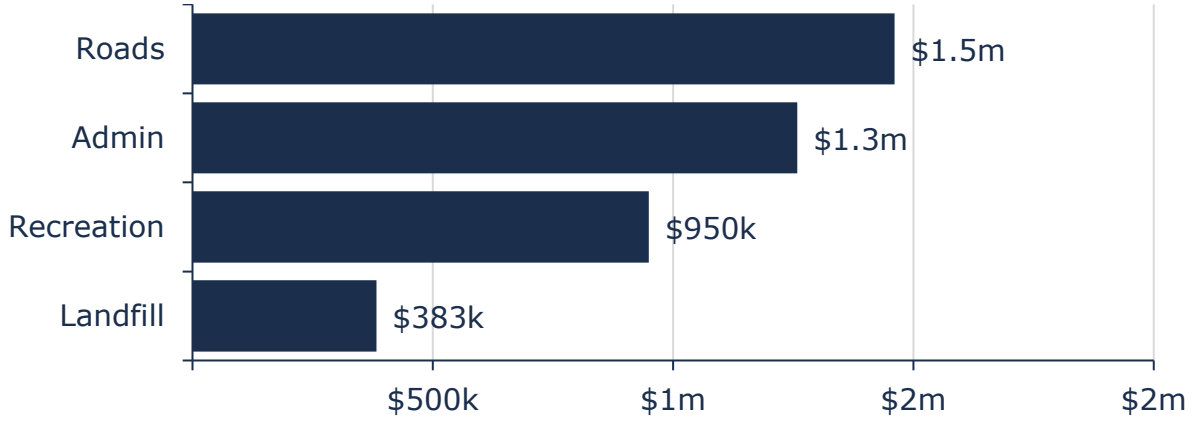
Morris-Turnberry owns and maintains several facilities that provide key services to the community. These include:

- administrative offices
- landfill operations
- public works garages and storage sheds
- community centres

Inventory & Valuation

The graph below displays the total replacement cost of each asset segment in Morris-Turnberry's land & buildings inventory. As the Municipality has not had a complete componentization of their buildings their inventory tracks buildings as a main asset with some small as replaced componentization.

Figure 50 Land & Buildings Replacement Cost

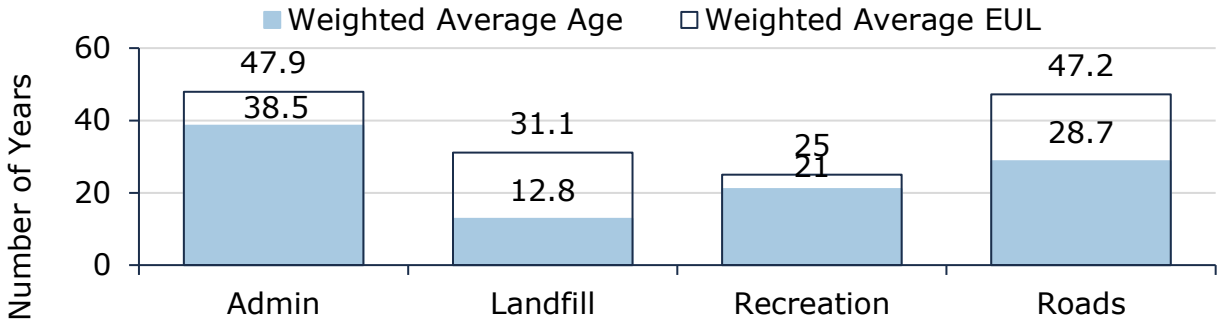


Each asset's replacement cost should be reviewed periodically to determine whether adjustments are needed to represent capital requirements more accurately.

Asset Condition & Age

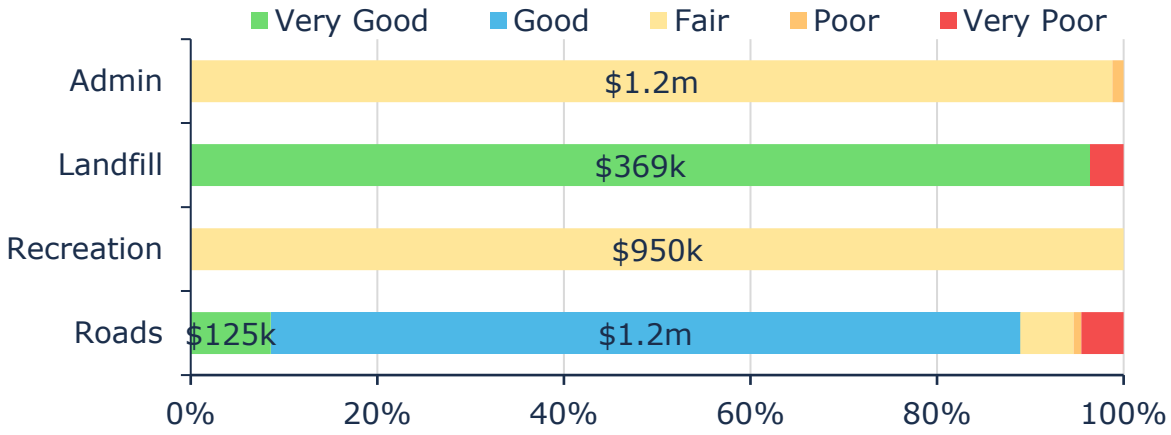
The graph below identifies the average age, and the estimated useful life for each asset segment. The values are weighted based on replacement cost.

Figure 51 Land & Buildings Average Age vs Average EUL



The graph below visually illustrates the average condition for each asset segment on a very good to very poor.

Figure 52 Land & Buildings Condition Breakdown



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

Each asset's estimated useful life should also be reviewed to determine whether adjustments need to be made to better align with the observed service life.

Current Approach to Condition Assessment

Accurate and reliable condition data allows staff to determine the remaining service life of assets and identify the most cost-effective approach to managing assets. Buildings are repaired as required based on deficiencies identified by outside experts, staff, or residents.

Lifecycle Management Strategy

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

Figure 53 Land & Buildings Current Lifecycle Strategy

Maintenance / Rehabilitation / Replacement
•Maintenance of buildings is identified by staff in a reactive breakdown response

Risk & Criticality

The risk breakdown provides a visual representation of the risk score for the assets within this asset category based on available inventory data. See Appendix I: Risk Rating Criteria for the criteria used to determine the risk rating of each asset.

Figure 54 Land & Buildings Risk Breakdown

1 - 4	5 - 7	8 - 9	10 - 14	15 - 25
Very Low	**Low**	**Moderate**	**High**	**Very High**
$614,051	$1,053,660	$200,894	$2,182,699	-
(15%)	(26%)	(5%)	(54%)	(0%)

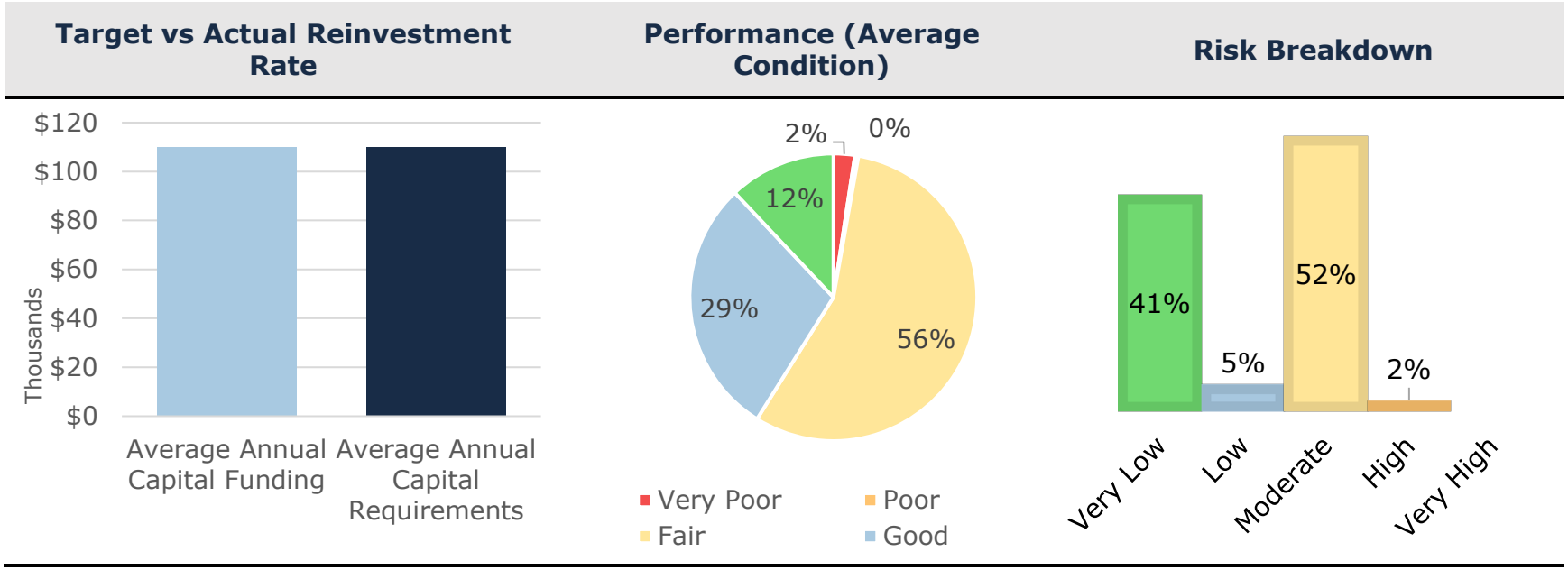
This is a high-level model that has been developed based on information currently available and should be reviewed and adjusted to reflect an evolving understanding of both the probability and consequences of asset failure.

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

Levels of Service

By comparing the cost, performance (average condition) and risk year-over-year, the Municipality will be able to evaluate how their services/assets are trending. The Municipality will use this data to set a target level of service and determine proposed levels for the regulation by 2025.

Figure 55 Land & Buildings Strategic Levels of Service



Community Levels of Service

The qualitative descriptions that determine the community levels of service provided by the municipal buildings are based on the types of facilities outlined below:

- administrative offices – general government services
- landfill operations – solid waste disposal services
- public works garages and storage sheds – roadway and winter control services
- community centres – recreation and cultural services

Technical Levels of Service

The quantitative metrics that determine the technical level of service provided by the buildings in Morris-Turnberry are going to be the analysis of reinvestment rates, asset condition and asset risk levels.

Table 29 Land & Buildings Technical Levels of Service

Service Attribute	Technical Metric	Current LOS
Affordable	Reinvestment Rate	2.71%
Reliability	Average Condition	68%
	Average Risk	6.55

Proposed Levels of Service

Morris-Turnberry aims to ensure reliability and affordability of the buildings through its proposal to maintain current levels of service over the next decade.

Financial Management

The annual capital requirement represents the average amount per year that Morris-Turnberry should allocate towards funding rehabilitation and replacement needs. The following graph identifies capital requirements over the next 65 years. This projection is used as it ensures that every asset has gone through one full iteration of replacement. The forecasted requirements are aggregated into 5-year bins and the trend line represents the average capital requirements at $110 thousand.

Figure 56 Land & Buildings Forecasted Capital Replacement Requirements

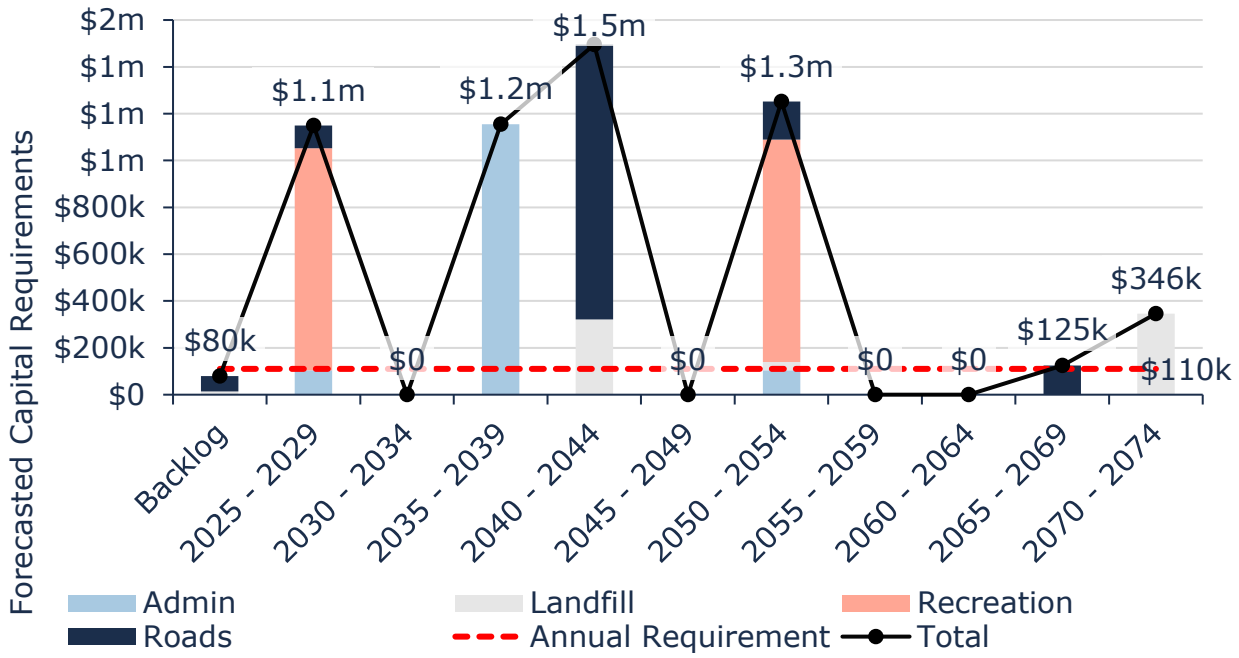


Table 30 below summarizes the projected cost of lifecycle activities (capital activities only) that may need to be undertaken over the next 10 years to support current levels of service.

Table 30 Land & Buildings System-Generated 10-Year Capital Costs

Segment	Backlog	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Admin	$0	$0	$15k	$0	$89k	$0	$0	$0	$0	$0	$0
Landfill	$14k	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Recreation	$0	$0	$0	$0	$0	$950k	$0	$0	$0	$0	$0
Roads	$66k	$0	$12k	$0	$84k	$0	$0	$0	$0	$0	$0

These projections are generated in Citywide and rely on the data available in the asset register, which was limited to asset age, replacement cost, and useful life.

The table below summarizes the projected significant operating costs to be undertaken over the next 10 years to support the current levels of service. These costs are taken from the Municipality's 2025 budget and are expected to be funded by property taxation.

Table 31 Land & Buildings – 10-Year Significant Operating Costs

Segment	Description	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Buildings	Repairs & Maintenance	13k	13k	13k	13k	13k	13k	13k	13k	13k	13k
	Pest Control	3k	3k	3k	3k	3k	3k	3k	3k	3k	3k
	Grass Cutting	14k	14k	14k	14k	14k	14k	14k	14k	14k	14k

Appendix F: Vehicles

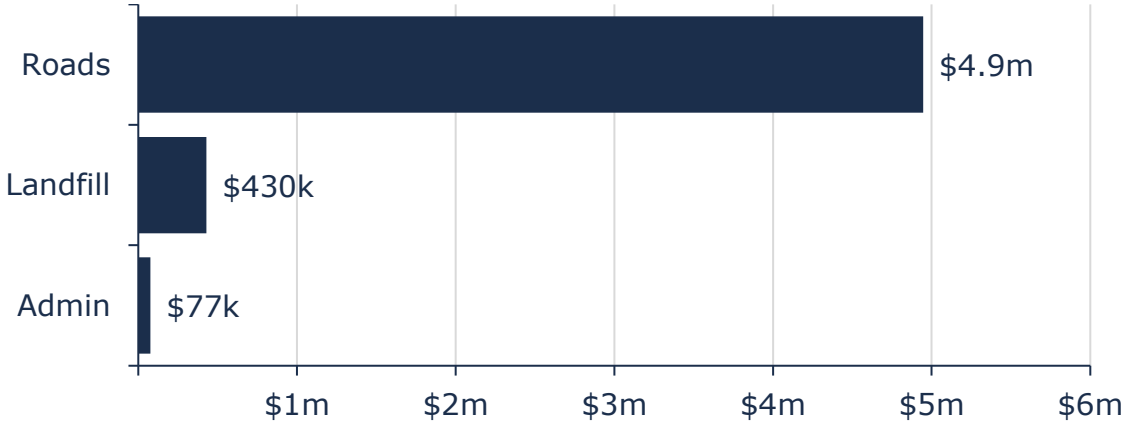
Vehicles allow staff to efficiently deliver municipal services and personnel. Municipal vehicles are used to support several service areas, including:

- Roads vehicles for winter control activities
- Landfill vehicles to provide solid waste disposal management
- Admin vehicles for building permit and inspection services

Inventory & Valuation

The graph below displays the total replacement cost of each asset segment in the vehicle inventory.

Figure 57 Vehicle Replacement Costs

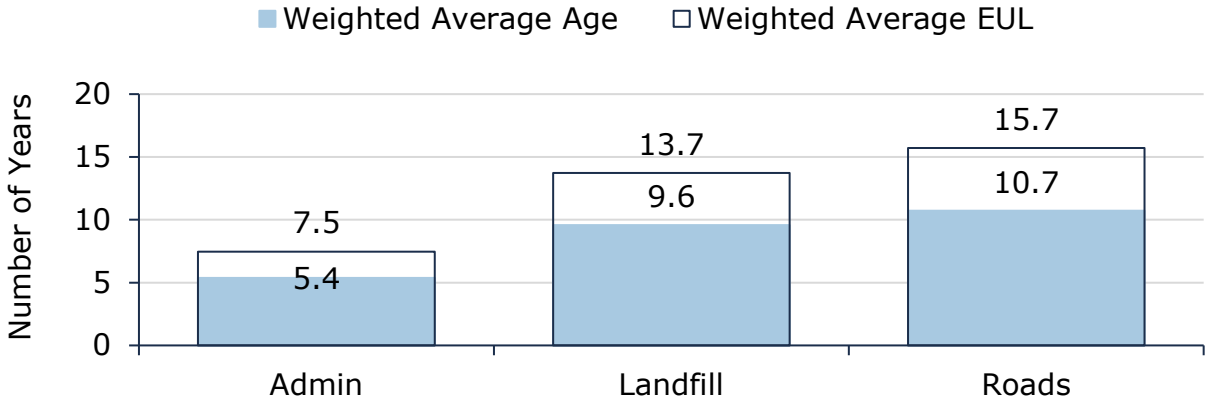


Each asset's replacement cost should be reviewed periodically to determine whether adjustments are needed to represent capital requirements more accurately.

Asset Condition & Age

The graph below identifies the average age and the estimated useful life for each asset segment. The values are weighted based on replacement cost.

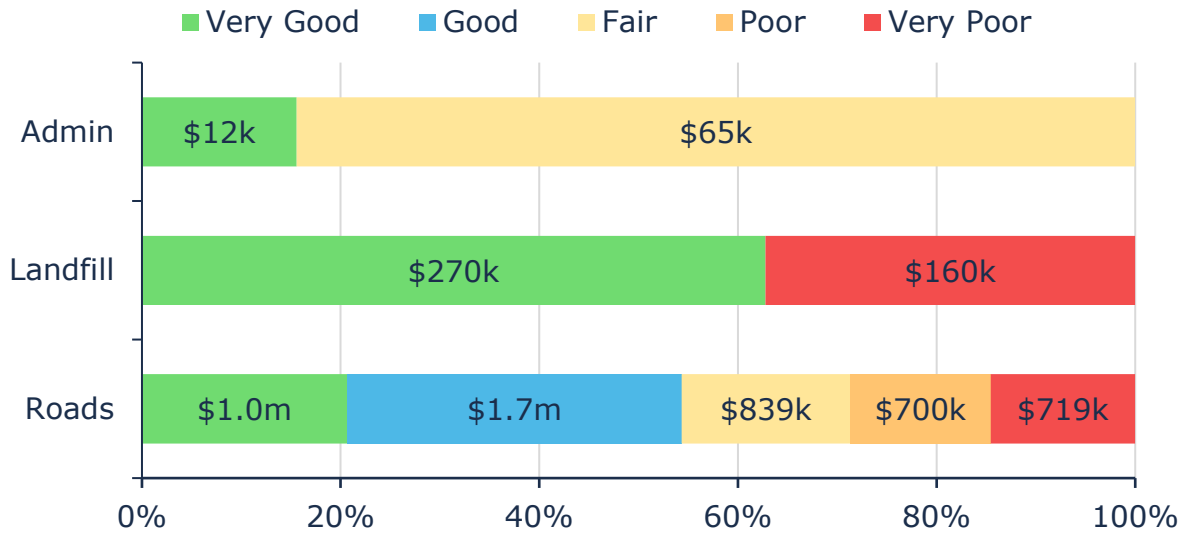
Figure 58 Vehicles Average Age vs Average EUL



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

The graph below visually illustrates the average condition for each asset segment on a very good to very poor scale.

Figure 59 Vehicles Condition Breakdown



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

Current Approach to Condition Assessment

Accurate and reliable condition data allows staff to determine the remaining service life of assets and identify the most cost-effective approach to managing assets. An example of the Municipality's current approach is staff complete regular visual inspections of vehicles to ensure they are in state of adequate repair prior to operation.

Lifecycle Management Strategy

The condition or performance of assets will deteriorate over time. To ensure vehicles are performing as expected, it is important to establish a lifecycle management strategy to proactively manage asset deterioration.

Figure 60 Vehicles Current Lifecycle Strategy

Maintenance / Rehabilitation / Replacement

- operations and maintenance is completed by internal staff
- replacements are completed based on useful life estimates

Risk & Criticality

The risk breakdown provides a visual representation of the risk score for the assets within this asset category based on available inventory data. See Appendix I: Risk Rating Criteria for the criteria used to determine the risk rating of each asset.

This is a high-level model that has been developed based on information currently available and should be reviewed and adjusted to reflect an evolving understanding of both the probability and consequences of asset failure.

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

Figure 61 Vehicles Risk Breakdown

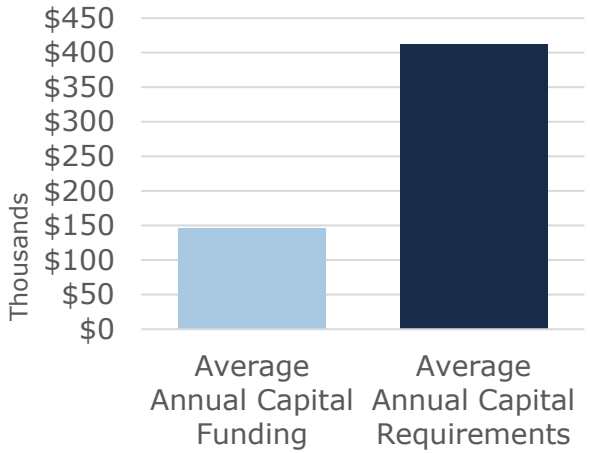
1 - 4	5 - 7	8 - 9	10 - 14	15 - 25
Very Low	**Low**	**Moderate**	**High**	**Very High**
$1,853,861	$1,320,000	$654,346	$1,625,000	-
(34%)	(24%)	(12%)	(30%)	(0%)

Levels of Service

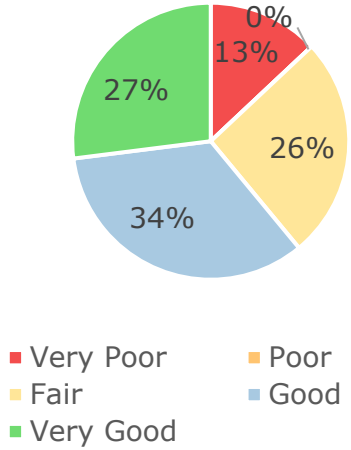
By comparing the cost, performance (average condition) and risk year-over-year, the Municipality will be able to evaluate how their services/assets are trending. The Municipality will use this data to set a target level of service and determine proposed levels for the regulation by 2025.

Figure 62 Vehicles Strategic Levels of Service

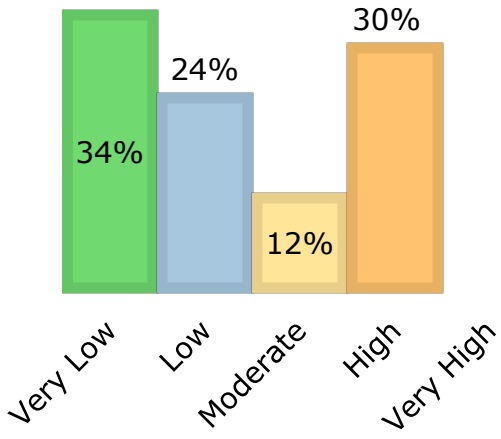
Target vs Actual Reinvestment Rate



Performance (Average Condition)



Risk Breakdown



Community Levels of Service

The qualitative descriptions that determine the community levels of service provided by vehicles are based on the types of vehicles outlined below:

- Admin vehicles– general government services
- Landfill vehicles – solid waste disposal services
- Roads vehicles – roadway and winter control services

Technical Levels of Service

The quantitative metrics that determine the technical level of service provided by the vehicles in Morris-Turnberry are going to be the analysis of reinvestment rates, asset condition and asset risk levels.

Table 32 Vehicles Technical Levels of Service

Service Attribute	Technical Metric	Current LOS
Affordable	Reinvestment Rate	2.69%
Reliability	Average Condition	60%
	Average Risk	6.57

Proposed Level of Service

Morris-Turnberry aims to ensure reliability and affordability of the vehicles through its proposal to maintain current levels of service over the next decade.

Financial Management

The annual capital requirement represents the average amount per year that the Municipality should allocate towards funding rehabilitation and replacement needs. The following graph identifies capital requirements over the next 25 years. This projection is used as it ensures that every asset has gone through one full iteration of replacement. The forecasted requirements are aggregated into 5-year bins and the trend line represents the average annual capital requirements at $381 thousand.

Figure 63 Vehicle Forecasted Capital Replacement Requirements

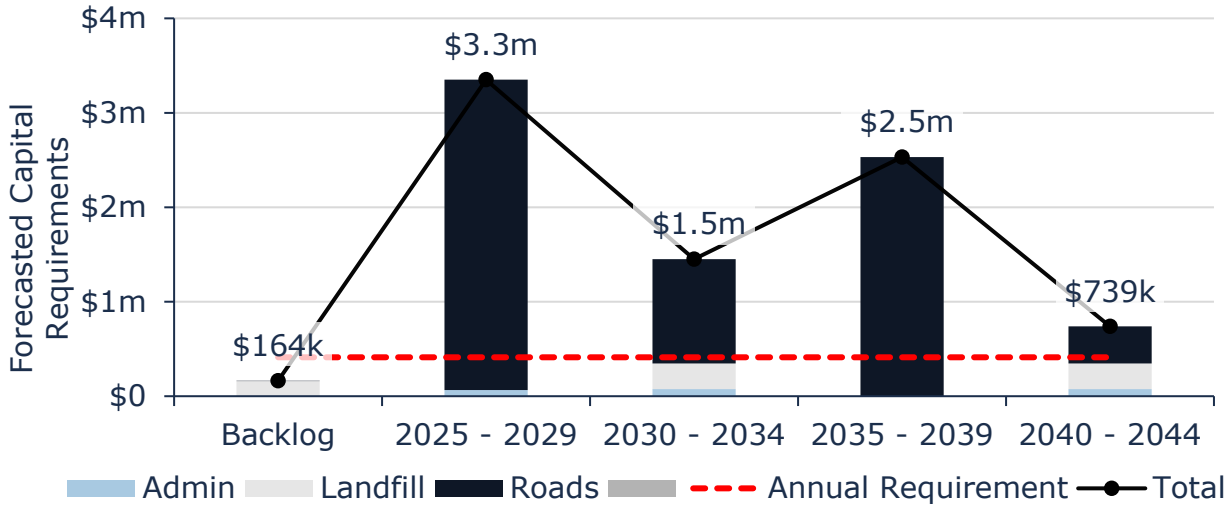


Table 33 below summarizes the projected cost of lifecycle activities (capital replacement only) that may need to be undertaken over the next 10 years to support current levels of service. These projections are generated in Citywide and rely on the data available in the asset register.

Table 33 Vehicles System-Generated 10-Year Capital Costs

Segment	Backlog	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Admin	$0	$0	$65k	$0	$0	$0	$0	$0	$0	$77k	$0
Landfill	$160k	$0	$0	$0	$0	$0	$0	$0	$0	$0	$270k
Roads	$4k	$715k	$765k	$74k	$270k	$1.5m	$20k	$83k	$85k	$767k	$150k

As no assessed condition data was available for the vehicles, only age was used to determine forthcoming replacement needs. These projections can be different from actual capital forecasts. Consistent data updates, especially condition, will improve the alignment between the system-generated expenditure requirements, and the Municipality's capital expenditure forecasts.

The table below summarizes the projected significant operating costs to be undertaken over the next 10 years to support the current levels of service. These costs are taken from the Municipality's 2025 budget and are expected to be funded by property taxation.

Table 34 Vehicles– 10-Year Significant Operating Costs

Segment	Description	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Vehicles	Fuel	125k	125k	125k	125k	125k	125k	125k	125k	125k	125k
	Repairs & Maintenance	225k	225k	225k	225k	225k	225k	225k	225k	225k	225k

Appendix G: Equipment

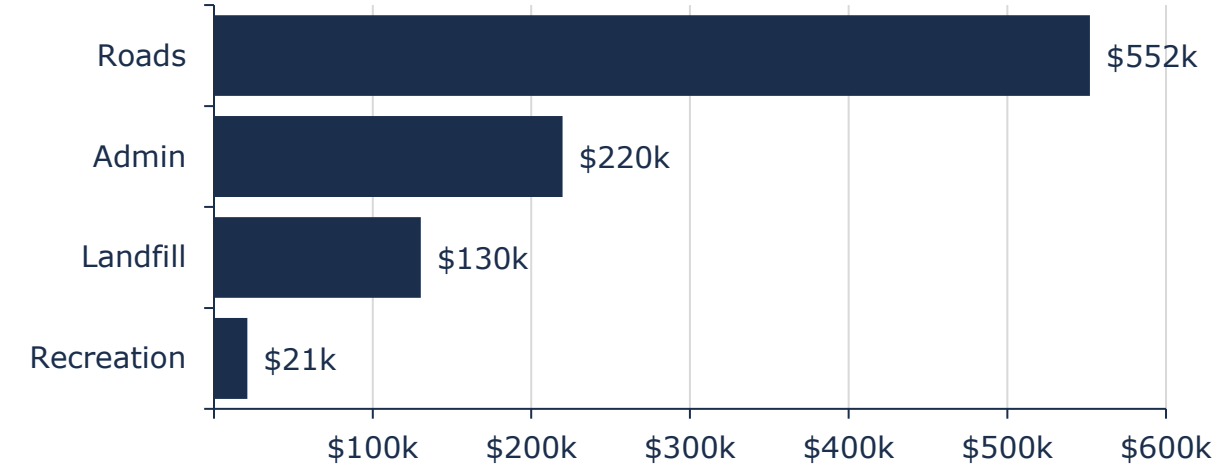
To maintain the quality stewardship of Morris-Turnberry's infrastructure and support the delivery of services, municipal staff own and employ various types of equipment. This includes:

- Computers, furniture and phone systems to support all municipal services
- Roads equipment to support roadway maintenance
- Landfill equipment to support solid waste disposal management

Inventory & Valuation

The graph below displays the total replacement cost of each asset segment in the Morris-Turnberry's equipment inventory.

Figure 64 Equipment Replacement Costs

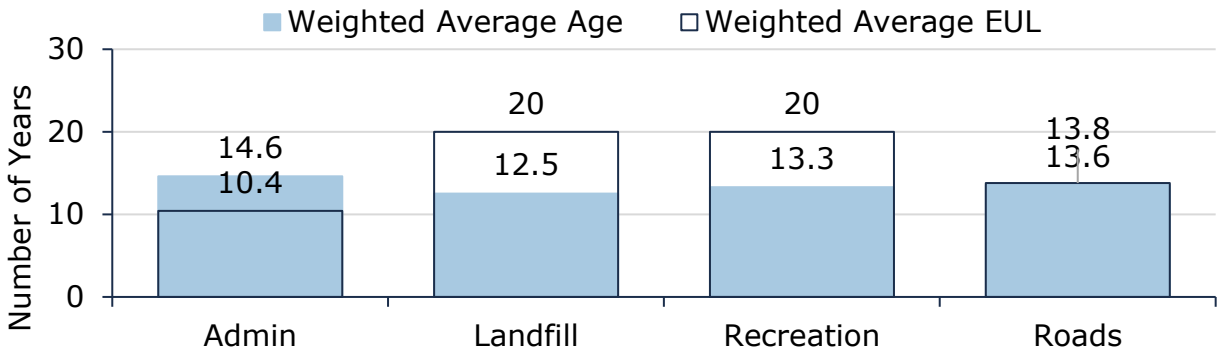


Each asset's replacement cost should be reviewed periodically to determine whether adjustments are needed to more accurate represent capital requirements.

Asset Condition & Age

The graph below identifies the average age and the estimated useful life for each asset segment. The values are weighted based on replacement cost.

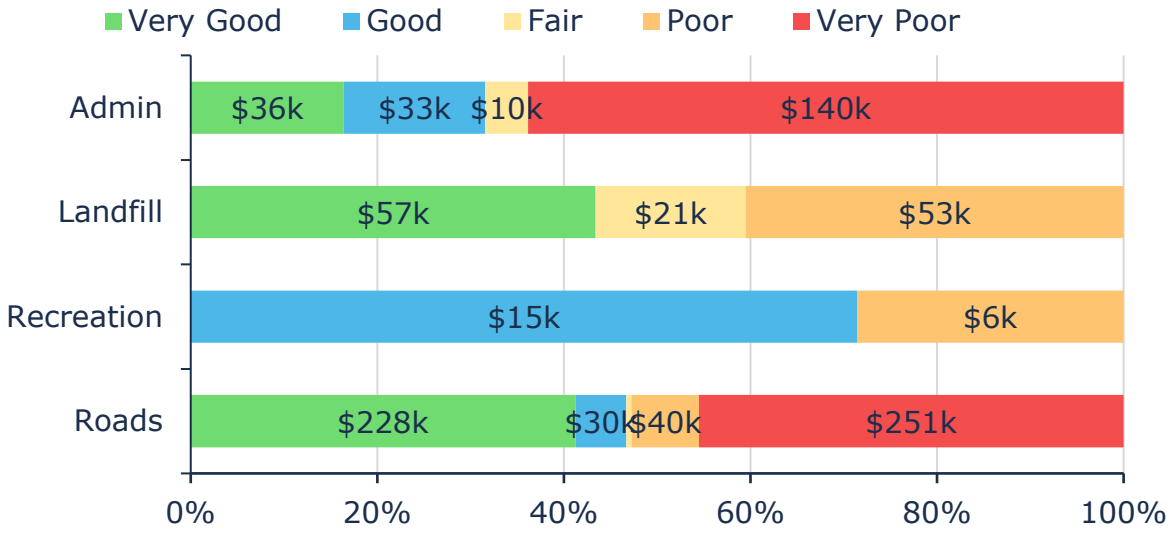
Figure 65 Equipment Average Age vs Average EUL



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

The graph below visually illustrates the average condition for each asset segment on a very good to very poor scale.

Figure 66 Equipment Condition Breakdown



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

Current Approach to Condition Assessment

Accurate and reliable condition data allows staff to determine the remaining service life of assets and identify the most cost-effective approach to managing assets. The current approach is varied because of the broad range of types of equipment included in this category.

Lifecycle Management Strategy

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

Figure 67 Equipment Current Lifecycle Strategy

Maintenance / Rehabilitation / Replacement

- Similar to condition it is equipment type and department dependant

Risk & Criticality

The risk breakdown provides a visual representation of the risk score for the assets within this asset category based on available inventory data. See Appendix I: Risk Rating Criteria for the criteria used to determine the risk rating of each asset.

This is a high-level model that has been developed based on information currently available and should be reviewed and adjusted to reflect an evolving understanding of both the probability and consequences of asset failure.

Figure 68 Equipment Risk Breakdown

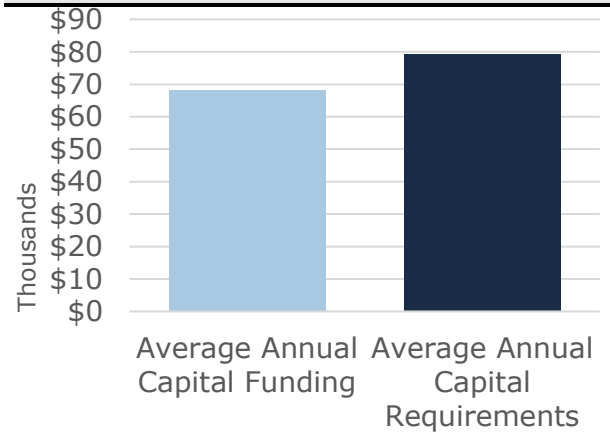
1 - 4	5 - 7	8 - 9	10 - 14	15 - 25
Very Low	**Low**	**Moderate**	**High**	**Very High**
$414,909	$33,901	$201,101	$273,313	-
(45%)	(4%)	(22%)	(30%)	(0%)

Current Levels of Service

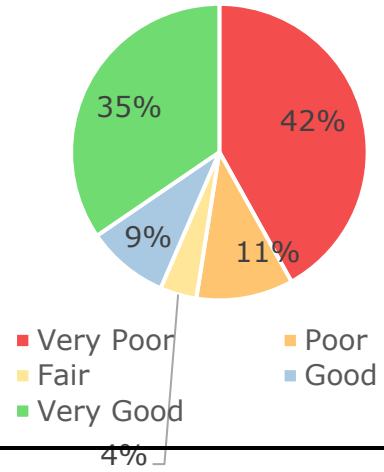
By comparing the cost, performance (average condition) and risk year-over-year, Morris-Turnberry will be able to evaluate how their services/assets are trending. The Municipality will use this data to set a target level of service and determine proposed levels for the regulation by 2025.

Figure 69 Equipment Strategic Levels of Service

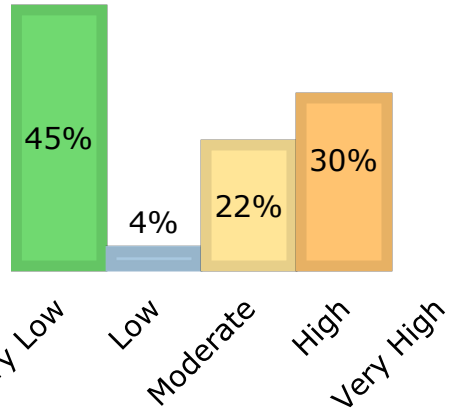
Target vs Actual Reinvestment Rate



Performance (Average Condition)



Risk Breakdown



Community Levels of Service

The qualitative descriptions that determine the community levels of service provided by equipment utilized in the municipality are based on the general types outlined below:

- Computers, furniture and phone systems to support all municipal services
- Roads equipment to support roadway maintenance
- Landfill equipment to support solid waste disposal management

Technical Levels of Service

The quantitative metrics that determine the technical level of service provided by equipment utilized in Morris-Turnberry are going to be the analysis of reinvestment rates, asset performance (condition breakdown) and asset risk levels.

Table 35 Equipment Technical Levels of Service

Service Attribute	Technical Metric	Current LOS
Affordable	Reinvestment Rate	7.4%
Reliability	Average Condition	46% (Fair)
	Average Risk	8.27

Proposed Levels of Service

Morris-Turnberry aims to ensure reliability and affordability of the equipment through its proposal to maintain current levels of service over the next decade.

Financial Management

The following graph identifies capital requirements over the next 25 years. This projection is used as it ensures that every asset has gone through one full iteration of replacement. The forecasted requirements are aggregated into 5-year bins and the trend line represents the average annual capital requirements at $72 thousand.

Figure 70 Equipment Forecasted Capital Replacement Requirements

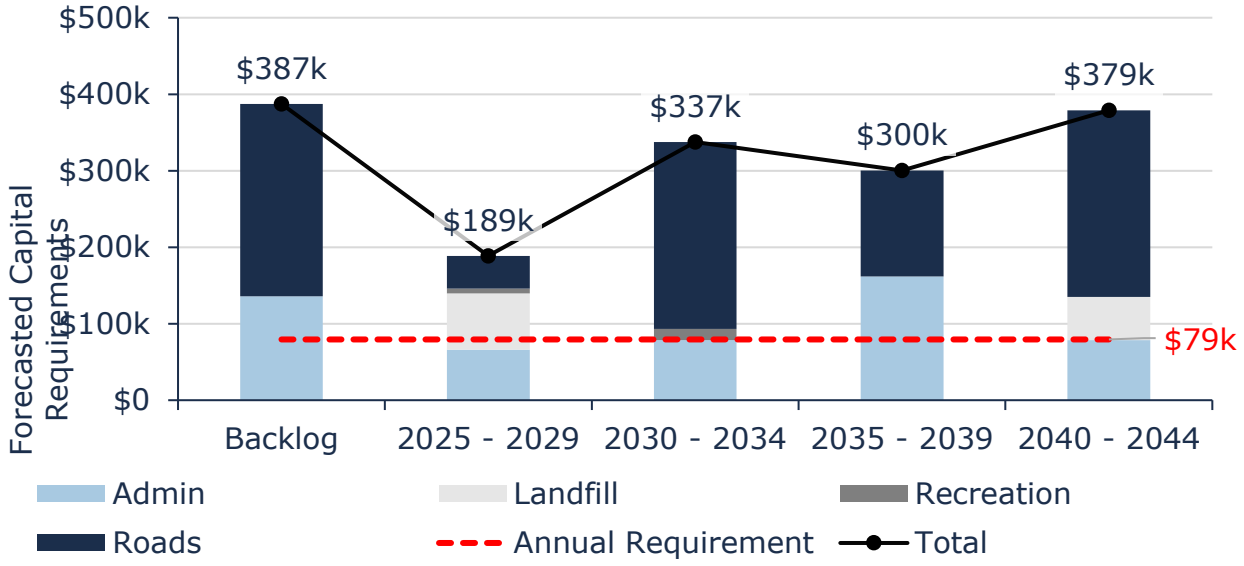


Table 35 below summarizes the projected cost of lifecycle activities (capital replacement only) that may need to be undertaken over the next 10 years to support current levels of service. These projections are generated in Citywide and rely on the data available in the asset register.

Table 36 Equipment System-Generated 10-Year Capital Costs

Segment	Backlog	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Admin	$136k	$4k	$6k	$7k	$14k	$35k	$40k	$12k	$8k	$14k	$4k
Landfill	$0	$0	$53k	$18k	$3k	-	-	-	-	-	-
Recreation	$0	$0	$6k	-	-	-	-	-	-	-	$15k
Roads	$251k	$0	$43k	-	-	-	$13k	$3k	$98k	$130k	-

As no assessed condition data was available for the equipment, only age was used to determine forthcoming replacement needs. These projections can be different from actual capital forecasts. Consistent data updates, especially condition, will improve the alignment between the system-generated expenditure requirements, and the Municipality's capital expenditure forecasts.

The significant operating costs related to equipment are combined with the significant operating costs within *Appendix E: Land & Buildings* and *Appendix F: Vehicles* and are expected to be funded by property taxation.

Appendix H: Condition Assessment Guidelines

The foundation of good asset management practice is accurate and reliable data on the current condition of infrastructure. Assessing the condition of an asset at a single point in time allows staff to have a better understanding of the probability of asset failure due to deteriorating condition.

Condition data is vital to the development of data-driven asset management strategies. Without accurate and reliable asset data, there may be little confidence in asset management decision-making which can lead to premature asset failure, service disruption and suboptimal investment strategies. To prevent these outcomes, the Municipality's condition assessment strategy should outline several key considerations, including:

- The role of asset condition data in decision-making
- Guidelines for the collection of asset condition data
- A schedule for how regularly asset condition data should be collected

Role of Asset Condition Data

The goal of collecting asset condition data is to ensure that data is available to inform maintenance and renewal programs required to meet the desired level of service. Accurate and reliable condition data allows municipal staff to determine the remaining service life of assets, and identify the most cost-effective approach to deterioration, whether it involves extending the life of the asset through remedial efforts or determining that replacement is required to avoid asset failure.

In addition to the optimization of lifecycle management strategies, asset condition data also impacts the Municipality's risk management and financial strategies. Assessed condition is a key variable in the determination of an asset's probability of failure. With a strong understanding of the probability of failure across the entire asset portfolio, the Municipality can develop strategies to mitigate both the probability and consequences of asset failure and service disruption. Furthermore, with condition-based determinations of future capital expenditures, the Municipality can develop long-term financial strategies with higher accuracy and reliability.

Guidelines for Condition Assessment

Whether completed by external consultants or internal staff, condition assessments should be completed in a structured and repeatable fashion, according to consistent and objective assessment criteria. Without proper guidelines for the completion of condition assessments there can be little confidence in the validity of condition data and asset management strategies based on this data.

Condition assessments must include a quantitative or qualitative assessment of the current condition of the asset, collected according to specified condition rating criteria, in a format that can be used for asset management decision-making. As a result, it is important that staff adequately define the condition rating criteria that

should be used and the assets that require a discrete condition rating. When engaging with external consultants to complete condition assessments, it is critical that these details are communicated as part of the contractual terms of the project.

There are many options available to the Municipality to complete condition assessments. In some cases, external consultants may need to be engaged to complete detailed technical assessments of infrastructure. In other cases, internal staff may have sufficient expertise or training to complete condition assessments.

Developing a Condition Assessment Schedule

Condition assessments and general data collection can be both time-consuming and resource intensive. It is not necessarily an effective strategy to collect assessed condition data across the entire asset inventory. Instead, the Municipality should prioritize the collection of assessed condition data based on the anticipated value of this data in decision-making. The International Infrastructure Management Manual (IIMM) identifies four key criteria to consider when making this determination:

- Relevance: every data item must have a direct influence on the output that is required
- Appropriateness: the volume of data and the frequency of updating should align with the stage in the assets life and the service being provided
- Reliability: the data should be sufficiently accurate, have sufficient spatial coverage and be appropriately complete and current
- Affordability: the data should be affordable to collect and maintain

Appendix I: Risk Rating Criteria

Risk Definitions

Risk	Integrating a risk management framework into your asset management program requires the translation of risk potential into a quantifiable format. This will allow you to compare and analyze individual assets across your entire asset portfolio. Asset risk is typically defined using the following formula: **Risk = Probability of Failure (POF) x Consequence of Failure (COF)**
Probability of Failure (POF)	The probability of failure relates to the likelihood that an asset will fail at a given time. The current physical condition and service life remaining are two commonly used risk parameters in determining this likelihood.
POF - Structural	The likelihood of asset failure due to aspects of an asset such as load carrying capacity, condition or breaks
POF - Functional	The likelihood of asset failure due to its performance
POF - Range	**1 - Rare 2 - Unlikely 3 - Possible 4 - Likely 5 - Almost Certain**
Consequences of Failure (COF)	The consequence of failure describes the overall effect that an asset's failure will have on an organization's asset management goals. Consequences of failure can range from non-eventful to impactful: a small diameter water main break in a subdivision may cause several rate payers to be without water service for a short time. However, a larger trunk water main may break outside a hospital, leading to significantly higher consequences.
COF - Financial	The monetary consequences of asset failure for the organization and its customers
COF - Social	The consequences of asset failure on the social dimensions of the community
COF - Environmental	The consequence of asset failure on an asset's surrounding environment
COF - Operational	The consequence of asset failure on the Town's day-to-day operations
COF - Health & safety	The consequence of asset failure on the health and well-being of the community
COF - Economic	The consequence of asset failure on strategic planning
COF - Range	**1 - Insignificant 2 - Minor 3 - Moderate 4 - Major 5 - Severe**

Risk Frameworks

Risk Criteria	Criteria	Weighting (%)	Sub-Criteria	Weighting (%)	Value/Range	Score
COF	Economic	20%	Capacity Restrictions	100%	No Yes	1 - Insignificant 4 - Major
	Financial	50%	Replacement Cost	100%	0 - 10,000 10,000 - 50,000 50,000 - 250,000 250,000 - 1,000,000 >1,000,000	1 - Insignificant 2 - Minor 3 - Moderate 4 - Major 5 - Severe
	Reputational	20%	Condition	100%	90 - 100 70 - 89 40 - 69 10 - 39 0 - 9	1 - Insignificant 2 - Minor 3 - Moderate 4 - Major 5 - Severe
	Health & safety	10%	Construction Considerations	100%	No Yes	1 - Insignificant 4 - Major
POF	Structural	50%	Condition	100%	90 - 100 70 - 89 40 - 69 10 - 39 0 - 9	1 - Rare 2 - Unlikely 3 - Possible 4 - Likely 5 - Almost Certain
	Functional	50%	Service Life Remaining	100%	> 40 % 30 - 40 % 20 - 30 % 10 - 20 % < 10 %	1 - Rare 2 - Unlikely 3 - Possible 4 - Likely 5 - Almost Certain

MUNICIPALITY OF MORRIS-TURNBERRY
REPORT TO COUNCIL

TO: Mayor and Council
PREPARED BY: Mike Alcock, Director of Public Works
DATE: July 22, 2025
SUBJECT: 2025 Contract for Hot Mix Paving on Queen Street, McKinnon Drive and Black Line in the Bluevale Area – MT 25-114

RECOMMENDATION
That the Council of the Municipality of Morris-Turnberry accept the tender of Lavis Contracting Company Ltd for Contract MT 25-114 Hot Mix Paving for the estimated value of $131,346.25 (based on estimated quantities and excluding HST and contingency) and authorize the Mayor and CAO / Clerk to execute the tender and all other required documents.

Moved by
Seconded by

THAT the Council of the Municipality of Morris-Turnberry

BACKGROUND
The Council of the Municipality of Morris-Turnberry included $115,000 in the approved 2025 budget for asphalt paving on McKinnon Drive, Queen Street and Black Line in the Bluevale area of Morris-Turnberry.

Since the time of budgeting for this project the price of Asphalt Cement has increased by 20%, contributing to most of the projected shortfall with this project.

The tender closed at 12:00 Noon on July 17th, 2025, at the Municipality of Morris-Turnberry office. Nine contractors picked up tenders and 4 submitted completed tender forms for the Tender.

The scope of work includes paving Black Line, McKinnon Drive and Queen Street.

COMMENTS
Tenders were open in the presence of Municipality of Morris-Turnberry Staff and 2 representatives from the Contractors.

The following table summarizes the tender prices received July 17th, 2025:

	Contractor	Total Tender Price	Over / (Under) Low Bid
1	Lavis Contracting Company Ltd.	$131,346.25	$0.00
2	2618018 Ontario Inc. (DROCK Paving)	$153,495.50	$22,149.25
3	Armstrong Paving and Materials Group Ltd.	$155,533.15	$24,186.90
4	IPAC Paving Limited	$164,995.00	$33,648.75
	Budget Estimate	$115, 000.00	($16,346.25)

Above prices do not include HST or Contingency

Lavis Contracting Company Ltd. has completed paving projects in the past for the Municipality of Morris-Turnberry.

ATTACHMENTS
"None"

BUDGET
The Municipality of Morris-Turnberry included $115,000 for this paving project in the Approved 2025 Budget.

This project is expected to be completed for approximately $133,657.94 including the effective rate of HST (1.76%).

The tender result led to approximately $16,500 shortfall (including the effective rate of HST). This shortfall is mostly due to the 20% increase in cost for asphalt cement from the time of Budget creation until now.

The small shortfall realized from this project can be absorbed through efficiencies in the Public Works Budget or through the roads reserve at the end of the year.

Respectfully submitted,

_____
Mike Alcock,
Director of Public Works

MUNICIPALITY OF MORRIS-TURNBERRY
REPORT TO COUNCIL

TO: Mayor and Council
PREPARED BY: Kim Johnston, Deputy Clerk
DATE: July 22, 2025
SUBJECT: 2026 Election Service Provider

RECOMMENDATION

That Council directs staff to return with a by-law to secure the services of Simply Voting for internet/telephone voting for the 2026 municipal and school board election.

BACKGROUND

On April 8, 2025, Council adopted By-law 21-2025, being a by-law to authorize internet and telephone voting as the alternative voting method for the 2026 municipal election.

The Huron County Elections Working Group worked on a Joint Request for Proposal for the election service providers. The Working group received two RFPs, one from Simply Voting and one from Sequent.

A listing of the Joint Call for Proposals is attached.

After a discussion with the HC Election working group, it was the consensus of all member municipalities that Simply Voting was the top choice, based on the requirements of the group, and past experiences.

In addition, they offered a discount for group participation. As such, each municipality will be making a recommendation to their respective Council to secure the services of Simply Voting for the 2026 municipal election.

OTHERS CONSULTED

Trevor Hallam, CAO/Clerk
Huron County Election Working Group

Respectfully submitted,

Kim Johnston,
Deputy Clerk

HURON COUNTY ELECTION WORKING GROUP
2026 ELECTION
JOINT CALL FOR PROPOSAL
RESULTS SUMMARY

MUNICIPALITY		VENDOR - SIMPLY VOTING				VENDOR - SEQUENT				
Municipality	Electors	Price	VOTE TOTAL (Excluding HST)	VIL Printing (.30/ea)	TOTAL	Price	VOTE TOTAL (Excluding HST)	VIL Printing (.40/ea)	TOTAL	Difference
ACW	5860	1.75	$ 10,255.00	$ 1,758.00	$ 12,013.00	0.9	$ 5,274.00	$ 2,344.00	$ 7,618.00	$ 4,395.00
Bluewater	8913	1.75	$ 15,597.75	$ 2,673.90	$ 18,271.65	0.9	$ 8,021.70	$ 3,565.20	$ 11,586.90	$ 6,684.75
Central Huron	6863	1.75	$ 12,010.25	$ 2,058.90	$ 14,069.15	0.9	$ 6,176.70	$ 2,745.20	$ 8,921.90	$ 5,147.25
Goderich	6559	1.75	$ 11,478.25	$ 1,967.70	$ 13,445.95	0.9	$ 5,903.10	$ 2,623.60	$ 8,526.70	$ 4,919.25
Howick	3040	Flat 9,500	$ 9,500.00	$ 912.00	$ 10,412.00	Flat 3000	$ 3,000.00	$ 1,216.00	$ 4,216.00	$ 6,196.00
Huron East	7572	1.75	$ 13,251.00	$ 2,271.60	$ 15,522.60	0.9	$ 6,814.80	$ 3,028.80	$ 9,843.60	$ 5,679.00
Morris-Turnberry	2959	Flat 9,500	$ 9,500.00	$ 887.70	$ 10,387.70	Flat 3000	$ 3,000.00	$ 1,183.60	$ 4,183.60	$ 6,204.10
North Huron	4016	Flat 9,500	$ 9,500.00	$ 1,204.80	$ 10,704.80	0.9	$ 3,614.40	$ 1,606.40	$ 5,220.80	$ 5,484.00
South Huron	8200	1.75	$ 14,350.00	$ 2,460.00	$ 16,810.00	0.9	$ 7,380.00	$ 3,280.00	$ 10,660.00	$ 6,150.00
		Price does not include postage or HST				Price does not include postage or HST				
		Printing & Mailing Executed by Taylor-Demers								

MUNICIPALITY OF MORRIS-TURNBERRY
REPORT TO COUNCIL

TO: Mayor and Council
PREPARED BY: Kim Johnston, Deputy Clerk
DATE: July 22, 2025
SUBJECT: WSIB Health and Safety Excellence Program Update

RECOMMENDATION

That Council review the attached policies to be added to the Municipal Health and Safety manual:

1. Hazard Identification
2. Risk Assessments
3. Return to Work Roles and Responsibilities
4. Return to Work Program Requirements, Tools and Forms
5. Return to Work Accommodations,

and direct staff to return them with a by-law for consideration at the next meeting of the Council.

BACKGROUND

The WSIB Health and Safety Excellence Program was brought to the attention of Council at the July 19, 2022, council meeting.

WSIB launched its Health and Safety Excellence Program (Excellence Program) in January 2020. Moreover, the program promises to change the way businesses perceive Occupational Health and Safety (OHS) in Ontario. Going forward, businesses in Ontario need not perceive workplace health and safety as a cost. In fact, with the new Health and Safety Excellence Program, health and safety becomes an investment.

The program will provide Ontario employers with rebates on their WSIB premium based on completion of program requirements.

The Health and Safety Excellence program is to provide a clear roadmap to improve workplace health and safety and receive rebates and recognition for the efforts.

COMMENTS

Thus far, the Municipality of Morris-Turnberry has completed ten(10) topics under the Health and Safety Excellence program. The topics that Morris-Turnberry completed were:

- Leadership, Commitment, Roles, and Responsibilities,
- Health and Safety Communication,
- Health and Safety Participation,
- Injury, illness and Incident reporting,
- Incident investigation and analysis, and
- First aid.
- Workplace Inspections,
- Control of Hazards – Basics
- Hazard Reporting

For each new policy introduced, the Municipality has received a direct payment of **$1,000**. In addition to this, an **extra $1,000** has been awarded per policy as a **double rebate incentive**, bringing the total contribution per policy to **$2,000**.

To date, the Municipality has received a total of **$20,000** through the WSIB Excellence Program.

This funding reflects the Municipality's commitment to Health and Safety in the workplace.

A report went to the Municipal Joint Health and Safety committee to receive recommendations on topics to be completed in 2025.

The JHSC reviewed the following policies at their June 25, 2025 meeting:

1. Hazard Identification
2. Risk Assessments
3. Return to Work Roles and Responsibilities
4. Return to Work Program Requirements, Tools and Forms
5. Return to Work Accommodations,

and wish to proceed with the next cycle of the WSIB's Excellence Program.

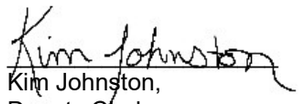
The appendices associated with the policies mentioned above have been omitted due to their size. However, they are available upon request.

The above topics shall be passed by by-law to be included in the Municipality of Morris-Turnberry Health and safety manual.

OTHERS CONSULTED

Trevor Hallam, CAO/Clerk
Joint Health and Safety Committee

Respectfully submitted,



Kim Johnston,
Deputy Clerk

HAZARD IDENTIFICATION	
Date of Issue:	**Review Date:** Annually
Written by: Kim Johnston	**Date:**
Reviewed by: Joint Health and Safety Committee	**Date:**
Approved by: Trevor Hallam, CAO/Clerk	**Date:**

Purpose:

The first step in the risk assessment process is to identify workplace hazards that have the potential to cause harm. Before your business can effectively reduce the risk from workplace hazards, you need to know what they are. Hazards come in many forms: chemical, physical, biological, musculoskeletal, safety and psychological.

31.1. Objectives:

31.1.1. **Proactively Identify Workplace Hazards**
To systematically identify potential hazards (physical, chemical, biological, Musculoskeletal, Psychosocial, or Safety) that may cause harm to employees, contractors, visitors, or the environment.

31.1.2. **Ensure Compliance with Legal and Regulatory Requirements**
To comply with occupational health and safety laws, regulations, and relevant standards by maintaining a robust hazard identification process.

31.1.3. **Reduce the Risk of Incidents and Accidents**
To prevent injuries, illnesses, property damage, and environmental harm by eliminating or controlling hazards before they result in adverse outcomes.

31.1.4. **Promote a Safe and Healthy Workplace Culture**
To encourage employee involvement in hazard reporting and foster a safety-first mindset throughout the organization.

31.1.5. **Facilitate Continuous Improvement in Health and Safety**
To regularly review, analyze, and update hazard identification practices based on incident trends, audits, inspections, and employee feedback.

31.1.6. **Support Effective Risk Assessment and Control Measures**
To provide accurate and timely hazard information that supports effective risk assessments and the implementation of appropriate control measures

31.2. SCOPE:

31.2.1. This procedure focuses on creating a process for identifying hazards and creating a list/registry of all the hazards within your workplace that could hurt someone.

HAZARD IDENTIFICATION	
Date of Issue:	**Review Date:** Annually
Written by: Kim Johnston	**Date:**
Reviewed by: Joint Health and Safety Committee	**Date:**
Approved by: Trevor Hallam, CAO/Clerk	**Date:**

31.3. DEFINITIONS

Control – Measures taken to mitigate the severity or likelihood of a hazard causing harm

Hazard – A hazard is anything (e.g., chemicals, moving vehicles, etc.) that can hurt workers (injury), make them sick (illness) or cause property damage.

Hazard Management Tool - A step- by- step approach to recognize hazards, assess risk, control hazards and monitor the ongoing effectiveness of controls

List/Registry - Inventory of identified hazards applicable to the workplace and work functions--typically a table that includes the identification of hazards and, as part of the risk management process, assessment of risk level, and identify controls to mitigate the risk

Risk – Combination of the severity and likelihood of harm

Risk Rating – Degree of risk

Workplace – means any land, premises, location or thing at, upon, in or near which a worker works.

31.4. ROLES AND RESPONSIBILITIES

31.4.1. Hazard Identification

31.4.1.1. Employer/Senior Management Responsibilities

- Develop, maintain and review a hazard identification procedure and reporting documents at least annually
- Ensure a standardized format is used for recording the findings of the hazards (for example: list/registry/Hazard Management Tool)
- Review list/registry/hazard management tool being developed and submitted, in order to determine and or approve necessary control actions arising from the hazard identification process
- Determine resources (time and personnel) required for the implementation of the hazard identification procedure (completion, adjustment and review of list/registry/hazard management tool)

- Identify the training that those with responsibility for hazard identification will receive
- Designate competent staff to monitor the list/registry/hazard management tool and ensure:
  a) annual review
  b) when new work activities or equipment are introduced in the workplace
  c) when there are changes to or in the workplace and when a new or uncontrolled hazard is identified
  d) following root cause analysis investigations

31.4.1.2. Supervisor Responsibilities

- Review list/registry/hazard management tool to ensure relevant hazards (chemical, physical, biological, musculoskeletal, safety and psychological) in area have been captured
- Seek input and feedback from workers regarding the list/ registry/hazard management tool
- Communicate the hazard identification list/ registry/hazard management tool to workers to ensure awareness of process and inventory (include updated results)
- Ensure results of hazard identification process are considered and hazard control recommendations are followed

31.4.1.3. Worker's Responsibilities

- Report hazards to the supervisor and employer
- Contribute to hazard identification process as required

31.4.1.4. Joint Health and Safety Committee's Responsibilities

- Worker representatives (or worker members) are informed, consulted, and given the opportunity to participate in the hazard identification process
- Conduct an annual review of the list/registry/Hazard Management Tool, plus when new work activities or equipment are introduced in the workplace, when there are changes to or in the workplace and

when a new or uncontrolled hazard is identified, and following workplace incident investigations

- Support the hazard identification process as required

31.5. PROCEDURES AND GUIDELINES

31.5.1. Use a standardized format for hazard identification through the Hazard Management tool (Appendix A of this policy)which addresses source considerations:

- hazards posed by workplace activities and the work environment
- hazards posed by people, equipment, materials, environment, and processes
- hazards involved in routine and non-routine activities (e.g., maintenance or repair)
- hazards that affect any person in the workplace (e.g., employees, customers, contractors, visitors, etc.)
- hazards that affect employees who may work at locations not under the control of the business but are considered a workplace
- the design and layout of the work area, installations, machinery, equipment, processes, related procedures or controls
- hazards that may result from human interaction within the workplace (e.g., violence or harassment)
- hazards associated with the start-up, use and operation of, maintenance, and set-up and shutdown conditions of machinery, equipment or processes
- hazards identified through available workplace records, including past incident or near-miss/Hazard reports and workplace inspection reports

31.5.2. Procedures with using the Hazard Management Tool

31.5.2.1. Step 1 – RECOGNIZE HAZARDS (Columns A, B, C)

Column A – What activity can cause injury or illness?

Identify what job titles, work activities, and work areas to assess. Remember to think about tasks that may be performed in normal and abnormal or emergency situations.

Column B – What hazard groups (categories) can cause injury or illness?

A hazard is anything (e.g., chemicals, moving vehicles, etc.) that can hurt workers (injury), make them sick (illness) or cause property damage. Hazards can be grouped as:

- Physical
- Chemical
- Biological
- Musculoskeletal
- Psychosocial
- Safety

The following factors contribute to creating hazards:

- People (training, coaching, communication, education, hygiene practices, etc.)
- Equipment (protective equipment, repair and maintenance, adequate clearance)
- Materials (correct use, adequate supply, repair and maintenance, proper storage)
- Environment (noise, temperature, air quality, lighting, physical layout and structure, housekeeping)
- Process (work design, flow, reporting requirements, work practices, policies and procedures)

Review the following workplace information to help identify hazards in your workplace:

- Worker comments, feedback and reports of concerns
- Workplace inspection records
- Incident investigation reports, First Aid reports
- Supervisor's inspection reports and shift notes
- Safety Data Sheets (SDS)
- Hazard alerts or bulletins
- Regulations, technical standards and codes (e.g. building code, fire code)

- Industry best practices
- Manufacturer's instructions and specifications
- Established occupational exposure limits
- Human resources related data such as absentee records and turnover rates.

You may need to consult with a health and safety expert where specialized expertise is needed. It may be necessary to take measurements or samples to determine if a hazard is within recommended limits.

Column C – What potential hazards can cause the worker injury or illness?

Identify what potential hazards can cause injury or illness to the workers if exposed to each hazard. For example: exposure to chemicals; fall from heights or ladders; coming into contact with moving parts of machinery; exposure to noise; exposure to heat/cold extremes; exposure to situations where harassment and violence may occur.

RECOGNIZE		
A **What activity can cause injury or illness?** List: • Job Titles • Work Activities	**B** **What hazard groups (categories) can cause injury or illness?** Consider: • Physical • Chemical • Biological • Musculoskeletal Disorders (MSD) • Psychosocial • Safety	**C** **What potential hazards can cause the worker injury or illness?** Consider: Potential/actual exposures to hazards under each hazard group identified in column B.
Service Bay Technicians 1. Working with chemicals 2. Working with hand tools 3. Working with compressed air 4. Pedestrian activities in parking lot 5. Interaction with other workers and customers	Hazard Groups present 1. **Chemical** hazards present 2. **MSD** hazards present 3. **Safety** hazards present 4. **Physical** hazards present 5. **Psychosocial** hazards present	1. **Chemical:** Automotive lubricants, degreasers and parts cleaners. 2. **MSD:** Pushing, pulling, lifting, bending, awkward body positions, grasping parts and tools. 3. **Safety:** Exposure to compressed air. 4. **Physical:** Potential contact with moving vehicles while walking in parking lot to retrieve customer vehicles. 5. **Psychosocial:** Interactions with coworkers, supervisors and customers.

31.5.2.2. **Step 2 Assess Hazards** – refer to Risk Assessment Procedure, if required.

31.5.2.3. **Step 3 Control Hazards –** outline what is currently in place to address the hazard.

31.5.2.4. **Step 4 Evaluate effectiveness of the controls.**

31.6. COMMUNICATION AND TRAINING

31.6.1. Employer/ senior management will communicate this standard to all employees/new hires and their responsibility to identify workplace hazards.

31.6.2. People with responsibility for hazard identification will be trained on organizational hazard identification procedures, such as RACE and the Hazard Management tool.

31.6.3. All training and communication records including names and signatures will be kept on file.

31.7. RELATED FORMS AND DOCUMENTATION

31.7.1. Internal

- Workplace Inspections
- Hazard Reports
- Risk Assessment
- Hazard Control- Basics
- Management review inputs
- Health and Safety Objectives
- Internal Audit Results

APPENDIX A – PSHSA Hazard Management Tool

31.7.2. External

- Legislative requirement(s)
- WSIB Provincial Stats
- MLITSD Campaign Plans & Results

HAZARD IDENTIFICATION	
Date of Issue:	**Review Date:** Annually
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31.8. EVALUATION AND REVISION HISTORY

31.8.1. An annual review of the Hazard Identification standard will be performed to determine effectiveness.

Documented evidence of evaluation to include but is not limited to:

- Documented review of the hazard registry/list/hazard management tool
- Documented review of completed Hazard Identification forms
- Summary of identified hazards (chemical, physical, biological, musculoskeletal, safety and psychological) and corrections achieved
- Communication methods and respective outcome

31.9. IMPROVEMENT & ACKNOWLEDGMENT

31.9.1. Appropriate information gathered through the formal evaluation process will be used to improve the Hazard Identification program.

31.9.2. Positive recognition for people identifying hazards

31.9.3. All staff, including the JHSC will be acknowledged for their contribution to the Hazard Identification Procedure through newsletter, Board Report, e-mails, memos etc.

31.9.4. Add any new hazards identified into next year's Excellence Program's Action Plan

CHANGES TRACKING	
DETAILS OF CHANGES	**DATE CHANGED**

RISK ASSESSMENT	
Date of Issue:	**Review Date:** Annually
Written by: Kim Johnston	**Date:**
Reviewed by: Joint Health and Safety Committee	**Date:**
Approved by: Trevor Hallam, CAO/Clerk	**Date:**

Purpose:

To develop and implement a risk assessment process. This process will prioritize risk based on the nature of the hazards and level of risk of the routine and non-routine operations within the organization.

32.1. Objectives:

32.1.1. The risk assessment processes will:

- Assign roles and responsibilities for the individual(s) directly responsible for conducting risk assessments
- Identify the core competencies and training required by the individual(s) directly responsible for conducting risk assessments
- Ensure risk assessments are completed proactively before performing any task(s) related to the operations and/or activity; and before the introduction, start-up or use of new equipment, material, substance or process
- Ensure risk assessments are completed when there is a change to existing equipment, material, chemical or process; and when there is a change to the occupational health and safety management system that may affect workplace operations and/or activities
- Ensure contributing factors that may cause a low-priority risk to become a high-priority risk are taken into consideration (i.e. working outside cutting grass may normally be a low priority risk, but when thunderstorms are present the risk may rise to high priority)
- Ensure a review of related job factors as well as personal factors which may contribute to risks
- Identify which hazards present the highest risk and prioritize what to work on first (i.e. starting with high-risk hazards, and working down to low-risk hazards)

32.2. SCOPE:

32.2.1. The procedure covers all documentation related to the assessment of risk, including, but not limited to, the development and implementation of a risk assessment process. The risk assessment process is intended to help prioritize risks based on the nature of the hazards and level of risk for each of the routine and non-routine activities within the business or operation.

RISK ASSESSMENT	
Date of Issue:	**Review Date:** Annually
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32.3. DEFINITIONS

Control - Measures taken to mitigate the severity or likelihood of a hazard causing harm

Hazard - A hazard is anything (e.g., chemicals, moving vehicles, etc.) that can hurt workers (injury), make them sick (illness) or cause property damage.

List/Registry - Inventory of identified hazards applicable to the workplace and work functions--typically a table that includes the identification of hazards and, as part of the risk management process, assessment of risk level, and identify controls to mitigate the risk

Hazard Management Tool - A step- by- step approach to recognize hazards, assess risk, control hazards and monitor the ongoing effectiveness of controls
WSIB Hazard Management Tool

OHSMS – Occupational health and safety management system.

PEMEP – People, Equipment, Materials, Environment, Process.

Procedure – Standard steps or series of actions to be taken to satisfy a requirement or complete a task.

Risk – Combination of the severity and likelihood of harm

Risk Assessment – A systematic process of evaluating the potential risks (based on severity and likelihood) that may be involved in in a projected activity or undertaking.

Risk Management – A sequential process used to manage risk which includes identification of hazards, the assessment of the level of risk associated with the hazard and the required mechanism(s) to control the hazard by reducing the risk (reduce severity or reduce likelihood)

Risk Rating – Degree of risk

Workplace – means any land, premises, location or thing at, upon, in or near which a worker works.

RISK ASSESSMENT	
Date of Issue:	**Review Date:** Annually
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32.4. ROLES AND RESPONSIBILITIES

32.4.1. Employer/Senior Management Responsibilities

- Ensure risk assessments are conducted by a competent person. Identify the core competencies and training required by the individual(s) directly responsible for conducting risk assessments, such as RACE and/or the Hazard Management Tool training.
- Assign roles and responsibilities for the individual(s) directly responsible for conducting the risk assessment
- Monitor and report to the Joint Health & Safety Committee on risk assessments and action progress.
- Review and approve the risk assessment procedure and related documents annually, at minimum, or whenever there are changes
- Ensure a standardized format is used for recording the findings of the risk assessment process
- Determine resources required for the implementation of the risk assessment procedure
- Ensure that employees are kept informed of the progress and outcome of the risk assessment process for identified hazards.
- Ensure risk assessments are completed within assigned timeframes.
- Ensure a risk-based approach to work ensuring risk assessment procedures are proactively completed before performing any task(s) related to the operations and/or activity; and before the introduction, start-up or use of new equipment, material, substance or process.
- Ensure a risk-based approach ensuring that risk assessments are completed when there is a change to existing equipment, material, chemical, or process; and when there is a change to the occupational health and safety management system that may affect workplace operations and/or activities
- Ensure communication with all staff regarding the results and review of the risk assessment process as required
- Ensure requirements of this procedure are established, implemented, monitored and maintained
- Review (risk) list or risk registry being developed and submitted, in order to determine and/or approve necessary control actions arising from the risk assessment process
- Promote use of the risk assessment process and risk-based thinking

RISK ASSESSMENT	
Date of Issue:	**Review Date:** Annually
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32.4.2. Supervisor Responsibilities

- Reviewing inventory/ list to ensure relevant work/tasks in area have been assessed for risk
- Communicate risk assessment process and results to worker to ensure awareness of process and outputs (included updated results)
- Seek input and feedback from direct reports regarding risk assessment process
- Using the standardized format to record the findings of the risk assessment process (list/registry) which will take into consideration priority for action.
- Ensure risk assessment procedures are proactively completed before performing any task(s) related to the operations and/or activity; and before the introduction, start-up or use of new equipment, material, substance, or process.
- Ensure risk assessments are completed when there is a change to existing equipment, material, chemical, or process; and when there is a change to the occupational health and safety management system that may affect workplace operations and/or activities.
- Ensure results of risk assessment process are considered and hazard control recommendations are followed in all work
- Promote a risk-based approach with direct reports and ensure workers are aware of the hazards and related risks present in their workplace
- Take action if there is an immediate risk of injury or illness to ensure the area is safe.
- Complete any corrective action plans assigned and or approved by senior management, based on the review of the results of the risk assessment process

32.4.3. Worker's Responsibilities

- Identify and report hazards to immediate supervisor/ manager.
- Report any work-related accident, incident or near misses, to your Supervisor, CAO/Clerk, JHSC, or first aider.
- Participate in and contribute to risk assessment process and outputs as required
- Follow direction of supervisor

RISK ASSESSMENT	
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32.4.4. Joint Health and Safety Committee's Responsibilities

- Participate in and contribute to the risk assessment process and outputs as required
- Identify contributing factors that may cause a low-priority risk to become a high priority risk
- Include a review of related job factors as well as personal factors which may contribute to risks
- Include a way to identify which hazards present the highest risk and prioritize what to work on first
- Monitor list/registry to ensure the risk assessment process is carried out proactively and progress is being made
- Support the risk assessment process as required

32.5. PROCEDURES AND GUIDELINES

32.5.1. **Risk Assessment**

The following takes place for all risk assessment activities:

- Risk assessments are documented
- Risk assessments are updated on a regular basis
- Risk assessments take into consideration contributing factors; job related and personal factors.
- Risk assessments prioritize health and safety hazards (routine and non-routine work)
- Risk assessments prioritize risk levels, and the highest-level risks are worked on first
- Relevant documents are made readily available to affected workplace parties.
- Everyone at the workplace (or their representatives) is informed,
- Everyone at the workplace (or their representatives) is consulted.
- Everyone at the workplace (or their representatives) has the opportunity to participate in the risk assessment.

RISK ASSESSMENT	
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32.5.2. **WHEN**

Risk Assessment is to be completed:

- Proactively before performing any task(s) related to the operations and/or activity;
- Proactively before the introduction, start-up, or use of new equipment, material, substance or process
- When there is a change to existing equipment, material, chemical, or process;
- When there is a change to the occupational health and safety management system that may affect workplace operations and/or activities

32.5.3. **WHO**

Risk Assessment is to be completed by a qualified person with the following core competencies, knowledge, or training:

- Familiar with the work and associated hazards
- Familiar with/ aware of legislative requirements
- Risk assessment theory or process
- Hierarchy of controls
- Contributing factors analysis (PEMEP) or incident investigation theory
- Verification mechanism such as checklist, audits, etc. to facilitate follow up of implementation of controls.

32.5.4. **WHAT**

Risk Assessment takes the following into consideration:

- Contributing factors that may cause a low-priority risk to become a high-priority risk (such as the people (people factors), equipment, material, environment, and process (job related factors)

32.5.5. **HOW**

Risk Assessment identifies which hazards present the highest risk and these will be assigned priority through the risk registry. The highest risk hazards will be the first priority, followed by the next highest ranked hazard.

All hazards will be assessed and then identified using the High/Medium/Low rating system as defined below. All hazards are to be addressed based on the level of priority assigned through the risk assessment process (corresponding hazard rating).

- High are those with a high-risk potential. They are serious or significant hazards, and should receive high priority for immediate control, work should not continue if a High risk hazard is present.

- Medium are those with moderate risk potential and should be controlled as soon as possible and ideally after the higher priority hazards have been addressed.

- Low are those with a low potential for harm and should be controlled when appropriate and only after any higher priority hazards have been addressed.

High and Medium level hazards are typically more serious and may require special expertise or assistance to be addressed. These should be addressed by the employer or supervisor with the assistance of the Joint Health and Safety Committee. Low level hazards can typically be corrected by the identifier BUT ONLY IF it can be done in a safe and healthy manner. If this can be achieved it should done so as soon as possible (e.g. clearing an emergency exit).

Any risks which can result in imminent injury to a worker or damage to equipment requires immediate action from the employer or supervisor to put in place interim measures to protect the worker.

The organization uses their own internal form or alternate process to implement the risk assessment process (see appendix 1 for Hazard Management Tool).

32.6. COMMUNICATION AND TRAINING

32.6.1. To clearly communicate this standard with all employees. All employees must be provided with appropriate information, training, time and resources necessary to effectively participate in the risk assessment process.

32.6.2. Mechanisms to advise employees of available training programs should be developed and implemented. These mechanisms include, but are not limited to:

- Pay Stub inserts
- Tailgate sessions, staff meetings

- Posting on bulletin boards within the workplaces.

32.6.3. People with responsibility for risk assessments will be trained on organizational risk assessment procedures such as RACE (Recognition, Assessment, Control, Evaluation) and the use of the Hazard Management too.

32.6.4. All training records, including names and signatures will be kept on file.

32.7. RELATED FORMS AND DOCUMENTATION

32.7.1. Internal

- Internal health and safety standards
- Hazard identification
- Control of Hazards - Basics
- Monitoring, Measuring & Analysis
- Reviewing Health & Safety Trends
- Standard Operating Procedures
- Hazard and Risk Registry
- Internal Audit Results and Action Plans
- Hazard Reports
- Incident Reports/ Investigations

32.7.2. External

- Legislative requirements
- MLITSD Standards/Guidelines
- Manufactures recommendations
- CSA standards
- Hazard Alerts

32.8. EVALUATION AND REVISION HISTORY

32.8.1. An annual review of the standard will be performed to determine whether risk assessment processes have been implemented, monitored and maintained in accordance with the above stated program. Evidence of successful implementation will

be reviewed, such as:

- SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats)
- Surveys and Interviews with Staff

32.9. IMPROVEMENT & ACKNOWLEDGMENT

32.9.1. Appropriate information gathered through evaluation of the standard will be implemented into the ongoing improvement of the Occupational Health and Safety Management System. Acknowledgements will be made through Board Reports, e-mails, memos, presentations and tokens of appreciation.

CHANGES TRACKING	
DETAILS OF CHANGES	**DATE CHANGED**

RETURN TO WORK ROLES AND RESPONSIBILITIES	
Date of Issue: xx xx, 2025	**Review Date:** Annually
Written by: Kim Johnston	**Date:**
Reviewed by: Joint Health and Safety Committee	**Date:**
Approved by: Trevor Hallam, CAO/Clerk	**Date:**

Purpose:

The Municipality is committed to providing a safe workplace for our employees. Preventing work related illness and injury is our primary goal.

Our early return to work program strives to provide accommodation for an employee who is temporarily or permanently unable to return to their duties as a result of an occupational injury or illness. The program provides opportunities to perform the regular job with modifications or, when available, to perform alternate temporary work that meets the injured employee's functional abilities.

13.1. OBJECTIVES

13.1.1. To ensure increased awareness of disability and accommodation issues for all workers.
13.1.2. Increased awareness of disability and accommodation issues for all workers
13.1.3. Fair and consistent process for workers returning to work
13.1.4. Compliance with legislative requirements
13.1.5. Retain experienced workers and reduce turnover by reducing days lost due to absences from injuries and illnesses
13.1.6. Help reduce further injury and promotes active recovery
13.1.7. Reduced workers' compensation costs and other direct and indirect costs

13.2. SCOPE

This policy applies to all workers at all levels of the organization. The RTW will be a collaborative and outcome-based process to assess, plan, implement, co-ordinate, monitor and evaluate the options and services required to meet an individual's needs. RTW case management will include a planned and organized approach to achieving an outcome for an injured/ill employee.

13.3. DEFINITIONS

Available Work – is work that exists with the injury employer at the pre-injury worksite, or at a comparable worksite arranged by the employer

Disability - An impairment that restricts the ability to perform normal daily activities – one of which is work

Duty to Accommodate - The duty to accommodate means that sometimes it is necessary to treat someone differently in order to be fair. For example, asking all job applicants to pass a written test may not be fair to a person with a visual disability. In such cases, the duty to accommodate may require that alternative arrangements be made to ensure full participation of a person or group.

FAF - Functional Abilities Form *(RTW Form #14)*

Suitable work - Post injury work (including the worker's pre-injury job) that is safe, productive, consistent with the worker's functional abilities, and that to the extent possible, restores the worker's pre-injury earnings

Treating Health Professional – Medical doctor, chiropractor, physiotherapist, dentist

Work Reintegration - The process of returning injured workers back to work with their employer or preparing them to find a job with another employer following a period of disability.

WPP – Workplace Parties

WSIA – Workplace Safety and Insurance Act

13.4. ROLES AND RESPONSIBILITIES

13.4.1. **Senior Management**

13.4.1.1. Show commitment to the implementation and management of the RTW program by dedicating human and financial resources.

13.4.1.2. Create or review the RTW policy.

13.4.1.3. Allow a budget related to providing accommodation.

13.4.1.4. Review RTW evaluation reports *(RTW Form #9)*and support changes to the employer's continuous improvement plan.

13.4.1.5. Support the inclusion of RTW responsibilities into job descriptions, where appropriate, to ensure accountability.

13.4.1.6. Ensure and support training in orientation and regular ongoing training on the RTW program. Training should include goals and objectives, roles and responsibilities, initiating and responding to accommodation requests and procedures for dispute resolution.

13.4.1.7. The employer has assigned an individual(s) to coordinate return-to-work activities that is knowledgeable, experienced and/or trained in return-to-work coordination and/or disability management

13.4.1.8. Ensures return-to-work program information is accessible to all workers (i.e. bulletin boards)

13.4.1.9. Keeps records of return-to-work training and evaluates annually

13.4.2. **Supervisor's Responsibilities:**

13.4.2.1. Train workers on the RTW Program. Training should include goals and objectives, roles and responsibilities, initiating and responding to accommodation requests and procedures for dispute resolution. Ensure RTW program information is accessible to all. Keep records of training and evaluate annually.

13.4.2.2. Provide first aid.

13.4.2.3. Provide and pay for transportation to health care.

13.4.2.4. Pay the worker for day of injury.

13.4.2.5. Provide worker with Worker Package to take to health professional. Worker package to include – letter stating commitment to RTW for health professional, instructions for the worker relating to obligations and roles in RTW. *(Refer to attached RTW Worker package)*

13.4.2.6. Contact worker as soon as possible after injury to ensure they're okay and to arrange RTW.

13.4.2.7. Conduct accident investigation and report. Take measures to prevent the accident from happening again.

13.4.2.8. Complete the WSIB Form 7 (Employer's Report of Injury or Disease) within 3 days and submit to WSIB within 3 days. Give worker copy of Form 7. Report to MLITSD if required.

13.4.2.9. Meet or speak with worker to review functional abilities information before the start of the next shift.

13.4.2.10. Identify essential duties of the worker's pre-injury job to see if job tasks are within the functional abilities and/or can be accommodated considering RTW goals. If not, look for suitable work opportunities that are available in the workplace.

13.4.2.11. Discuss modified duties and ensure offer is made in writing, preferably before the start of the next shift. Have the worker sign the offer or send via e-mail, text, courier or registered mail and keep proof of delivery.

13.4.2.12. In collaboration with the worker, write a RTW Plan outlining duties, hours, quotas, accommodations, pay and progress targets *(RTW From #4).*

13.4.2.13. Provide worker a RTW Journal *(RTW Form #7)*to complete on a daily basis and review daily.

13.4.2.14. Meet or speak with worker at least once a week to discuss progress and advise of any issues with the duties outlined in the RTW Plan.

13.4.2.15. If no suitable work is available, then contact the worker on a weekly basis by phone or email. Document your efforts and your conversations in Claim Activity *(RTW Form #5)*

13.4.2.16. Obtain updated functional abilities (FAF- *RTW From #14*) on a regular basis (i.e. every 2 weeks depending on the nature of the injury) or when necessary.

13.4.2.17. Continue to monitor available jobs for suitability.

13.4.2.18. Advise the WSIB Case Manager and/or RTW Specialist of any disputes or disagreements between you and your worker about their return to work. Document your conversations.

13.4.2.19. Maintain contact with the WSIB Case Manager and/or RTW Specialist and provide any information requested. Document your conversations.

13.4.3. **Worker Responsibilities**

13.4.3.1. Immediately report all accidents and illnesses to supervisor and obtain necessary first aid and/or health treatment.

13.4.3.2. Participate in accident investigation procedures.

13.4.3.3. Take employer letter advising of a commitment to provide early and safe return to work to health professional *(RTW Form #1)*.

13.4.3.4. Provide consent to the release of functional abilities information to the employer by signing Health Professional's report*(RTW Form #12)*, Health Professional's Report for Occupational Mental Stress *(RTW Form #13)*, Worker's Report of Injury/Disease *(RTW Form #10)* **or** FAF (Functional Abilities Form- *RTW Form #14*).

13.4.3.5. Provide employer with page 2 of the RTW Form #12 - WSIB Form 8 (Health Professional's Report) or From for Health Professional's Report for Occupational Mental Stress) before the beginning of your next shift.

13.4.3.6. Actively participate in developing a RTW Plan based on your functional abilities with supervisor and/or RTW Co-ordinator on an ongoing basis.

13.4.3.7. Adhere to the RTW plan *(RTW Form #4)*.

13.4.3.8. Complete RTW Journal *(RTW Form #7)* to review with supervisor.

13.4.3.9. Meet at least once a week with your supervisor to discuss progress and advise of any issues with the duties outlined in the RTW Plan.

13.4.3.10. If the issue cannot be resolved the worker must advise the employer in person or via phone and follow up with a written summary of the issue in dispute via a method stipulated by the employer (i.e. letter, text, e-mail etc.).

13.4.3.11. If no suitable work is available, then contact the supervisor on a weekly basis. Advise the supervisor when there is a change in functional abilities.

13.4.3.12. Provide updated functional abilities (FAF) when requested by the employer.

13.4.3.13. Maintain contact with the WSIB Case Manager and/or RTW Specialist and provide any information requested.

13.4.3.14. Ensure appointments with Health Professional are continued while on modified duties. These appointments should be arranged during non-working hours when possible.

13.4.4. **WSIB Responsibilities**

13.4.4.1. Provide workplace parties with information about what to expect throughout the return to work process.

13.4.4.2. Educate workplace party on their rights and obligations.

13.4.4.3. Monitor progress and co-operation.

13.4.4.4. Obtain and clarify information on functional abilities.

13.4.4.5. Help resolve any difficulties or disputes throughout the process.

13.4.4.6. Provide return to work services if needed, including a RTW Specialist, ergonomic and functional work capacity assessments.

13.4.4.7. Make claim related decisions on entitlement, health care, suitability, co-operation etc.

13.4.5. **Treating Health Professional Responsibilities**

13.4.5.1. Provide and arrange timely and appropriate treatment for injured/ill worker.

13.4.5.2. Complete Form 8*(RTW Form #12)* and send to WSIB.

13.4.5.3. Provide worker and employer page 2 of Form 8 with functional/cognitive abilities information.

13.4.5.4. Provide functional/cognitive abilities throughout the recovery.

13.4.5.5. Discuss RTW with worker throughout recovery.

13.4.6. **Co-Workers**

13.4.6.1. Offer moral support to workers returning to work after an injury. Offer assistance, if appropriate.

13.4.6.2. Treat the worker with respect, don't isolate.

13.4.6.3. Respect the privacy of the worker by not asking about diagnosis, prognosis etc.

13.5. PROCEDURES AND GUIDELINES

13.5.1.1. The municipality's RTW Roles and Responsibilities Policy will be communicated to all new and returning employees as part of the New Worker Orientation

13.5.1.2. The communication of RTW Roles and Responsibilities program will be documented on the Orientation Checklist *(Refer to Appendix A in Personal Policy)*

The supervisor will be provided with updated Return to Work Packages

The Employer will communicate with all treating health care professionals by ensuring that the Letter to the Physician is provided and to clarify any medical restrictions indicated on the second page of the Return to work Form #12 – Health Professional's report

13.5.1.3. The Employer will ensure that the WSIB and any other insurer (if applicable) as required will be kept up to date on the progress of any employees in the RTW process

13.6. COMMUNICATION AND TRAINING

13.6.1. To clearly communicate the RTW Roles and Responsibilities Policy with all employees. All employees will be provided with appropriate information, training, time and resources necessary to effectively participate in the program.

13.6.2. Mechanisms are used to advise employees of available training programs. These mechanisms include, but are not limited to

- Tailgate sessions,
- staff meetings
- Posting on bulletin boards within the workplaces.

13.6.3. All employees will be educated about this policy and made aware of their responsibilities. Training will be included in the New/Returning Worker Orientation and to be included in the annual training program.

13.6.4. Record of training will be kept for 7 Years.

13.6.5. The employer has assigned an individual(s) to coordinate return-to-work activities that is knowledgeable, experienced and/or trained in return-to-work coordination and/or disability management

13.7. RELATED FORMS AND DOCUMENTATION

- Orientation Policy and Procedure
- Orientation Checklist
- Health & Safety Training Program
- Return-to-Work Program - requirements, forms and tools
- Accommodation and Return-to-Work Plans Program

13.8. LEGISLATION AND STANDARDS

- Occupational Health and Safety Act (OHSA)

- Workplace Safety and Insurance Act (WSIA)
- Ontario Human Rights commission's Policy and Guidelines on Disability and Duty to Accommodate

13.9. EVALUATION AND REVISION HISTORY

- An annual review of the RTW Roles and Responsibilities Policy will be performed to determine whether knowledge of roles and responsibilities in accordance with the above stated policy are demonstrated.
- Based on the results of the annual review management will acknowledge the success of this policy and its implementation through Board Report, e-mails, memos, presentations.

CHANGES TRACKING	
DETAILS OF CHANGES	**DATE CHANGED**

RETURN TO WORK PROGRAM REQUIREMENTS, FORMS AND TOOLS	
Date of Issue: xx xx, 2025	**Review Date:** Annually
Written by: Kim Johnston	**Date:**
Reviewed by: Joint Health and Safety Committee	**Date:**
Approved by: Trevor Hallam, CAO/Clerk	**Date:**

Purpose:

The Municipality is committed to providing a safe workplace for our employees. Preventing work related illness and injury is our primary goal.

Our return-to-work plan is a written document developed collaboratively by the injured or ill worker, the worker's supervisor or manager, the treating health professional (through the provision of functional abilities information or cognitive abilities information).

The Return-to-Work (RTW) Plan is developed with a focus on creating a return-to-work plan, promote consistent administration, helps prevent future injury and promote recovery of the injured/ill person

14.1. Objectives

14.1.1. To provide written measures and procedures for:

- Roles and responsibilities for initiating and maintaining contact with the injured/ill person
- Frequency and methods of contact
- Opportunities for collaboration and input from injured/ill person, supervisor, return to work coordinator to develop return to work plans
- Documentation required i.e. WSIB's Form 8, functional abilities forms, letters of offer
- Provisions for requesting independent medical assessments or functional abilities evaluations where appropriate.
- Analysis of job tasks and/or physical demands analysis to determine suitability
- Privacy policies and processes that protect personal information
- Standards for record keeping and document retention policies

14.2. Scope

14.2.1. This policy applies to all workers at all levels of the organization.

14.3. Definitions

Available Work – is work that exists with the injury employer at the pre-injury worksite, or at a comparable worksite arranged by the employer

Claim Activity Form - Used to keep track of contacts with the worker, as well as with others who are involved in the case such as treating health professionals and case managers. *(RTW Form #5)*

Disability - An impairment that restricts the ability to perform normal daily activities – one of which is work

Disability Management –

- Proactive process that minimizes the impact of impairment on work capacity
- Enhances likelihood that impairment will not result in workplace disability
- Facilitates employment of persons with a disability through coordinated efforts and taking into account needs, work environment and legal responsibilities

Functional Abilities Form (FAF) - The Functional Abilities Form is primarily a communication tool for the workplace parties. It is completed by the treating health professional, and provides the employer and the injured/ill worker with a common frame of reference about the worker's functional abilities to identify jobs that are suitable for the worker. *(RTW Form #14)*

Health Care Professional – An external treatment provider who is regulated and licensed to practice health care in Ontario.

Impairment - Any loss or abnormality of psychological, physiological or anatomical structure or function. An impairment need not result in a disability if accommodations are available.

Modified Work –

- Work hardening – increasing a worker's strength gradually by combining regular and modified job duties;
- Transitional/Modified work – when an injured employee, while active in an ESRTW program, is temporarily performing activities other than their pre-injury activities during the recovery period of their work-related injury;
- Reduced hours – reducing an employee's hours of work;
- Gradual increase in hours – beginning with reduced hours and increasing the number of hours worked gradually;
- Work adjustment – modify the employee's regular job to meet restrictions.

MTHSMS – Morris Turnberry Health and Safety Management System

Physical and Cognitive Demand Analysis – A Physical Demands Analysis (PDA) is a systematic procedure to quantify and evaluate all the physical and environmental demand components of all essential and non-essential tasks of a job. *(RTW Form #2)*

A cognitive demand analysis (CDA) is designed to provide an assessment of a workplace and identify the essential job duties and cognitive demands of a job. *(RTW Form #3)*

Return to Work Closure/Evaluation report - Once the Return to Work Plan is completed, it's important to evaluate the results by having both the worker and the worker's supervisor or manager complete a Return to Work Closure/Evaluation Report. In addition to documenting the return to work outcome of the plan, the report provides the employer with information on what worked well and the opportunities for improvement. *(RTW Form #9)*

Return to Work Plan - A return-to-work plan is a tool for Supervisors to proactively help ill or injured employees return to productive employment in a timely and safe manner: A number of employees can safely perform productive and meaningful work while they are recovering. *(RTW Form #4)*

Return to Work Progress Report - Use the Return to Work Progress Report to monitor and record the worker's progress in their plan. *(RTW Form #8)*

Suitable work - Post injury work (including the worker's pre-injury job) that is safe, productive, consistent with the worker's functional abilities, and that to the extent possible, restores the worker's pre-injury earnings

14.4. ROLES AND RESPONSIBILITIES

14.4.1. **Senior Management**

- 14.4.1.1. Support the development and implementation of the return to work policy and supporting program
- 14.4.1.2. Ensure the RTW program is developed in consultation with the JHSC and reviewed at least annually
- 14.4.1.3. Ensure necessary resources to manage the RTW program
- 14.4.1.4. Provide financial support
- 14.4.1.5. Establish processes to monitor absences
- 14.4.1.6. Take every reasonable precaution to protect the worker

14.4.1.7. Ensure there are accurate job descriptions complete with identified bona fide occupational requirements and Physical Demands Analysis *(RTW Form #2)* and Cognitive Demands Analysis *(RTW Form #3)*

14.4.1.8. Contact the employee as soon as possible after the injury and maintain communication throughout the employee's recovery and return to work

14.4.1.9. Do everything possible to provide appropriate employment when the employee is able to return to work

14.4.1.10. Provide the Workplace Safety and Insurance Board (WSIB) with any information requested concerning the employee's return to work

14.4.1.11. Co-operate with the employee and the insurer in the return to work process

14.4.2. **Supervisor's Responsibilities:**

14.4.2.1. Ensure that employees who qualify for the return to work program are identified as soon as possible to ensure proper rehabilitation and return to work when the employee is safely able to do so

14.4.2.2. Design an individual return to work plan with input from each injured employee Identify temporary/transitional work and modified tasks and schedules as required

14.4.2.3. Monitor the progress of each return to work case

14.4.2.4. Document all activities in each return to work case

14.4.2.5. Report trends to the joint health and safety committees

14.4.2.6. Monitor safe work practices of employees returning to work from injury/illness

14.4.2.7. Discuss concerns regarding absenteeism or safety with the employee

14.4.2.8. Support the returning employee emotionally and answer questions from co-workers with regard to job modifications, restructuring and shift changes, if applicable

14.4.2.9. Promote the health and safety program and safe work practices

14.5. Worker Responsibilities

14.5.1.1. Contact the employer as soon as possible following their illness or injury and maintain contact throughout the recovery and return to work period

14.5.1.2. Provide the employer with up-to-date functional abilities information and/or cognitive abilities information.
14.5.1.3. Assist the employer in identifying appropriate employment
14.5.1.4. Provide the insurer with information as to their progress as requested
14.5.1.5. Work in a healthy and safe manner
14.5.1.6. Promptly report all incidents and illnesses to their supervisor
14.5.1.7. Complete the appropriate forms
14.5.1.8. Seek medical attention from a treating practitioner when required
14.5.1.9. Ensure completion and return of the return to work functional assessment form/cognitive assessment form and all other necessary forms relevant to the illness or injury
14.5.1.10. Return relevant forms to the employer as indicated by the supervisor
14.5.1.11. Comply with recommendations of treatment provider(s)
14.5.1.12. Attend all medical or rehabilitation appointments as required
14.5.1.13. Keep the supervisor informed of any information related to their disability and return to work program
14.5.1.14. Attend meetings as required
14.5.1.15. Maintain contact with their physician, supervisor and return to work coordinator advising of progress or concerns; work together to make adjustments as necessary to ensure every opportunity for a successful return to work
14.5.1.16. Participate in all aspects of the return to work process

14.5.2. **Joint Health and Safety Committee Responsibilities**

14.5.2.1. Assist the accommodation of injured/ill employees
14.5.2.2. Act as an advocate for the rights of injured/ill employees
14.5.2.3. Identify tasks that could be modified
14.5.2.4. Support the return to work coordinator and other individuals to ensure a smooth return to work process
14.5.2.5. Support the health and safety program and reinforce safe work practices
14.5.2.6. Communicate program benefits to injured employees and co-workers
14.5.2.7. Assist in marketing and promoting the return to work program
14.5.2.8. Attend the return to work meetings with the employee

14.5.3. **WSIB Responsibilities**

- 14.5.3.1. Monitor the activity, progress and co-operation of the workplace parties
- 14.5.3.2. Provide necessary information to assist with decision-making
- 14.5.3.3. Help to resolve difficulties and disputes
- 14.5.3.4. Levy penalties for non-co-operation
- 14.5.3.5. Determine loss-of-earnings benefits
- 14.5.3.6. Attend return to work meetings as required
- 14.5.3.7. Decide whether return to work has been successful and whether other \ approaches are required
- 14.5.3.8. Adjudicate claims
- 14.5.3.9. Provide benefits

14.5.4. **Primary Care Physician Responsibilities**

- 14.5.4.1. Ascertain an employee's functional abilities
- 14.5.4.2. Review the physical demands analysis/cognitive demands analysis with the employee to look at return to work options
- 14.5.4.3. Provide and arrange for diagnostics and medical treatment of ill or injured employees
- 14.5.4.4. Complete a functional abilities evaluation form and/or cognitive abilities form
- 14.5.4.5. Suggest ways to modify specific tasks to decrease the aggravation of existing injuries and/or illnesses
- 14.5.4.6. Collaborate with other health care specialists such as ergonomists, health and safety specialists, rehabilitation specialists, etc.
- 14.5.4.7. Request additional information regarding work demand to ensure accurate functional/cognitive assessments
- 14.5.4.8. Utilize evidence-based treatments and therapeutic agents to actively treat injured/ill employees

14.6. PROCEDURES AND GUIDELINES

14.6.1. A worker who is injured or ill from work must immediately report the incident to their supervisor and complete the companies Incident/Accident Reporting Form with the assistance of the supervisor.

14.6.2. The supervisor is required to:

- Obtain immediate medical attention for the worker who is injured or ill
- Arrange for transportation to get medical care and provide the worker with a "Letter to Health Care Practitioner", if needed. *(RTW Form #1)*
- Follow company requirements for reporting work-related injuries and illnesses i.e. Form 7 to WSIB, and reporting obligations under the OHSA 52 (1, 2).
- Assist the worker in completing the company's Incident/Accident Investigation Reporting Form. *(Refer to Form #9 of MTHSMS)*
- If the worker seeks medical attention the supervisor will advise the worker to return with either a completed Form 8 "Health Professional's Report *(RTW Form #12)* or a Functional Abilities Form *(RTW Form #14)* or "Health Professionals Occupational Mental Stress Report" *(RTW Form #13)* to the company as soon as possible.
- The supervisor, the injured/ill worker, and work representative as applicable will review the completed FAF, and the company's physical and/or cognitive demands analysis or complete a Physical Demands Information Form *(RTW Form #15)*and develop a RTW Plan *(RTW Form #4)*. A Modified Work Offer Letter *(RTW Form #6)* to the injured/ill worker is then provided.
- The Supervisor is to maintain contact with the worker through the recovery period using the Claim activity form *(RTW Form #5)*.

14.6.3. The worker is responsible for following medical restrictions on the job

14.6.4. During the worker's return to work program, the supervisor monitors the worker's progress, to help resolve any difficulties and ensure that restrictions are carefully followed

14.6.5. The worker must immediately report any difficulties performing assigned work, at which point, the supervisor and worker will work to address the problem.

14.6.6. The supervisor can request for further FAFs to be completed. Refer to Functional Abilities Form *(RTW Form #14)*

14.7. Return to Work Planning

14.7.1. The supervisor will arrange a joint meeting with the worker to:

- Confirm the functional abilities to determine whether the worker can return to their regular job
- Identify and discuss the job duties the worker believes they can perform and any barriers regarding the job duties/tasks they feel unable to complete due to their injury/illness
- Obtain input from the workplace parties (worker and supervisors) regarding possible accommodations as necessary.

14.7.2. Determine and analyze accommodation options and factors:

- Type of accommodation - temporary or permanent?
- Health and safety – does the accommodation place the worker or co-workers at risk?
- Complexity of the accommodation – will a third-party assessment or installation be required? How long will it take to put in place? Will training for the worker and coworkers be required?
- Suitability – will the accommodation render the work safe, suitable and sustainable? Are the duties productive, consistent with the worker's functional abilities and does it restore their pre-injury/illness earnings to the greatest extent possible

14.7.3. Resources required

- Have all parties been included and budget requirements been considered and approved?
- Have all sources of funding been considered up to the point of undue hardship and/or are there alternative means including internal resources that can build/install the accommodations if within their abilities (i.e. engineering, maintenance, etc.)?
- Collaborate throughout the meeting(s) to reach agreement on the best option or options based on the outcome of the discussion and analysis of removal of barriers and hazards
- Develop a progressive plan for RTW with input from all parties.

Note: The Supervisor will ensure the worker is able to travel safely to the meeting and offer assistance in making travel arrangements if needed while ensuring that the meeting location is accessible as per the worker's needs as required.

- If the worker requires accommodation(s) a Return to Work Plan will be developed and documented on the Return to Work Plan Form *(RTW Form #4)*The plan must be mutually agreed upon and signed by the worker, the supervisor and the Department Head. Where there is disagreement, follow the Dispute Resolution Process.
- If the RTW plan cannot be developed due to the workers functional abilities, the supervisor will monitor the recovery and functional abilities until such time as the worker can safely participate in RTW activities.
- If the workplace parties are unable to agree on a RTW plan, or arrange a joint meeting to discuss RTW with the worker, the dispute resolution process outlined below will be followed.
- In the event that a meeting to discuss modified work cannot be scheduled with the worker for any reason, a RTW Plan may be developed by the supervisor. The Supervisor will send a Modified Work Offer Letter *(RTW Form #6)* and a copy of the proposed RTW Plan *(RTW Form #4)* to the worker by registered mail.

For occupational disabilities, the Supervisor will advise the WSIB of the offer, and the worker's response.

14.7.4. The RTW Plan specifies:

- time frames,
- functional abilities/limitations,
- identification and description of suitable tasks in detail,
- accommodations required,
- responsibilities, and
- emergency evacuation requirements (if applicable).

14.7.5. **Maintaining Medical Confidentiality**

14.7.5.1. Staff who perform disability case management functions must comply with legislation when interpreting or communicating information to the employer, client, supervisor, union or any other workplace party without divulging any privileged personal health information.

14.7.5.2. No employee personal health information may be communicated without the express, written consent of the employee

14.7.5.3. The organization must ensure that employees' personal health information is acquired, used, disclosed, retained and disposed of in accordance with legislative requirements.

14.7.6. **Privacy Legislation**

- Personal Health Information Protection Act
- Regulated Health Professions Act
- Freedom of Information and Protection of Privacy Act
- Occupational Health and Safety Act

14.7.7. **Dispute Resolution Process**

14.7.7.1. In situations where there are concerns or disputes related to the RTW Plan or process, the workplace parties will use the following procedure.

14.7.7.2. Disputes may arise from, but are not limited to:

- suitability of assigned tasks, tools or equipment,
- functional and cognitive abilities,
- lack of progression of recovery, and
- safety concerns.

14.7.7.3. The resolution of disputes will be addressed in the following manner:

- Worker must notify the Supervisor of the concern or dispute. The worker is encouraged to identify potential solutions.
- Concerns/disputes will be documented on a Progress Report Form. *(RTW Form #8)*
- The Supervisor will investigate the concern and discuss possible solutions with the worker. If both parties agree, the solution is implemented and the RTW Plan is updated.
- If the concern is not resolved, the Supervisor must notify the Department Head.
- The Department Head investigates the concern and considers possible solutions with the worker and the Supervisor.
- If all parties agree, the solution is implemented and the RTW Plan is updated

14.7.7.4. The dispute resolution process may require the Supervisor to:

- Seek clarification or input from the worker's health care professional(s)
- Seek clarification or input from the WSIB Specialist or STD/LTD Case Manager

- Refer the worker for an independent medical examination (IME)
- Refer the worker for a functional ability evaluation (FAE) or cognitive abilities evaluation.
- Request an ergonomic assessment.
- Request a referral to a WSIB RTW Specialist or Work Transition Specialist to facilitate a resolution (occupational cases only)
- If the worker's concern or dispute is not resolved, the worker may:
    - Pursue an appeal with the WSIB or STD/LTD insurer
    - Pursue a complaint with the Ontario Human Rights Commission, WSIB-RTW Specialist, WSIB Appeal, 3rd Party Mediation

14.8. COMMUNICATION AND TRAINING

14.8.1. Communicate program information to:

- All Employees
- Create a program information package - *(Refer to Worker Package for RTW)*
- Treating practitioners
- Management, supervisors, human resources, health and safety management
- Rehabilitation providers/treatment teams
- WSIB or private insurance company

14.8.2. It is important that all members of the organization are educated and informed about the program and how it functions. They must know what their role will be if they or a co-worker become disabled and require the program's assistance.

14.8.3. Train management and employees and external parties including:

- Program function and processes details
- Roles, responsibilities and accountabilities

14.9. RELATED FORMS AND DOCUMENTATION

15. RTW Form #1 – Health Professional Letter
16. RTW Form #2 – Physical Demands Analysis
17. RTW Form #3 – Cognitive-psychosocial job demand analysis
18. RTW Form #4 – Return to work plan
19. RTW Form #5 – Claim Activity form
20. RTW Form #6 – Offer of Modified Work
21. RTW Form #7 – Return to work Journal
22. RTW Form #8 - Progress Report
23. RTW Form #9 – Return to work Evaluation

RTW Worker Package - take to Health Professional

23.1.1. External

24. RTW Form #10 – WSIB Form 6, Worker's report of injury or disease
25. RTW Form #11 – WSIB Form 7, Employer's report of injury/disease
26. RTW Form #12 – WSIB Form 8, Health Professional's report
27. RTW Form #13 – CMS8 Health Professional's report for occupational mental stress
28. RTW Form #14 – Functional Abilities Form
29. RTW Form #15 – Physical Demands Information Form
30. RTW Form #16 – WSIB Form 42, Employer's Progress Report

WSIB - Work Reintegration Principles, Concepts and Definitions (Policy #19-02-01)
WSIB - Responsibilities of the Workplace Parties in Work Reintegration (Policy #19-02-02)
WSIB - Determining Suitable Occupation (Policy #19-03-03)
WSIB - Work Transition Plans (Policy #19-03-05)
WSIB - Work Transition Expenses (Policy #19-03-06)
WSIB - Relocation Services (Policy #19-03-11)
Ontario Human Rights Code

30.1. LEGISLATION AND STANDARDS

- Occupational Health and Safety Act (OHSA)
- Workplace Safety and Insurance Act (WSIA)
- Ontario Human Rights commission's Policy and Guidelines on Disability and Duty to Accommodate

30.2. EVALUATION AND REVISION HISTORY

30.2.1. The return-to-work program will be evaluated annually at a minimum in consultation with the JHSC. The reasons for conducting evaluations are to determine the effectiveness of the program and to gain direction for making improvements.

30.2.2. Evaluations should address both qualitative indicators, such as employee satisfaction, and quantitative indicators, such as the cost benefits of the program and number of re-injuries

30.2.3. Process Evaluation should measure:

- Length of time between injury and contact with injured employee
- Average duration of modified work program
- Number of programs completed within the targeted time frame
- Number of unsuccessful cases
- Extent to which program procedures were followed
- Employee survey following return to work
- Incident/accident demographics by department
- Number of permanent accommodations
- Number of programs in a department/area

30.2.4. Outcome Evaluation should measure:

- Length of disabilities
- Average number of days lost to injuries
- Number of employees returned to regular duties
- Number of employees with permanent impairment who have been accommodated with permanent positions
- Dollar value of claim costs

The results of evaluation will be compared to the results from previous years and will be used to develop strategies for improving the program.

The Employer, in collaboration with the supervisors will establish a budget for the RTW Program, develop objectives for continuous improvement and implement an action plan that includes:

- defined objectives,
- assignment of responsibilities for each objective,
- target dates for completion.

Acknowledgements will be made through Board Reports, e-mails, memos, presentations and tokens of appreciation.

CHANGES TRACKING	
DETAILS OF CHANGES	**DATE CHANGED**

ACCOMMODATION AND RETURN-TO-WORK PLANS	
Date of Issue: xx xx, 2025	**Review Date:** Annually
Written by: Kim Johnston	**Date:**
Reviewed by: Joint Health and Safety Committee	**Date:**
Approved by: Trevor Hallam, CAO/Clerk	**Date:**

Purpose:

A return-to-work (RTW) plan is a written document developed collaboratively by the injured or ill worker, the worker's supervisor or department head, and the treating health professional (through the provision of functional abilities information)

The Return-to-Work (RTW) Plan is developed with a focus on creating a return-to-work plan, promote consistent administration, helps prevent future injury and promote recovery of the injured/ill person.

15.1. OBJECTIVES

15.1.1. To Facilitate a safe and timely return to work
15.1.2. Comply with Legal and Regulatory Requirements
15.1.3. Provide Reasonable Workplace Accommodations
15.1.4. Promote Employee Well-being and Recovery
15.1.5. Ensure Confidentiality and Respect for Privacy
15.1.6. Support Lont-Term Work Sustainability

15.2. SCOPE

This program will assist in promoting a timely return to work of employees with work related and non-work related injuries / illnesses, and provide guidance on how requests for accommodation in job duties and work demands due to disability are managed.

15.3. DEFINITIONS

Accommodation/Modified Work – The modification of an employee's position (work hardening or transitional work) that allows for the employee to carry out the work assigned within the employee's capabilities.

Available Work - Work that exists at the company at the pre-injury worksite, or at a comparable worksite arranged by the company.

Suitable work - Post injury work (including the worker's pre-injury job) that is safe, productive, consistent with the worker's functional abilities, and that to the extent possible, restores the worker's pre-injury earnings

15.4. ROLES AND RESPONSIBILITIES

15.4.1. **Senior Management**

15.4.1.1. Provide meaningful employment for temporarily disabled employees where available and promote the work reintegration procedure

15.4.1.2. Facilitate communication between the workplace, the employee, the treating physician, and management

15.4.1.3. Assist in the modification of the workplace, up to the point of undue hardship, in accordance with the Ontario Human Rights Code

15.4.1.4. Explain the objectives and requirements of the work reintegration program

15.4.2. **Supervisor's Responsibilities:**

15.4.2.1. Determine in consultation with the supervisor, if the position can be modified

15.4.2.2. Communicate with the employee and establish written goals and objectives; these will be established, and agreed upon by the employee and supervisor

15.4.2.3. Develop a written modified return to work plan *(RTW Form #4)*based on the medical restrictions on the Functional Abilities Form (*RTW Form#14*), Form 8 Health Professionals report *(RTW Form #12)* or Physical Capacities Evaluation (PCE) Form *(RTW Form #2)*

15.4.2.4. Determine and maintain medical monitoring and treatment with the use of the FAF or PCE; the frequency of medical contacts can be determined on a case by case basis

15.4.2.5. Monitor the progress of the employee's modified duties through regularly scheduled meetings with the employee and supervisor

15.4.2.6. Ensure medical follow-up is obtained on a timely basis

15.4.2.7. Provide required information to the WSIB such as, wage information, changes in duties, duration of the return to work program, failure to cooperate in return to work, confirmation of return to full regular duties and hours

15.4.2.8. Liaise with the WSIB when required

15.4.3. Worker Responsibilities

15.4.3.1. Maintain regular contact with the supervisor and/or management
15.4.3.2. Participate in the development of the return to work plan
15.4.3.3. Communicate any concerns to their supervisor
15.4.3.4. Obtain the required forms (FAF/Form 8/PCE) from the treating physician
15.4.3.5. Ensure that medical appointments continue while on modified duties and that appointments are scheduled at reasonable times so as not to conflict with the employer's timetable
15.4.3.6. Cooperate with all requests for documentation as required by the WSIB and the Municipality.
15.4.3.7. Attend all scheduled return to work meetings

15.5. PROCEDURES AND GUIDELINES

15.5.1. **Non-Cooperation**

The workplace parties will be considered in non-cooperation of the work reintegration procedure if they do not take part in the responsibilities as outlined in this program.

15.5.2. **Accommodation**

An accommodation is anything that helps to remove barriers to working.

Some examples include:

- work station readjustments (such as providing a sit-stand stool)
- technical aids (such as voice-activated software, hands-free head-set)
- flexibility or changes in work schedules, or
- job redesign (such as changing your job description to remove/add certain tasks)

15.5.3. **Suitable Work**

15.5.3.1. "Work" may include the combining or "bundling" of tasks or duties which together may constitute either a temporary or permanent job, or a short-term training program that results in a job with the injury employer. But there is no requirement for the injury employer to create a new job.

15.5.3.2. Post-injury work, including the worker's pre-injury job, is considered "suitable" if it is work that is safe, productive, restores the worker's pre-injury earnings (if possible), and work that the worker is medically able to perform, according to their physical and/or cognitive functional abilities.

15.5.3.3. Items to be considered when trying to identify suitable employment include:

a) functional abilities information
b) physical demand analysis
c) cognitive demand analysis
d) physical demand information
e) modified duties
f) possible modifications to the workplace
g) alternative duties
h) where the worker lives, and
i) human rights obligations.

15.5.4. **Available Work**

15.5.4.1. Work is "available" if it exists at the pre-injury worksite, or at a comparable worksite.

15.5.4.2. In determining whether suitable work is "available", the WSIB will look at whether a job vacancy has been posted, advertised or otherwise communicated, or at evidence of hirings or transfers taking place on or after the date the injured worker is able to do suitable work.

15.5.4.3. If the worker has a permanent impairment, or is likely to have a permanent impairment, and their condition is stable but the worker is unable to return to their pre-injury job, the WSIB will look at whether it is reasonable to believe the job will be available on a long-term basis. Suitable work must, therefore, also be sustainable.

15.6. Return to Work Documentation

15.6.1. **Return to Work Plan** *(RTW Form #4)*

15.6.1.1. A written document that lays out the steps to be taken to help an employee return to suitable and available work.

15.6.1.2. The Return to Work Plan ensures that the employer and employee understand what is going to happen during the employee's return to work, who is responsible for activities in the plan, and when the activities will be carried out.

15.6.1.3. The Return to Work Plan can be used for both work related and non-work related injuries and illnesses.

15.6.2. **Claim Activity Log** *(RTW Form #5)*

15.6.2.1. Ideally, contact should begin as soon as possible following an injury or illness.

15.6.2.2. The Claim Activity Log is used to keep track of contacts with the employee, as well as with others who are involved in the case such as treating health professionals and WSIB case managers.

15.6.3. **Return to Work Progress Report** *(RTW Form #8)*

15.6.3.1. Meeting regularly to talk about how the return to work plan is progressing and how the employee is doing in the plan is an important part of achieving a successful return to work outcome.

15.6.3.2. Regular meetings and communication provide the employer and employee with an opportunity to talk about any difficulties the employee may be experiencing.

15.6.3.3. The Return to Work Progress Report is used to monitor and record the worker's progress in their plan.

15.6.4. **Return to Work Evaluation Report** *(RTW Form #9)*

15.6.4.1. Once the return to work plan is completed, it is important to evaluate the results by having both the employee and the employee's supervisor complete a Return to Work Evaluation Report.

15.6.4.2. In addition to documenting the return to work outcome of the plan, the report provides the employer with information on what worked well and the opportunities for improvement.

15.6.5. **Return to Work Process**

15.6.5.1. An employee who experiences an injury at work must immediately report the incident to their supervisor.

15.6.5.2. The supervisor is required to:

- Obtain immediate medical attention for the employee who is injured or ill
- Arrange for transportation to get medical care, if needed
- Complete an incident investigation report
- Maintain contact with the employee throughout the recovery period

15.6.5.3. The employer and employee will work together to plan the return to work.

15.6.5.4. The employee is responsible for following medical restrictions on the job.

15.6.5.5. Following the employee's return to work, the supervisor monitors the employee's progress, to help resolve any difficulties and ensure that restrictions are carefully followed.

15.6.5.6. The employee must immediately report any difficulties performing assigned work, at which point, the supervisor and employee will work to address the problem.

15.6.6. **Record Keeping**

15.6.6.1. The following records related to return to work management and activities must be kept on file by Management, separate from the employee's personnel file:

- Medical Records (Form 6, Form 7, Form 8, FAF, PCE)
- Return to Work Plan
- Claim Activity Log
- Return to Work Progress Report
- Return to Work Evaluation Report
- WSIB Correspondence

15.7. COMMUNICATION AND TRAINING

15.7.1. Kickoff Announcment – use email, internal newsletters, staff meetings
15.7.2. Message from Senior staff signalling importance and commitment
15.7.3. Hold team – specific sessions to explain how the policy applies to each role or function
15.7.4. Train with self paced quizzes or knowledge checks
15.7.5. Printable guides and/or checklists
15.7.6. Refresher training
15.7.7. Highlight success stories

15.8. RELATED FORMS AND DOCUMENTATION

15.8.1. Internal – Refer to the *RTW Program Requirements, Forms and Tools*

RTW Form #1 – Health Professional Letter
RTW Form #2 – Physical Demands Analysis
RTW Form #3 – Cognitive-psychosocial job demand analysis
RTW Form #4 – Return to work plan
RTW Form #5 – Claim Activity form
RTW Form #6 – Offer of Modified Work
RTW Form #7 – Return to work Journal
RTW Form #8 - Progress Report
RTW Form #9 – Return to work Evaluation
RTW Worker Package - take to Health Professional

15.8.2. External

RTW Form #10 – WSIB Form 6, Worker's report of injury or disease
RTW Form #11 – WSIB Form 7, Employer's report of injury/disease
RTW Form #12 – WSIB Form 8, Health Professional's report
RTW Form #13 – CMS8 Health Professional's report for occupational mental stress
RTW Form #14 – Functional Abilities Form
RTW Form #15 – Physical Demands Information Form
RTW Form #16 – WSIB Form 42, Employer's Progress Report
WSIB - Work Reintegration Principles, Concepts and Definitions (Policy #19-02-01)
WSIB - Responsibilities of the Workplace Parties in Work Reintegration (Policy #19-02-02)
WSIB - Determining Suitable Occupation (Policy #19-03-03)
WSIB - Work Transition Plans (Policy #19-03-05)

WSIB - Work Transition Expenses (Policy #19-03-06)
WSIB - Relocation Services (Policy #19-03-11)
Ontario Human Rights Code

15.9. EVALUATION AND REVISION HISTORY

15.9.1. Key Performance Indicators:

- Average time to return to work
- Number of successful accommodations
- Recurrence or re-injury rate
- Manager compliance with procedures

15.9.2. Employee Feedback
15.9.3. Annual review of policy
15.9.4. Update the policy on any findings from the reviews.

CHANGES TRACKING	
DETAILS OF CHANGES	**DATE CHANGED**

Ministry of Emergency Preparedness and Response

25 Morton Shulman Ave,
Toronto, ON M3M 0B1

Ministre de la Protection civile et de l'Intervention en cas d'urgence

25, av. Morton Shulman,
Toronto, ON M3M 0B1

Ontario

June 30, 2025

Municipality of Morris-Turnberry

Dear Dave Wagner - CEMC:

Emergency Management Ontario (EMO) is proud to support your efforts to deliver on our common mission to ensure Ontarians are safe, practiced and prepared before, during and after emergencies.

The Emergency Management and Civil Protection Act (EMCPA) requires each municipality to develop and implement an Emergency Management (EM) program that includes:

- Municipal hazard and identification risk assessment;
- Municipal critical infrastructure list;
- Municipal emergency plan;
- Program By-law;
- Annual Review;
- Annual training;
- Annual exercise;
- Public education program;
- An Emergency Operations Center;
- A Community Emergency Management Coordinator;
- An Emergency Management Program Committee;
- A Municipal Emergency Control Group (MECG) and;
- An Emergency Information Officer.

Emergency Management Ontario (EMO) assists municipalities by making available our Field Officers and other resources to provide advice and guidance, deliver training, participate in exercises, and other advisory services including annually advising municipalities on achieving their EMCPA requirements.

Thank you for sharing your EM program related information and the effort undertaken to do so. Upon review of the documentation submitted, EMO is pleased to advise that our assessment indicates that your municipality has satisfied all thirteen (13) program elements required under the EMCPA 2024.

Congratulations on your municipality's efforts in meeting your EMCPA requirements in 2024.

You may also be interested in learning of the following information for further context:

- 423 of 444 municipalities sought EMO's advice on their progress to meet their EMCPA requirements in 2024, of which 418 were advised they appeared to satisfy their EMCPA requirements.
- Of the 5 municipalities who were advised they did not appear to meet all 13 program elements required under the EMCPA, the most prevalent reasons were:
    - Not conducting an annual exercise as prescribed;
    - CEMC did not complete training;
    - Not completing the annual MECG training; and/or
    - Not completing an annual review of their EM program.

There is nothing more important than the safety and wellbeing of our families and loved ones, and the importance of ensuring that your municipality is as prepared as possible for any potential emergency cannot be understated.

Once again, EMO is here to assist municipalities in achieving their EMCPA requirements. For further information or if you have any questions or concerns about this letter, please contact our Field Officer assigned to your Sector; their contact information is below.

Name: Brendan MacMullin
Email: brendan.macmullin@ontario.ca;bobby.dehetre@ontario.ca
Phone: 437-424-1214

Sincerely,

Heather Levecque
Assistant Deputy Minister, Operations Division
Ministry of Emergency Preparedness and Response

cc: Mayor Jamie Heffer

AGENDA of Bluevale Community Committee

Meeting date: June 7, 2025

Call to order: A general meeting of the Bluevale Community Committee was held in Bluevale Hall on June 7, 2025. The meeting convened at Bluevale Hall. Chairman: Randy Greenaway, Katie Clark acting as secretary

Members in attendance: Randy Greenaway, Kevin Frieburger, Greg Nicholson, Spencer Shaw, Wayne Whalen, Diane Warwick, Tyler Hallahan, John Nicolson , Katie Clark, Jamie Caswell, Ken Thompson, Trevor Hallam

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Minutes Review:

Financial Update

Accounts $66,690.91 (June 7, 2025)

(Check Homecoming minutes for specific funds allocated to BCC)

Unfinished Business		Action/person in charge
1	**Roof** Trevor presented to the group Handed out Bid Sheet that will be used to get quotes to fix the roof at the hall (closing date on bids is July 30, 2025) *Secretary was not at the meeting at the time of this report - notes to be added by Randy Greenaway** --- Trevor also presented an opportunity for the Bluevale Community Committee to host a water testing sample drop off event for the community. (Flyers attached to email)	Trevor Hallam Randy Greenaway Trevor Hallam

2	Inspection Report -nothing to report	
3	Ball Park 4 foot extension to the fence at the ballpark diamond. **new date of completion Fall 2025** *Look into prices for blue wrap to put on top of the fences*	Wayne Whalen Ken Thompson
4	Playground equipment -Nothing to report on this at this meeting Waiting to be inspected (Mike Alcock) A few things to be completed - Swings change the spacing to maybe 2 swings -hood was loose on the double slide -some things need to be sanded and repainted -The surface needs to be expanded around the playground -Recommended that we rotate it twice a year so that it does not get packed down -Take swings down for the winter - need bearings again - adjust the length of the chains Sign for closer to the playground listing what to do in an emergency - Randy will forward the signage requirements to Katie *Proper address -check with other communities and what their signs say - Trevor will let us know what to put on it and where to order from. Need to order swings 2 and chains - ABC recreation MIke 519-754-5365 Only need chains and clevices (2 3/8) ABC Recreation: 519-442-7900 Business Number	 - Randy will call Barry to organize this week about items that need to be fixed Randy Greenaway/Trevor Ken Thompson
5	Basketball Nets /Hockey Nets for Rec Pad Dianne - Basketball nets at Canadian Tire were on sale for approx. $144 Would be installed at the Rec Pad at 10 ft in height. Ken Thompson will pick up 2 nets and install Motion: Spencer Shaw 2nd: Wayne Whalen Still looking for Hockey nets (new or used)	 Ken Thompson Spencer Shaw

6	**Sponsored Public Skate - Brussels** Need an invoice for these skating times	Bec Buchannan
7.	**Signing Authorities** Letter of declaration to be signed by Randy Greenaway and Diane Warwick. Diane will need to provide 2 pieces of ID. Katie Clark will then send it to CIBC. After they have received it they will inform us as to our next steps.	Katie Clark

New Business		Action/Person in charge
1	**Hall Rentals** June 4, 2025 - BCC Meeting June 14, 2025 - Melinda Wheeler (downstairs) June 15, 2025 - Dave Thompson	Katie Clark -will clean before and after events
2.	**Ball Tournament** Summary Report	Katie
3.	**Tractor Pull** June 28, 2025 1-6pm Alcohol Ordered - Randy Greenaway Permit - Randy Greenaway Volunteers for Food - Wayne Whalen Volunteers for Bar - Spencer Shaw Porta Potties/hand wash station - Katie Clark Food - Wayne Whalen Admission - Wayne Whalen Signs for food costs - Katie Clark Floats - Katie Clark Snow Fence - needs to be ordered before the event, approx 2 rolls of 100ft, Wayne Whalen will order Motion: Wayne Whalen 2nd: John Nicholson **Cornhole Tournament** 1-?pm 12 teams registered (up to 20 teams available to be entered) - contact Wayne to enter Notes: Thursday prior to event volunteers will put up the snow fence and move the freezers	Randy Wayne

	Randy Greenaway mentioned that he would speak to the StoneBoat Pullers about trying to get the next Tractor Pull date changed back to when it usually occurs.	
4.	Fishing Derby Sunday July 6 8:00am-11:00am Registered with the Ontario Family Fishing Events Facebook Event - Katie Clark Lifesaving devices/First Aid Kit - Jamie Caswell Tables from the booth/Tents/BBQ will need to be brought over prior to the fishing derby starting (approx 7am) Note: Everything is organized for this event, prizes and food have been bought, volunteers organized.	Katie Clark
5.	Dug Outs A draw up of what the dugouts will look like was shown. Maitland Valley needs to get a permit for the dugouts (*after meeting note - M.T. has purchased the land and so this may not need to happen) Cost of the permit will be waived by Morris-Turnberry Township. It was discussed by the committee to top up the funds needed to build the dugouts (in addition to what was raised from the ball tournament - Homecoming funds set aside for this) Motion: Ken Thompson 2nd: Wayne Whalen	Trevor Hallam
6.	Ball Tournament in August It was discussed and decided to have another ball tournament in the Spring of 2026	
7.	Shed at the Hall Needs power to it Will discuss more at the next meeting	

8.	**Chalk Line Machine/Base digger scoops** Committee discussed purchasing a new chalk line machine and base digger scoops for the Ballpark. Tyler Hallahan to Purchase Motion: Wayne Whalen 2nd: Greg Nicholson Wayne Whalen will order more chalk for the ball diamond.	Tyler Hallahan Wayne Whalen
9.	**Rolling of Ball Diamond** It was discussed to roll the diamond in Bluevale Tyler Hallahan will let us know the cost Motion: Ken Thompson 2nd: Randy Greenaway	Tyler Hallahan
10.	**Belmore Homecoming Float** Ken Thompson wondered if we were going to put in a float for the Belmore Homecoming Parade Saturday June 21/25. Could ask the 2 ball teams and the BCC to participate. Would need to register online. - Was not decided yes or no	Ken Thompson
11.	**Secretary Position** Katie is filling in as the secretary position but Wayne was going to contact Heather to see if she was still going to fill this role.	Wayne Whalen

Adjournment:

Moved by: Kevin Frieburger
Second by: Wayne Whalen
The meeting was adjourned at 8:15pm

Next Meeting Date/Time & Goal:

Wednesday July 2, 2025 @ 7pm

AGENDA of Bluevale Community Committee

Meeting date: July 2, 2025

Call to order: A general meeting of the Bluevale Community Committee was held in Bluevale Hall on July 2, 2025. The meeting convened at Bluevale Hall. Chairman: Randy Greenaway(absent) Co-Chair: Wayne Whalen, Ken Thompson acting as secretary

Members in attendance: Kevin Frieburger, Wayne Whalen, Tyler Hallahan, Dave Heffer ,Ken Thompson, Alex Henderson.

Minutes Review:

Financial Update

Accounts $69,589.52 (July 2, 2025)

(Check Homecoming minutes for specific funds allocated to BCC)

Unfinished Business		Action/person in charge
1	**Roof** *Nothing to report at this time* Bid Sheet-closing date on bids is July 31, 2025)	Trevor Hallam Randy Greenaway
2	**Inspection Report** -nothing to report	
3	**Ball Park** 4 foot extension to the fence at the ballpark diamond. ***completion Fall 2025*** ***Look into prices for blue wrap to put on top of the fences***	Wayne Whalen Ken Thompson
4	**Playground equipment** -No new news to report about the playground	

	inspection/signs or swings Waiting to be inspected (Mike Alcock) A few things to be completed - Swings change the spacing to maybe 2 swings -hood was loose on the double slide -some things need to be sanded and repainted -The surface needs to be expanded around the playground -Recommended that we rotate it twice a year so that it does not get packed down -Take swings down for the winter - need bearings again - adjust the length of the chains Sign for closer to the playground listing what to do in an emergency - Randy will forward the signage requirements to Katie *Proper address -check with other communities and what their signs say - Trevor will let us know what to put on it and where to order from. Need to order swings 2 and chains - ABC recreation MIke 519-754-5365 Only need chains and clevices (2 ⅜) ABC Recreation: 519-442-7900 Business Number	Randy Greenaway/Trevor Ken Thompson
5	**Basketball Nets /Hockey Nets for Rec Pad** Basketball nets purchased and installed Still looking for Hockey nets (new or used)	Ken Thompson Spencer Shaw
6	**Sponsored Public Skate - Brussels** Need an invoice for these skating times	Bec Buchannan
7.	**Signing Authorities** All paperwork has been submitted. Waiting to hear back from CIBC Business Department as to the next steps on changing over signing authorities.	Katie Clark

New Business		Action/Person in charge
1	**Hall Rentals** July 2, 2025- BCC Meeting July 26, 2025, - Kerri Wolfe	Katie Clark -will clean before and after events

2.	**Tractor Pull** Summary Report	Katie Clark
3.	**Fishing Derby** Sunday July 6 8:00am-11:00am Registered with the Ontario Family Fishing Events Facebook Event - Katie Clark Lifesaving devices/First Aid Kit - Jamie Caswell Tables from the booth/Tents/BBQ will need to be brought over prior to the fishing derby starting (approx 7am) Note: Everything is organized for this event, prizes and food have been bought, volunteers organized.	Katie Clark
4.	**Dug Outs** Progress has started, taken out old fencing. Locates to be completed.	Ken Thompson Tyler Hallahan
5.	**Shed at the Hall** Needs power. Task to be completed in the fall 2025.	
6.	**Chalk Line Machine/Base digger scoops** Has been purchased - located in the booth at the ballpark.	Tyler Hallahan
7.	**Rolling of Ball Diamond** Completed/paid	Tyler Hallahan
8.	**Belmore Homecoming Float** Did not participate - not enough volunteers	Ken Thompson
9.	**Secretary Position** Wayne Whalen attempted to phone Heather but there has been no answer.	Wayne Whalen
10.	**Upcoming events:** August: Kids Days (date to be determined) September 27th: Spaghetti Supper (@ the Hall) October 31st: Halloween Party (@ the Hall) November ?: Community Supper December 13th: Ugly Sweater Dance December 31st: New YEars Eve Dance Katie put the dates into the Hall Rental	

	calendar except the date for the November Supper)	
11.	**Pea Stone to Ballpark:** Ken Thompson made a motion for the township to bring a load of pea stone to the ballpark. 2nd by Alex Henderson.	Ken Thompson
12.	**Facebook:** Committee would like to only have one Facebook page. As of right now we have a **Bluevale Community Committee Page** (main public page with 669 followers) and the **Volunteers Needed for Bluevale Community Committee Events Group** (with 117 members). As of right now, Katie posts everything to **both** the above pages/groups. Will need to let the Volunteer group know that the group will become inactive and to join the BCC Facebook Page. -mentioned that the committee would like some type of calendar put onto the facebook page for people to know what our upcoming events are, Katie will look into this, might have to create a website and attach the calendar to it and then can link the website to the facebook page. (Katie has started a website and if committee would like she will complete this during the summer) **Note: The Bluevale Homecoming Facebook page is no longer being posted to (inactive)**	

Adjournment:

Moved by: Alex Henderson
Second by: Tyler Hallahan
The meeting was adjourned at 8:00pm

Next Meeting Date/Time & Goal:

Wednesday August 6, 2025 @ 7pm

Huron OPP Detachment Board

Minutes

Monday, March 24, 2025, 9:00 a.m.
Libro Community Hall
239 Bill Fleming Drive, Clinton, ON, N0M 1L0

Members Present: Marg Anderson, Vice Chair - Elected Official - Central Huron
Anita van Hittersum, Member - Elected Official - North Huron
Greg Lamport, Member - Elected Official - Bluewater
Jim Dietrich, Chair - Elected Official - South Huron
Trevor Bazinet, Member - Elected Official - Goderich
John Steffler, Member - Elected Official - Huron East
Dave Frayne, Member - Provincial Appointee
Jasmine Clark, Member - Community Representative
Jennette Walker, Member - Community Representative
Jared Petteplace, Member - Provincial Appointee

Staff Present: Stacey Jeffery, Administrator/Recording Secretary
A/Insp Ryan Olmstead, Huron OPP

1. Call to Order

Chair Dietrich called the meeting to order at 9:00a.m.

2. Approval of Agenda

Motion: 12-2025

Moved: JSteffler
Seconded: JPetteplace

That Huron OPP Detachment Board approves the Agenda, as presented.

Disposition: Carried

3. Disclosure of Pecuniary Interests and the General Nature thereof

None noted.

4. Approval of Past Minutes

Motion: 13-2025

Moved: DFrayne
Seconded: AvanHittersum

That Huron OPP Detachment Board adopts the minutes of January 27, 2025, as printed and circulated.

Disposition: Carried

5. Presentations/Delegations

5.1 Introductions to Hank Zehr, Police Service Advisor, Ontario Ministry of the Solicitor General

Hank Zehr sent his regrets to the Chair prior to the meeting and will plan to attend another meeting in the future.

6. Business from Previous Meetings

None noted.

7. Report

7.1 Inspector's Report

Huron OPP A/Insp R. Olmstead presented Inspector's Report covering a reporting period of January 1 to February 28, 2025. It was noted that traffic enforcement was reduced due to weather related road closures. A correction for fatal injury statistics from no change to 200% change in 2025 (0 incidents in 2024 increased to 2 incidents in 2025) was noted.

Crime Statistics

Huron OPP A/Insp R. Olmstead presented crime statistics for January and February 2025.

It was noted that:

- Violent crimes increased (2 occurrences resulting in the deprivation of freedom).
- Property crime overall was reduced.
- Drug crimes increased in (5 occurrences of Trafficking), indicates street crime unit is successfully executing search warrants.
- One fatal overdose occurred in Huron County.
- No youth criminal charges during this period.
- Two youth charges under Provincial Offenses Act.

Clearance Rates

Huron OPP A/Insp R. Olmstead presented the clearance rates for January and February 2025. It was noted that clearance rates are slightly increased, however, trends cannot be determined at this time given a two-month reporting period.

Significant Weather Events across Huron County

Members discussed the significant weather event and road closure procedures. Road closure information was discussed in detail including inaccurate road closure updates and no sole source for information to direct residents to. Huron OPP will be attending a debrief event with Ministry of Transportation and local road managers to discuss the events and future considerations.

Motion: 14-2025

Moved: TBazinet
Seconded: AvanHittersum

That the Huron OPP Detachment Board receives the Inspector's Report, as presented.

Disposition: Carried

Motion: 15-2025

Moved: TBazinet
Seconded: MAnderson

That the Huron OPP Detachment Board authorize the Chair to prepare correspondence to be brought forth to the significant weather event debrief discussion related to road closure information and highlighting the need for accurate, sole source road closure information for residents of Huron County; and

That the correspondence be circulated to the Minister of Transportation; and

That the correspondence be circulated to the OAPSB Zones.

Disposition: Carried

7.2 Financial Report

Motion: 16-2025

Moved: JClark
Seconded: GLamport

That the Huron OPP Detachment Board receives the Financial Report titled Board Financial Actuals – January 1 to February 28, 2025, as presented.

Disposition: Carried

8. New Business

8.1 OAPSB 2025 Spring Conference & Annual General Meeting

Motion: 17-2025

Moved: GLamport
Seconded: TBazinet

That the Huron OPP Detachment Board approve the following members to attend the OAPSB 2025 Spring Conference:

- **Chair Dietrich;**
- **Member Anderson;**
- **Member Steffler;**
- **Member Walker;**
- **Member Petteplace;**
- **Member Frayne;**
- **Member Clark; and**
- **Member Lamport.**

Disposition: Carried

8.2 Huron OPP Detachment Board & Policing Activities - 2024 Annual Report

Motion: 18-2025

Moved: JPetteplace
Seconded: MAnderson

That the Huron OPP Detachment Board approves the Huron OPP Detachment Board & Policing Activities - 2024 Annual Report, as presented; and

That the Annual Report be circulated by the Administrator to all lower-tier municipalities in Huron County.

Disposition: Carried

9. Correspondence

9.1 OAPSB Zone 5 Approved Minutes - December 10, 2024

Motion: 19-2025

Moved: JSteffler
Seconded: MAnderson

That the Huron OPP Detachment Board receives correspondence items, as included under Correspondence.

Disposition: Carried

10. Closed Session

11. Next Meeting

12. Adjournment

Motion: 20-2025

Moved: GLamport
Seconded: DFrayne

That Huron OPP Detachment Board hereby adjourns at 9:59 a.m., to meet again on June 23, 2025 at 9:00 a.m., or at the Call of the Chair.

Disposition: Carried

Jim Dietrich, Chair

Stacey Jeffery, Administrator/ Recording Secretary

Maitland CONSERVATION

Membership Minutes

Membership Meeting #4-2025

April 16, 2025

Members Present: Alison Lobb, Ed McGugan, Alvin McLellan, Evan Hickey, Sharen Zinn, Megan Gibson, Matt Duncan, Anita Van Hittersum, Ed Podniewicz, Vanessa Kelly

Members Absent: Andrew Fournier

Staff Present: Phil Beard, General Manager-Secretary-Treasurer
Donna Clarkson, Source Water Protection Specialist
Jayne Thompson, Communications, GIS, IT Coordinator
Erica Magee, Executive Assistant

Others Present: Cory Bilyea, Reporter, Midwestern News

1. Call to Order

Chair, Ed McGugan welcomed everyone and called the meeting to order at 7:00pm.

2. Declaration of Pecuniary Interest

There were no pecuniary interests at this time.

3. Maitland Source Protection Meeting

4. Approval of the Minutes of MSPA Meeting #4-2024 held on September 18, 2024.

Motion MSPA #1-25
Moved by: Megan Gibson **Seconded by: Alvin McLellan**
THAT the minutes from the MSPA Meeting #4-2024 held on September 18, 2024 be approved as presented.
(carried)

5. New Business

a) Program Update: Report #1-2025

Report #1-2025 was presented to the members for their information. No motion was made.

b) Annual Progress Report: Report #2-2025

Report #2-2025 was presented to the members and the following motion was made:

Motion MSPA #2-25
Moved by: Alison Lobb **Seconded by: Matt Duncan**
THAT the Maitland Valley Source Protection Authority approve the attached Annual Progress Report for submission to the Ministry of Environment, Conservation and Parks (MECP).
(carried)

6. Consent Agenda

The following items were circulated to the members for their information.

a) Joint Management Committee Minutes January 15, 2025
b) Joint Management Committee Draft Minutes January 31, 2025
c) Press Release: Auditor General re: Non-Municipal Drinking Water

The following was motion was made:

Motion MSPA #3-25
Moved by: Megan Gibson **Seconded by: Alvin McLellan**
THAT the items listed above that were circulated to the members for their information be approved.
(carried)

7. Adjournment

The MSPA meeting was adjourned and the members moved back into the MVCA members meeting on the following motion:

Motion FA #4-25
Moved by: Alvin McLellan **Seconded by: Anita van Hittersum**
THAT the MAPA meeting be adjourned at 7:15pm and the members move back into the regular MVCA members meeting.
(carried)

8. **Call to Order: MVCA Meeting #4-2025**

Chair, Ed McGugan called the MVCA members meeting to order at 7:16pm.

9. **Approval of Minutes: Membership Meeting #3-2025 held on March 19, 2025**

The minutes from the Maitland Valley Conservation Authority (MVCA) General Membership Meeting #3-2025 held on March 19, 2025 were presented to the members.

Motion FA #42-25
Moved by: Ed Podniewicz **Seconded by: Alvin McLellan**
THAT the minutes from the General Membership Meeting #3-2025 held on March 19, 2025, be approved.
(carried)

10. Business Out of the Minutes:

a) Direction on Amendment to Purchasing Policy: Report #25-2025

Report #25-2025 was presented to the members and the following motion was made:

Motion FA #43-25
Moved by: Megan Gibson **Seconded by: Alvin McLellan**
THAT the members direct Staff to purchase and propose purchases for the Authority that are from local, Ontario and Canadian suppliers when possible;
AND FURTHER THAT all existing purchasing policies be adhered to including careful, systematic evaluation of product, service level and proposals.
(carried)

11. Business Requiring Direction and or Decision:

a) Information & Education Sessions: Report #26-2025

Report #26-25 was presented to the members and the following motion was made:

Motion FA #44-25
Moved by: Matt Duncan **Seconded by: Alison Lobb**
THAT the members start with some training on Director and Officer Liability Insurance;
AS WELL AS some training on Cyber security from a Governance standpoint;
AND FURTHER THAT media training also be developed.
(carried)

b) Government Relations Strategy 2025: Report #27-2025

Report #27-2025 was presented to the members and the following motion was made:

Motion FA #45-25
Moved by: Alison Lobb **Seconded by: Vanessa Kelly**
THAT the MVCA Chair setup a meeting with Minister Thompson to try and learn more about the government's priorities for the next four years.
AND THAT MVCA staff prepare a newsletter and presentation that outlines the services and programs that are included in the existing agreement and use that as the basis for discussions.
AND FURTHER THAT, presentations be made to our member municipalities. Half in 2025 and the other half in the first part of 2026 which could also include some of the major projects being undertaken by MVCA in 2025.
AND THAT the newsletter will be sent out in June and presentations be made in July, August and September.
(carried)

c) Administrative Regulations Updates: Report #28-2025

Report #28-2025 was presented to the members and the following motion was made:

Motion FA #46-25
Moved by: Megan Gibson **Seconded by: Ed Podniewicz**
That MVCA's Administrative Regulations be amended as outlined in Report #28-2025.
(carried)

d) Audit Services 2026-2028: Report #29-2025

Report #29-2025 was presented to the members and the following motion was made:

Motion FA #47-25
Moved by: Alison Lobb **Seconded by: Alvin McLellan**
THAT MVCA ask Seebach and Company to provide a quote for the years 2026-2028.
(carried)

e) Request from Huron Waves Music Festival: Report #30-2025

Report #30-2025 was presented to the members for their information and direction.

Motion FA #48-25
Moved by: Ed Podniewicz **Seconded by: Alison Lobb**
THAT Report #30-2025 be accepted and filed.
(carried)

12. Consent Agenda:

The following items were circulated to the members for their information and the following motion was made:

a) Revenue/Expenditure Report for March: Report #31-2025
b) Correspondence for Information:
   i) Letter from the Township of Howick
   ii) Letter from the County of Perth

Motion FA #49-25
Moved by: Matt Ducan **Seconded by: Alison Lobb**
THAT report #31-2025 along with its recommended motion as well as the correspondence be circulated to the members for their information and approval.
(carried)

13. Chair and Members Report

Ed McGugan attended the Conservation Ontario Annual meeting on April 14, 2025.
Nigel Bellchamber facilitated a discussion session with council on priorities for 2025.
Dave Bartman, Vice Chair of the Toronto Region Conservation Authority was elected as Chair and Ed McGugan was acclaimed as the Second Vice Chair.

14. Closed Session: Personal Matter

Motion FA #50-25
Moved by: Alison Lobb **Seconded by: Megan Gibson**
THAT the members move into a closed session to discuss a personal matter.
(carried)

Motion FA #51-25
Moved by: Ed Podniewicz **Seconded by: Megan Gibson**
THAT the members move out of the closed session and adjourn the members meeting.
(carried)

15. **Adjournment** - Next Meeting Date, Wednesday, May 21, 2025, at 7:00pm at the Administration Centre in Wroxeter.

Motion FA #52-25
Moved by: Alison Lobb **Seconded by: Evan Hickey**
THAT the Members Meeting be adjourned.
(carried)

Ed McGugan
Chair

Phil Beard
General Manager / Secretary-Treasurer

Membership Minutes

Membership Meeting #5-2025

May 21, 2025

Members Present: Alison Lobb, Ed McGugan, Alvin McLellan, Sharen Zinn, Megan Gibson, Andrew Fournier, Matt Duncan, Anita Van Hittersum, Ed Podniewicz, Vanessa Kelly, Evan Hickey

Staff Present: Phil Beard, General Manager-Secretary-Treasurer
Stewart Lockie, Conservation Areas Services Coordinator
Jason Moir, FRCA Parks Supervisor
Patrick Huber-Kidby, Supervisor of Planning & Regulations
Sarah Gunnewiek, Water Resources Engineer;
Jeff Winzenried, Flood Forecasting Supervisor
Erica Magee, Executive Assistant

Others Present: Fred Shatz

1. Call to Order

Chair, Ed McGugan, welcomed everyone and called the meeting to order at 7:00pm.

2. Declaration of Pecuniary Interest

There were no pecuniary interests at this time.

3. Minutes

The minutes from the Maitland Valley Conservation Authority (MVCA) General Membership Meeting #4-2025 held on April 16, 2025.

Motion FA #52-25
Moved by: Alvin McLellan **Seconded by: Alison Lobb**
THAT the minutes from the General Membership Meeting #4-2025 held on April 16, 2025, be approved.
(carried)

4. Delegation: Fred Shatz: Re: Solar Power System-Falls Reserve Conservation Area

Fred Shatz provided information on the solar panels that he has installed at his seasonal campsite at Falls Reserve Conservation Area park. Mr Shatz explained that he was given approval in 2024 to install the solar panels. Mr. Shatz stated that he is a licenced electrician and that the panels have been installed according to the electrical code and that they are safe. Mr. Shatz encouraged MVCA to promote and encourage the use of green energy and reduced carbon footprint at the Falls Reserve.

Motion FA #53-25
Moved by: Matt Duncan **Seconded by: Alison Lobb**
THAT a report on the solar system that Mr. Shatz has installed be brought back to the members at the June 18th meeting for discussion and direction;
AND THAT a copy of the report be sent to Fred Shatz as well.
(carried)

5. Business Out of the Minutes:

a) Audit Services for 2026-2028: Report #32-2025

Report #32-2025 was presented and the following motion was made:

Motion FA #54-24
Moved by: Anita van Hittersum **Seconded by: Ed Podniewicz**
That the quote for audit services for the years 2026-2028 submitted by Seebach and Company dated May 9, 2025, be approved.
(carried)

6. Business Requiring Direction and or Decision:

a) Direction on Services and Programs-2026-2029: Report #33-2025

Report #33-2025 was presented to the members and the following motion was made:

Motion FA #55-25
Moved by: Evan Hickey **Seconded by: Alvin McLellan**
That the proposed amendments to the MOU and services and programs be approved as outlined in Report #33-2025.
(carried)

b) Proposed Amendments to Hearing Policy: Report #34-2025

Report #34-2025 was presented and the following motion was made:

Motion FA #56-25
Moved by: Anita van Hittersum **Seconded by: Alvin McLellan**
THAT Section 10 of *Maitland Valley Conservation Authority Policies for the Administration of Section 28 of the Conservation Authorities Act and Ontario Regulation 41/24* be amended as outlined in Report #34-2025.
(carried)

c) Proposed Amendments to Records Retention Policy: Report #35-2025

Report #35-25 was presented and the following motion was made:

Motion FA #57-25
Moved by: Alison Lobb **Seconded by: Vanessa Kelly**
THAT MVCA's Records Retention Policy be amended to incorporate the revisions as discussed in Report 35-2025 and detailed in the attached track-changes copy.
AND THAT "Current" be revised to: Current means, for the purposes of records retention schedule, a record relating to a dialogue or situation that is ongoing but that is not expected to be of archival value once the dialogue or situation is concluded.
AND THAT a copy of the report be brought back to the June meeting with more clarification the records retention period for Members personal information.

d) Approval of Proposed Agreement with the Municipality of North Perth: Re Listowel Flood Control Structures: Report #36-2025

Report #36-25 was presented and the following motion was made:

Motion FA #58-25
Moved by: Alison Lobb **Seconded by: Megan Gibson**
THAT the Authority authorizes the signing of the Listowel Conduit WECI cost share agreement with the Municipality of North Perth.
(carried)

e) Flood Plain Mapping RFPs Lucknow & Wingham: Report #37-2025

Report #37-25 was presented and the following motion was made:

Motion FA #59-25
Moved by: Evan Hickey **Seconded by: Anita van Hittersum**
THAT the Members award the Lucknow Floodplain Mapping Update project to Tatham Engineering Ltd. for the amount of $77,990 and authorize entering into an agreement as outlined in the proposal dated May 23, 2025.
(carried)

f) Request to Purchase Conservation Area: Report #38-2025

Report #38-25 was presented and the following motion was made:

Motion FA #60-25
Moved by: Alison Lobb **Seconded by: Evan Hickey**
That MVCA advise the person who has written the inquiry that the MVCA is not interested in selling the Mud Lake Conservation Area.
(carried)

g) MCF Funding for MVCA Projects in 2025: Report #39-2025

Report #39-25 was presented and the following motion was made:

Motion FA #61-25
Moved by: Anita van Hittersum **Seconded by: Megan Gibson**
That a letter of thanks be sent to the MCF Board as well as the JHETF Board.
(carried)

7. Consent Agenda:

The following items were circulated to the Members for their information:

a) Revenue/Expenditure Report for April: Report #40-2025
b) Agreements Signed: Report #41-2025
c) Local Conservation Leader Breaks New Ground: Wingham Advance Times

Motion FA #62-25
Moved by: Alvin Lobb **Seconded by**: **Evan Hickey**
THAT Reports #40-25 and #41-25 with the respective motions as outlined in the Consent Agenda be approved.
(carried)

8. Chair and Members Report:

Alvin McLellan had some questions regarding the article that was published on trees that had been cut down and a cabin that was being built at the Turnberry Conservation Area. Staff advised that an individual had cut down trees and started to construct a cabin on conservation authority property. The OPP has charged the individual and staff have removed the structure and downed trees from the property.

Alison Lobb noted that she had attended County Council where a letter from the Town of

Orangeville was presented regarding Bill 5. Staff advised that Conservation Ontario has submitted a response to Bill 5 on behalf of all conservation authorities.

Ed McGugan noted that he had attended a meeting with Matthew Rae, MPP on May 9, 2025. The purpose of the meeting was to provide Mr. Rae with information on MVCA's timelines for reviewing development proposals, the flood plain mapping projects that we have assisted municipalities with, and to provide an overview of Healthy Lake Huron, a Provincial/Conservation Authority Partnership. The Chair also asked whether the Province is planning any additional changes to conservation authorities. Mr. Rae advised that he was not aware of any upcoming changes to conservation authorities.

9. Closed session

Motion FA #63-25
Moved by: Alison Lobb **Seconded by: Anita van Hittersum**
THAT the members move into a closed session.
(carried)

Motion FA #64-25
Moved by: Matt Duncan **Seconded by: Alison Lobb**
THAT the members move back into open session.
(carried)

10. Adjournment: – Next Meeting Date, Wednesday, June 18, 2025, at 7:00pm at the Administration Centre in Wroxeter.

Motion FA #65-25
Moved by: Anita van Hittersum **Seconded by: Evan Hickey**
THAT the Members Meeting be adjourned at 9:05pm.
(carried)

Ed McGugan
Chair

Phil Beard
General Manager / Secretary-Treasurer

Wingham & District
Hospital Foundation

WINGHAM & DISTRICT HOSPITAL FOUNDATION ANNUAL REPORT

2024 - 2025

STRONG FOUNDATION, STRONG HOSPITAL

270 CARLING TERRACE, WINGHAM ON
519-357-3903
wdh.foundatoin@lwha.ca

WWW.WDHFOUNDATION.CA

WDH Foundation

A Message from the Executive Director

THE IMPACT OF YOUR GENEROSITY

Nicole Duquette-Jutzi, WDHF Executive Director

Each year, I am filled with gratitude and pride in what we've accomplished together at the Wingham & District Hospital Foundation. This past year was particularly meaningful as we celebrated the successful completion of the *Caring Together* campaign. This milestone represents so much more than a new CT Scanner. It means faster diagnoses, less travel, a more attractive hospital, and the reassurance of having advanced care close to home.

In addition to the CT Scanner, your continued generosity helped fund essential equipment upgrades this year, including new patient beds, a hematology analyzer, an ultrasound machine and more. These vital tools allow our healthcare team to provide the highest standard of care for you and your loved ones.

In small towns like ours, having access to modern healthcare is not something we can take for granted. Every piece of equipment, every improvement to patient care, and every innovation we bring into the hospital is possible because of you. Your donations are valuable and vital.

The work doesn't stop here. The need to support our hospital is ongoing, and we are already looking ahead to the critical priorities for the coming year. With your help, we hope to fund a new bone density unit, a patient monitoring system, pain pumps and more.

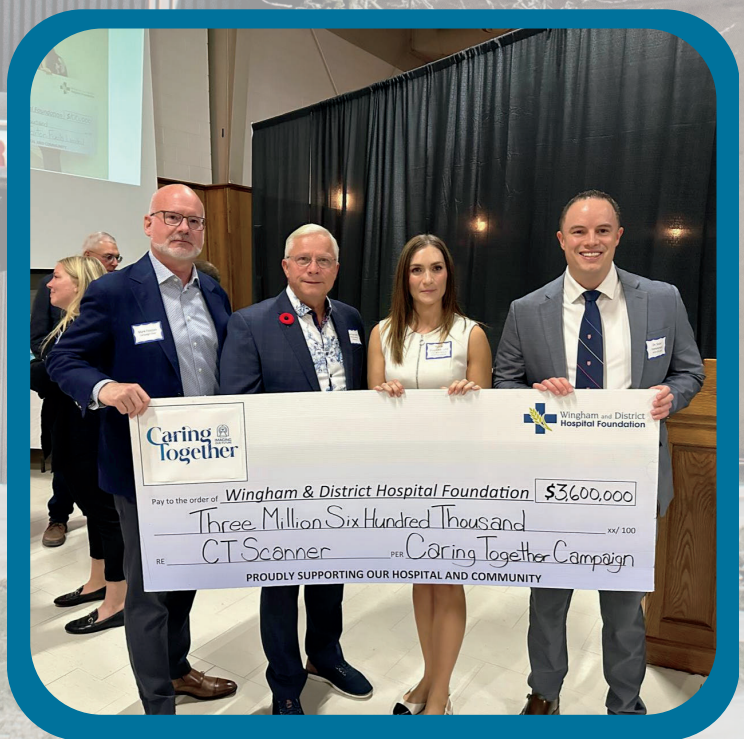
Your generosity makes a real and lasting difference. Thank you for being part of our hospital's story and for helping us build a healthier future for everyone in our community.

WDH Foundation

HIGHLIGHTS FROM 2024-2025

CKNX Healthcare Heroes Radiothon raises $91,000 for Hematology Analyzer

Photoshoot fundraiser with Aiden Laurette Photography in October

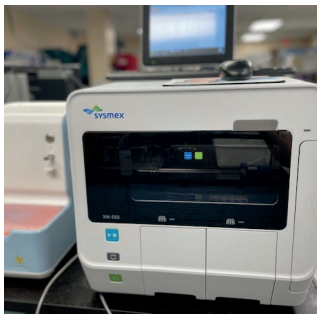


Wrap up celebration for the *Caring Together* campaign - raised $3.6 million

Giving Tuesday BIG MATCH with Lynn Hoy Enterprises raised $43,000 for ultrasound

WDH Foundation

YOUR DOLLARS AT WORK 2024-2025



Funded through generous community donations this year:

Inpatient beds & mattresses | Bedside ultrasound machine | Bladder scanners | Vital signs monitors | Bariatric bed | Sara steady lift | Cardiac monitors | Tilt wheelchair | Phlebotomy chair | Hematology analyzer | Crash cart | Infusion room TV | Ultrasound machine

special thanks to the Auxiliary to the Wingham & District Hospital for their continued support

WDH Foundation

BRINGING THE CT SCANNER HOME

Thanks to the extraordinary generosity of our community, the Wingham & District Hospital Foundation is proud to report the successful implementation of a brand-new CT Scanner at our hospital.

The *Caring Together* fundraising campaign launched in fall 2023 and reached its goal of raising $3.6 million by the end of 2024.

A transformational $1 million donation from Britespan Building Systems helped make this project possible. In recognition of this extraordinary contribution, the new CT Suite proudly bears the Britespan name.

The new machine arrived at the hospital in April 2025. Installation, setup and training scans were completed in the spring. To mark this exciting moment, the Foundation hosted a donor open house in June 2025.

Patient scans will begin increasing steadily through the summer, with full-time service expected to be in place by fall 2025.

A CT Scanner at the Wingham & District Hospital strengthens emergency care providing faster and more accurate diagnoses. It reduces travel for patients and makes our hospital more attractive to prospective physicians. Most importantly, it ensures that high-quality care is available close to home for everyone in our region.

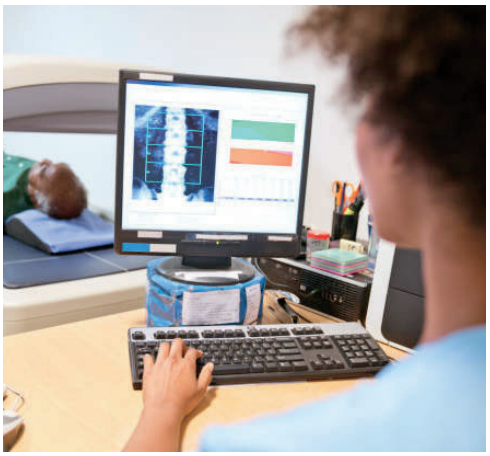
This project would not have been possible without the generosity and dedication of our donors and volunteers. ***Thank you!***

WDH Foundation

UPCOMING EQUIPMENT NEEDS FOR 2025-2026

It is the goal of the WDH Foundation to raise $549,000 in the 2025-2026 fiscal year to support the urgent equipment needs of the hospital. Your generosity this year will directly help put these items into the hand of local caregivers

Oncology treatment chairs, pain pumps, a patient monitoring system, a scope drying cabinet and a bone density unit



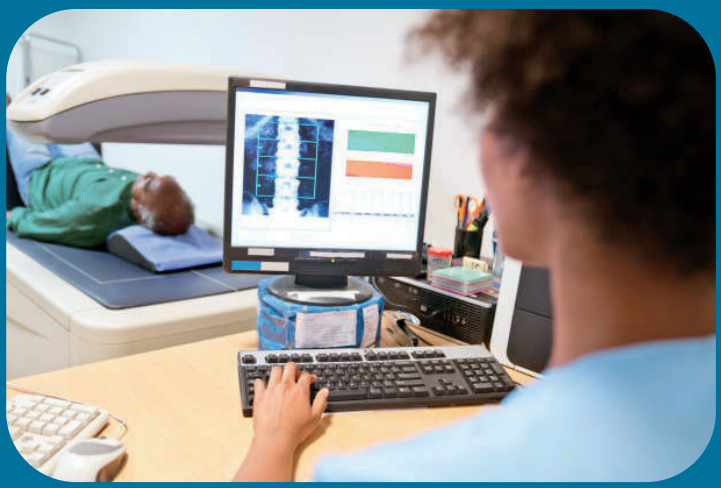
WDH Foundation

TOP PRIORITY NEED 2025-2026

Bone Density Unit - $151,000

A bone density scan is a low-dose x-ray that measures calcium and other minerals in your bones. These measurements show the bone's strength and thickness which can indicate the likelihood the bone will break.

Bone density scans can identify osteoporosis and other conditions that weaken the bones, including if a cancer may have metastasized to the bones. Generally, bone density tests are recommended for people over 65 (especially women who are at greater risk of decreasing bone density.



A bone density unit will make a new service available in the digital imaging department at the Wingham & District Hospital.

WDH Foundation

FINANCIAL STATEMENT 2024-2025

Statement of Operations *for period ending March 31, 2025*

	2025	2024
Revenue		
Donations - capital campaign	$1,021,124	$1,749,387
Donations - general	$678,817	$463,455
Bequests	$492,840	$303,311
Unrealized gain (loss) on investments	$351,153	$303,299
Investment income	$174,369	$134,449
Recruitment revenue recognized	$61,022	$64,427
TOTAL	**$2,779,325**	**$3,018,340**
Expenditures		
Salaries, benefits, admin	$97,138	$76,873
Recruitment expenses recognized	$61,022	$64,427
Bank changes and investment fees	$38,967	$33,584
Fundraising	$12,731	$21,110
Database software	$10,129	$9,429
Professional fees	$5,834	$3,800
Donor wall	$3,850	$3,292
office and postage	$3,444	$2,968
Website	$2,558	$2,876
Training	$369	$1,188
Miscellaneous	$355	$651
Travel	$50	$441
Total	**$236,447**	**$220,639**
Excess revenue over expense before donations	**$2,542,878**	**$2,797,701**
Donations Paid		
Donations to Wingham & District Hospital	$2,322,244	$478,405
Donations to Health Professionals Recruitment	$10,000	$10,000
Total	**$2,332,244**	**$488,405**
Excess of Revenue Over Expenditures	**$210,634**	**$2,309,296**
Net assets, beginning of year	**$7,908,601**	**$5,599,305**
Excess of revenue over expenditure for year	$210,634	$2,309,296
Net assets, end of year	**$8,119,235**	**$7,908,601**

Wingham & District Hospital Foundation

OUR SUPPORTERS

We couldn't do what we do without the generosity of our donors. It is the loyal giving of these kind people who make it possible to outfit our hospital with vital equipment and sustain quality local healthcare year after year. ***Thank you!***

Visionaries $250,000+		
Bob & Muriel Hart	Britespan Building Systems Inc	Bruce Power
County of Huron	Donald Schultz & Clifford Schultz	Estate of Clark & Betty (Porter) Elliott
Estate of Douglas Porter	Estate of Elizabeth A. (Zinn) Hlavach	Estate of Elizabeth Adelaid Elliott
Estate of Frank Belfour	Estate of Ian & Peggy Moreland	Estate of Mable Wheeler
Ben & Jenny Hogervorst and Family	Ron Howatt	Joe Kerr Limited
Lucknow & District Kinsmen Club	McInnes Brothers - James McInnes & Joseph McInnes	Municipality of Morris-Turnberry
Royal Homes Ltd.	Township of Huron-Kinloss	Township of North Huron
Lee & Thora Vance	In Memory of Wilfred "Toots" & Blanche Weiss	Wescast Industries
Benefactors $100,000 - $249,999		
Auxiliary to Wingham & District Hospital	Ed & Nancy Brown	Brussels Transport Ltd.
County of Bruce	Estate of Elizabeth McKague	Estate of John Lloyd Robertson

Wingham & District Hospital Foundation

Benefactors Con'd		
Estate of Lena Maybee	Estate of Mary Lloyd	Foxton Fuels Ltd. - Mark Foxton & Lisa Hearnden
Dr. Marie Gear & Larry Cerson	Howick Mutual Insurance Company	HuronTel
David & Doris Inglis	Jim, Catharina & Carl Lee	Lucknow & District Co-Operative Inc.
Municipality of South Bruce	George, Elizabeth & Kate Procter, Jennifer Cooper & Family	Royal Canadian Legion Ontario Command Charitable Foundation
	3 Anonymous	
Champions $50,000 - $99,999		
Bank of Montreal	Bruce County IPM 2008	Brian & Mary Lou Cameron
Christine's Clothes Closet	CIBC Wingham	Ross & Mary Adele Davies
Maurice & Mary Douma	Estate of Arthur McDonald	Estate of Charlotte McBurney
Estate of Clarence & Emma Henning	Estate of Edith Lunt	Estate of Gloria Ward
Estate of Ina Boyle	Estate of Fraser Mustard	Estate of Thomas Leiper
Estate of William Leiper	Estates of Elmer & Douglas Bruce	Hodgins Building Centre
J.P. Bickell Foundation	George & Dianne Kerr	Kinectrics
Kinsmen Club of Teeswater & District	Larry Hudson Chevrolet Buick GMC	Leslie Motors Ltd. Mark & Lisa Leslie
LeVan Family Foundation	Logan Hallahan Memorial Event	Lynn Hoy Enterprises

Wingham & District Hospital Foundation

Champions Con'd		
Andrew McBride	McBurney Funeral Home Ltd. - Dayna Deans	Rod & Joanne McDonagh
Rev. John & Evelyn Neilson	Power Workers' Union Bruce Site Equity Committee	Snobelen Farms
TD Bank Financial Group - Wingham Branch	Teeswater Agro Parts & Family of Brian & Doug Ireland	The Lions Club of Wingham
Township of Ashfield-Colborne-Wawanosh	Underwood Families	Wallenstein Feed & Supply Ltd.
Watson's Home Hardware & Building Supplies	Wayne McDonagh Memorial Fund	Wingham Sportsman Association
Roy Wormington "in memory of Catherine & Roger Wormington"	1 Anonymous	
Builders $25,000 - $49,999		
Sheldon & Lisa Baker and Family	Ben & Jayne Miltenburg	Charles H. Ivey Foundation
Clark & Elizabeth Elliott	Estate of Allan Graham	Estate of E. Hanna
Estate of George Underwood	Estate of James Wilson	Estate of Mabel MacDonald
Estate of Robert Earl	Estate of Sara King	Bob & Marlene Foxton
Douglas Freeborn & Helen Hinton	Nicki & Bill Glassier	Heidi Schlumpf Pink Ribbon Event
Helen Underwood Memorial	Larry & Diane Henderson	Dr. Sean Henderson
James Simpson Farms Limited	Bill & Linda Kieffer	Hans & Gerrie Kuyvenhoven

Wingham & District Hospital Foundation

Builders Con'd		
Libro Credit Union-Wingham Branch	Dr. Yang Liu and Family	Cliff & Anne Mann
McDonagh Insurance Brokers	MicroAge Basics	Monoway Farms Limited
Ian & Jean Montgomery	Fireside Cafe - David & Linda Phillips	Teeswater Concrete Ltd.
Tiffin Funeral Home - Steve & Kendra Tiffin	Trillium Mutual Insurance Company	Euro-Parts - van Heesch & Hauschildt Family
Murray & Joyce Vincent	Glen Walker & Joanne Cook	West Wawanosh Mutual Insurance Company
Mabel Wheeler	Wilma & Bill Harper Foundation - in memory of Robert Harper	Wingham Knights of Columbus
	2 Anonymous	

Leaders $10,000 - $24,999		
Frank & Loreen Alton	Ross & Barbara Anderson	Ange Chester Memorial Fund
Ray & Barbara Bateman	Gord & Ruth Baxter	Ray & Lois Baynton
Montgomery Ford - Craig Beck	Belgrave & District Kinsmen Club	Eileen Bennett "in memory of Jack Bennett"
John & Joan Black	The Co-operators - Brett Lammie & Associates	Greg & Sandra Buchanan
Karri-Anne & Bart Cameron	Monique Cameron	Peter & Linda Dinsmore and Family
Diane & Don Thompson	Harold & Betty Anne Elphick	Estate of E. Edighoffer
Estate of Edna McDonald	Estate of Elizabeth Tiffin	Estate of Evelyn Hupfer
Estate of Gordon Godkin	Estate of Helen Dunbar Martin	Estate of Joan Elizabeth Little

Wingham & District Hospital Foundation

Leaders Con'd		
Estate of John Nicholls	Estate of John Roulston	Estate of Kathleen MacDonald
Estate of Lena Mustard	Estate of Lillian McNabb	Estate of Margaret Little
Estate of Peter Laird	Estate of Reta McNab	Estate of William Craig
Lois Farrish	Dale & Debbie Gammie	Lisa Gardiner
Murray & Patricia Gaunt	Germania Mutual Insurance	Jack & Nancy Gillespie
Gorrie Unite Church	Jim & Judy Gowland	Chester & Bell Hackett and Family
Hamilton Construction - Morgan Bishop	Hensall District Co-Op	Wayne & Linda Hopper
Howson & Howson Ltd.	Bruce & Candice Howson	Huron Chapter 89 of the Eastern Star
Huron County IPM 2017	IG Wealth Wingham - Stephaine Carter	Bob & Phyllis Ireland
Rowland & Shirley Kaufman	Keil Dadson Insurance Brokers	Edward & Naomi Knorr
John & Eleanor Kuyvenhoven	Ladies Auxiliary to Walkerton Knights of Columbus	Listowel-Wingham Family Health Team
Jeff & Peg Lockridge	Lucknow & District Lions Club	Lucknow & District Lions Ladies
Marks Bros. Auto Body Ltd.	Doug & Jackie McBurney	Bill & Jenny McGrath
Paul & Elaine McNally	Michael McGlynn Memorial Scholarship Fund	Molesworth Farm Supply Ltd.
Montgomery Industrial Services	Morrison Bros. Ltd.	Nuclear Waste Management Organization
Old Light Lodge #184	Ontario Credit Union Foundation	Optimist Club of Brussels
Private Giving Foundation	RJ Burnside Associates Limited	Gordon Roulston

Wingham & District Hospital Foundation

Leaders Con'd		
Royal Canadian Legion Lucknow Branch 309	Royal Canadian Legion Wingham Branch 180	Scotiabank
Sam & Wanda Snobelen	Ken & Vangie Spears	Takla Foundation
Terpstra Farms Ltd.	Murray & Hilda Wales	Walter J. Blackburn Foundation
Hugh Wardrop	Norman White	Whitechurch United Church
Tim & Margaret Willis	Wingham & District Optimist Club	Wingham Homecoming 2004
Wingham Homecoming 2014	Inge Wraith	Rod & Susan Wright
	8 Anonymous	

A complete listing of donors can be found at www.wdhfoundation.ca/thank-you

Leave a Legacy

Giving a gift in your will is a smart financial decision for you, your family and your hospital.

Planned giving allows you to make a meaningful impact for the future of your hospital without affecting your financial security during your lifetime. By directing a portion of your estate to the Wingham & District Hospital Foundation, you can often secure tax benefits for your estate that will help protect the majority of your assets for your loved ones. It's a thoughtful way to leave a legacy that reflects your values and supports the future of the people, causes and communities you care for most.

Talk to your lawyer and/or financial advisor about the best decision for your specific circumstances.

Wingham & District Hospital Foundation

INTRODUCING

future care collective

BY WDH FOUNDATION

Join an exclusive members-only giving club and help shape the future of local healthcare

one good time at a time

The Future Care Collective is a group of like-minded locals who are passionate about supporting the Wingham & District Hospital – without boring galas or endless meetings.

For just $50 a month, you'll be part of a club that's changing lives while having fun.

As a member, you'll get access to 3 exclusive social event a year:

- Our **June & September** events are all about fun and connection – trivia nights, murder mysteries, beer tastings, backyard Olympics or whatever the club's into!
- Our **March Showdown Reception** is where things get really exciting! It's a pitch-style contest like "Dragon's Den" with hospital teams pitching for their most-needed equipment – and you vote on where our club's collective funds will make the biggest impact.

Join today

www.wdhfoundation.ca/future-care-collective

Wingham & District
Hospital Foundation

THANK YOU

Save the Date

September 18, 2025

Magic & Martinis

Future Care Collective Member Exclusive

Signature drinks, comedy magic show, taco bar, learn a trick

October 18, 2025

CKNX Healthcare Heroes Radiothon

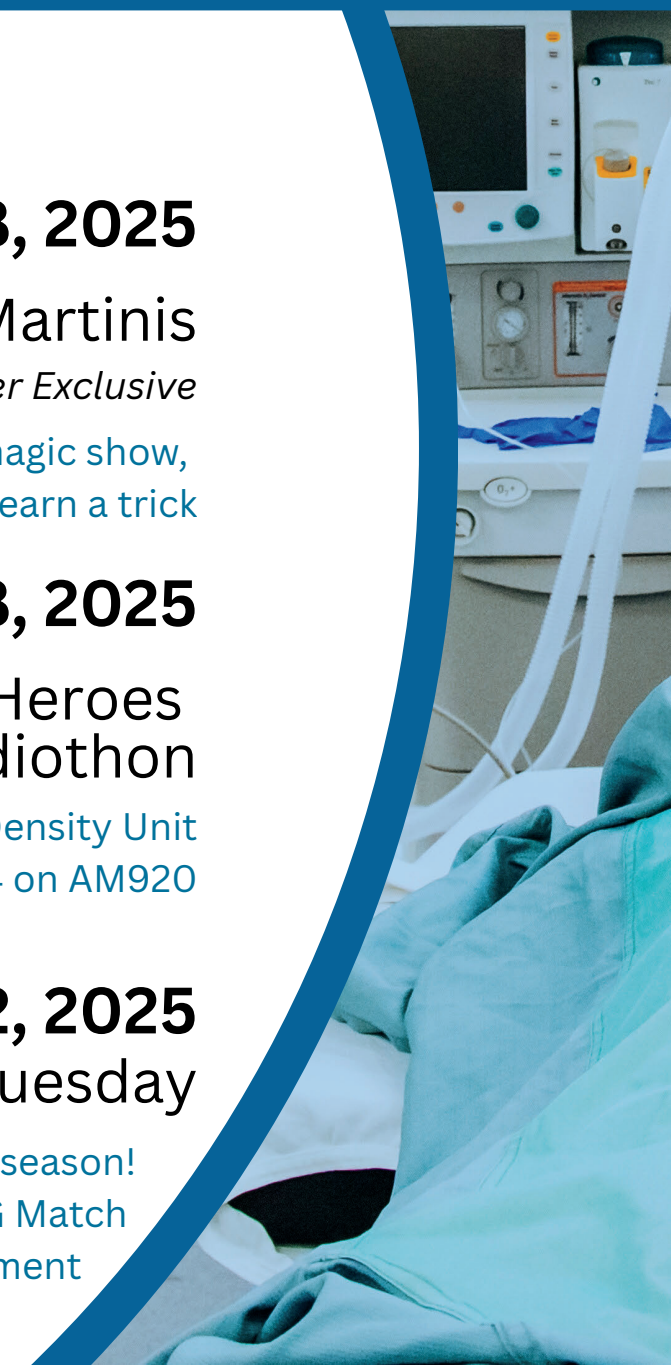
GOAL: $83,000 towards Bone Density Unit

Listen live 9 -4 on AM920

December 2, 2025

Giving Tuesday

Help us kick off the giving season! Stay tuned for the BIG Match announcement



DRINKING WATER SOURCE PROTECTION
Our Actions Matter

Ausable Bayfield Maitland Valley Source Protection Region

Municipal Newsletter

July 2025

This is a municipal update about the work we do, in partnership with you, to protect municipal drinking water sources in the Maitland Valley and Ausable Bayfield source protection areas.

Contents:

1. Staff member joins drinking water source protection team
2. New video – 25 Years of Source Water Protection in Ontario
3. Minister's Annual Report on Drinking Water (2024)

1. Staff member joins drinking water source protection team

The Ausable Bayfield Maitland Valley (ABMV) Drinking Water Source Protection Region (SPR) is pleased to welcome Ellen Westelaken to the source protection team.

Ellen is the new drinking water source protection specialist and Risk Management Official (RMO) and Risk Management Inspector (RMI). She has successfully completed her RMO training and qualifications.

Before joining source protection, she has been working as Water and Planning Technician at Ausable Bayfield Conservation Authority (ABCA) since April of 2024.

She is from the St. Marys area and has a Master's degree in Environmental Science from the University of Guelph. She also studied Biology and Geography at Wilfred Laurier University.

When not working on source protection, Ellen enjoys spending time outside. She is an avid gardener and enjoys the great hiking trails in the area.

Welcome to the source protection team, Ellen!

About Us

Source Protection Committee

- 12 members plus a Chair
- Represents local municipalities; economic sectors; and Other/Public

Source Protection Plans (SPP)

- Developed locally
- Approved by Province in 2015
- Updates approved in 2024
- Policies to protect municipal sources of drinking water
- Area covered – Ausable Bayfield and Maitland Valley source protection areas

Goal: To protect region's municipal sources of drinking water – aquifers and lakes – from contamination and overuse

2. Public information campaign supports release of 25 Years of Source Water Protection in Ontario video

Ausable Bayfield Maitland Valley Drinking Water Source Protection Region, in partnership with Conservation Ontario and other source protection regions across Ontario, is launching a ***#WaterWednesdays*** public information campaign, on social media, on several Wednesdays during July-August, 2025.

The campaign educates the public about a new video, **25 Years of Source Water Protection in Ontario** (https://youtu.be/SUhKuGy5Tss), prepared by Conservation Ontario and other partners.

The video documents progress, over the past 25 years, in work to ensure Ontario's municipal drinking water is safe and clean.

The first layer of defence – protecting drinking water at the source – is one of several barriers of protection in a multi-barrier approach used to protect Ontarians and reduce risk to their water.

We encourage municipalities to share the social media posts, including short video reels, to educate ratepayers about the work that has taken place to protect their drinking water and the need to continue to be vigilant to keep our drinking water safe and clean.

3. Minister's Annual Report on Drinking Water (2024)

We invite you to read the Minister's Annual Report on Drinking Water – 2024 to find out how Ontario continues to prioritize the delivery of clean, safe drinking water.

- 99.9% of the more than 524,000 drinking water tests from municipal residential drinking water systems met provincial standards.
- The Province of Ontario advanced its long-term commitment to clean water through key actions under the Ontario *Clean Water Act, 2006* including a $20 million investment through three-year agreements with source protection authorities that ensure stability and long-term planning.
- Two full training courses were delivered for risk management officials and inspectors with more than 1,900 risk management plans now active and addressing more than 3,600 potential threats to drinking water sources.

Approved amendments, to Ausable Bayfield and Maitland Valley source protection plans, are also mentioned in the report.

Learn more:

- Minister's Annual Report on Drinking Water – 2024 (https://www.ontario.ca/page/ministers-annual-report-drinking-water-2024)

This project has received funding support from the Government of Ontario.
Such support does not indicate endorsement of the contents of this material.

Municipal Office Hours

Monday – Friday
8:30am to 4:30pm
Saturday and Sunday Closed

Building Department

All applications for your building needs are available on the Municipal website. Residents wishing to apply for and obtain a building permit can drop off all documentation at the Municipal office or by emailing our building department at klivingston@morristurnberry.ca

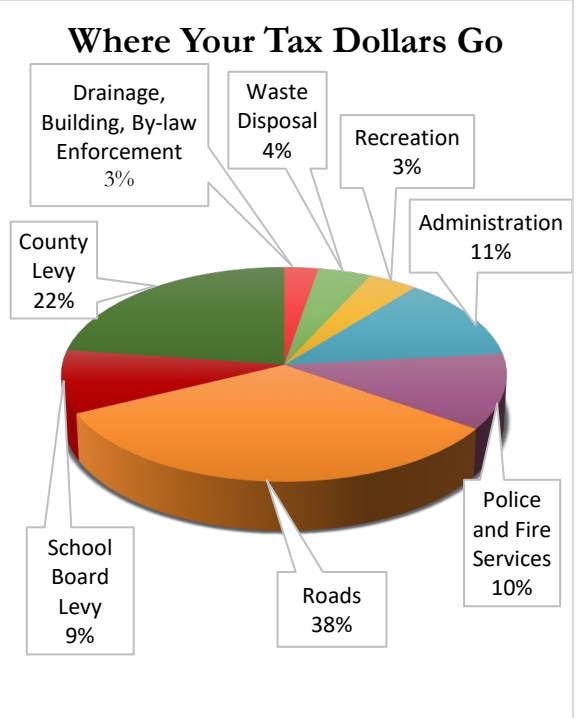
By-law Enforcement

If you choose to report a By-law complaint, please call 519-887-6137, ext. 222 or email mail@morristurnberry.ca.
The complete Request for Service and Complaint form can be found in the Applications section of the Municipal website.

If you have any questions with respect to building, drainage, property standards or bylaw enforcement, please contact the building department at 519-887-6137 ext. 222 or email klivingston@morristurnberry.ca

Waste Collection

Fall Yard Waste Collection will be on Tuesday October 14th and Monday November 3rd. Please see our website or Facebook page for more information.



The above chart shows how the tax dollars collected by the Municipality are spent. It does not include money spent that is offset by user fees, application or license fees or other sources of revenue such as federal and provincial grants. The complete budget is available on the Municipality's website.

2025 Final Tax Payment Due Dates:

Thursday September 25th
and
Thursday November 27th

For property tax related questions or information please contact ktiffin@morristurnberry.ca

MUNICIPALITY OF MORRIS-TURNBERRY

41342 Morris Road, PO Box 310,
BRUSSELS, ON N0G 1H0
519-887-6137
mail@morristurnberry.ca
www.morristurnberry.ca

Council Members

Mayor – Jamie Heffer
519-335-3635
jheffer@morristurnberry.ca

Deputy Mayor – Kevin Freiburger
519-357-4281
kfreiburger@morristurnberry.ca

Councillors:
Jamie McCallum
519-357-5642
jmccallum@morristurnberry.ca

Jodi Snell
519-492-1907
jsnell@morristurnberry.ca

Sharen Zinn
519-357-6704
szinn@morristurnberry.ca

Fall, 2025

2026 Municipal Election

Nominations for the 2026 Municipal and School Board Elections may be filed commencing May 1, 2026.

The next Municipal Election will be held Monday, October 26, 2026.

Those thinking they have a future career in Municipal politics can file nomination papers from Tuesday, May 1, 2026 up until 2 p.m. on Friday, August 21, 2026.

In 2026, the Morris-Turnberry Municipal Election will be by Telephone and Internet Voting.

Open Air Burn Permits – Rural Properties

Before having an open air burn, you must provide no less than two hours notice to the Fire Department.

Landowners will be responsible for all costs if a burn permit is not requested, and the Fire Department responds to an unauthorized burn.

Information and Publications

The 2024 Financial Statements are available for review upon request at the municipal office.
The 2024 Belgrave Water System Operation and Maintenance Annual Report is available to view at the municipal office.
The 2024 Asset Management Plan is available to view on the municipal website.

The Municipal landfill site is located at

85047 Clyde Line. Opening hours are:
Wednesdays 10:00am – 3:00pm
Saturdays 9:00am – 5:00pm

Snow Removal

During the winter months please wait until after the plow has passed your house to put your Curbside wheelie bins out.
If you must put them out before the plow has passed, please place them at the end of your driveway behind the front edge of the snow bank.
The above will allow our plow operators to do a better and safer job, which is in everyone's best interests.

- Do not deposit snow on the roadway.
- Do not push snow across the roadway.
- Do not park where your vehicle interferes with snow removal.

Never leave or abandon anything within the right-of-way (usually 33' of the center of the road) that could be damaged by or cause damage to a snow plow or other vehicles.

If you need to abandon your vehicle on the right-of-way, call the OPP and the after hours number at 519-357-8437.

Public Works

The Municipality of Morris-Turnberry requires Entrance Permits for the creation of, or any modification to, an entrance. The only exception is placing crushed maintenance gravel. Contact the Public Works Department for permits and details.

School Support

To learn more about eligibility requirements or change your school support designation, please visit mpac.ca/schoolsupport or scan the QR code.

Tax Payments

Payments can be made at most banks, telephone/internet banking, e-transfer to payments@morristurnberry.ca or in person at the Municipal Office by cash, cheque, and debit. Cheques may also be mailed to: PO Box 310, 41342 Morris Rd Brussels, ON N0G 1H0

Contact the municipal office to set up pre-authorized monthly or installment payments.

For convenience there is a drop box located at the front door of the municipal office.

Property Tax Payment Reminder

When paying taxes for multiple properties, please ensure that each payment is made separately using the roll number specific to each property.

Penalty of 1.25% will be added on the 1st day of default and the 1st day of each month thereafter to any outstanding accounts.

Belgrave Summary (with SCADA Data)

May, 2025

WELL FLOW		Flow, L/s	Volume, m3
McCrea	Max:	3.88	128.71
	Average:	3.36	66.92
	Total:		2,074.46
Jane	Max:	1.53	57.52
	Average:	1.42	29.73
	Total:		921.51
Combined:	Min:		69.47
	Max:		186.23
	Average:		96.64
	Total:		2,995.97

TREATED FLOW - Discharge

Max:	171.75	m3
Average:	72.79	m3
Total:	2,256.52	m3

SCADA On-Line Analyzer

CL2 Residual (free):

Max:	4.99	mg/L
Min:	0.00	mg/L
Average:	1.51	mg/L

TURBIDITIES	McCrea	Jane	
Max:	0.24	0.21	NTU
Min:	0.24	0.21	NTU
Average:	0.24	0.21	NTU
# Grab Samples:	1	1	

Treated Water Grab Residuals:

CL2 Residual (free):

Max:	1.77	mg/L
Min:	1.28	mg/L
Average:	1.50	mg/L
# Grab Samples:	19	

CHEMICAL USE

Chlorine:		Pump # 1	Pump # 2
Total	Litres	0.00	111.99
Total	kg	0.00	7.03
Average, mg/L	Dosage	0.00	7.93

Potassium Permanganate:

Total	Litres
Total	kg
Average, mg/L	Dosage

CHLORINATION ON DISTRIBUTION SYSTEI

Humphrey On-Line Analyzer:

CL2 Residual (free)

Max:	1.67	mg/L
Min:	1.52	mg/L
Average:	1.41	mg/L

Distribution Grab Residuals:

CL2 Residual (free)

Max:	1.61	mg/L
Min:	1.22	mg/L
Average:	1.41	mg/L
# Grab Samples:	19	

BACTERIOLOGICAL TESTING

Treated Water to Distribution

Tests Done:	4
E.Coli Found:	0
Total Coliform Found:	0

Heterotrophic Plate Counts

Tests Done:	4
Counts >500/mL:	0

Distribution Water

Tests Done:	10
E.Coli Found:	0
Total Coliform Found:	0

Heterotrophic Plate Counts

Tests Done:	4
Counts >500/mL:	0

Jane Raw Water

Tests Done:	4
E.Coli Found:	0
Total Coliform Found:	0

McCrea Raw Water

Tests Done:	4
E.Coli Found:	0
Total Coliform Found:	0

Operators that operated the system:

Steve Walmsley	Water Treatment - Class 4	October 31, 2025
Ryan Mackay	Water Treatment - Class 1	May 31, 2027
Jeff Johnston	Water Treatment - Class 2	April 30, 2027
Kole Kennedy	Water Treatment -OIT	July 21, 2025

Belgrave Summary (with SCADA Data)

June, 2025

WELL FLOW		Flow, L/s	Volume, m3
McCrea	Max:	3.83	107.33
	Average:	3.37	74.36
	Total:		2,230.90
Jane	Max:	1.58	52.06
	Average:	1.41	34.85
	Total:		1,045.36
Combined:	Min:		79.86
	Max:		159.39
	Average:		109.21
	Total:		3,276.26

TREATED FLOW - Discharge		
Max:	123.36	m3
Average:	86.02	m3
Total:	2,580.52	m3

SCADA On-Line Analyzer

CL2 Residual (free):

Max:	1.99	mg/L
Min:	1.66	mg/L
Average:	1.88	mg/L

TURBIDITIES	McCrea	Jane	
Max:	0.27	0.22	NTU
Min:	0.27	0.22	NTU
Average:	0.27	0.22	NTU
# Grab Samples:	1	1	

Treated Water Grab Residuals:

CL2 Residual (free):

Max:	1.92	mg/L
Min:	1.78	mg/L
Average:	1.85	mg/L
# Grab Samples:	17	

CHEMICAL USE

Chlorine:		Pump # 1	Pump # 2
Total	Litres	0.00	115.56
Total	kg	0.00	
Average, mg/L	Dosage		

Potassium Permanganate:

Total	Litres
Total	kg
Average, mg/L	Dosage

CHLORINATION ON DISTRIBUTION SYSTEI

Humphrey On-Line Analyzer:

CL2 Residual (free)

Max:	1.80	mg/L
Min:	1.70	mg/L
Average:	1.68	mg/L

Distribution Grab Residuals:

CL2 Residual (free)

Max:	1.78	mg/L
Min:	1.55	mg/L
Average:	1.70	mg/L
# Grab Samples:	15	

BACTERIOLOGICAL TESTING

Treated Water to Distribution

Tests Done:	4
E.Coli Found:	0
Total Coliform Found:	0

Heterotrophic Plate Counts

Tests Done:	4
Counts >500/mL:	0

Distribution Water

Tests Done:	8
E.Coli Found:	0
Total Coliform Found:	0

Heterotrophic Plate Counts

Tests Done:	4
Counts >500/mL:	0

Jane Raw Water

Tests Done:	4
E.Coli Found:	0
Total Coliform Found:	0

McCrea Raw Water

Tests Done:	4
E.Coli Found:	0
Total Coliform Found:	0

Operators that operated the system:

Steve Walmsley	Water Treatment - Class 4	October 31, 2025
Ryan Mackay	Water Treatment - Class 1	May 31, 2027
Jeff Johnston	Water Treatment - Class 2	April 30, 2027
Kole Kennedy	Water Treatment -OIT	July 21, 2025

Q1 & Q2 – 2025 Project Status Report

July 1, 2025

Prepared for:

Headway Engineering
23-500 Fairway Road South
Suite 308
Kitchener, Ontario N2C 1X3
226 243 6614
www.headwayeng.ca

23-500 Fairway Road South
Suite 308
Kitchener, Ontario N2C 1X3
226 243 6614
www.headwayeng.ca

Kitchener, Ontario

July 1, 2025

Re: Municipality of Morris-Turnberry
Project Status Report
Q1 & Q2 – 2025 (January to June, 2025)

We are pleased to provide you with our semiannual update on the ongoing projects for the Municipality of Morris-Turnberry. This report is designed to give you a clear and concise overview of the progress made during the First and Second Quarters of 2025 across all active projects, along with any outstanding tasks and responsibilities.

As always, we are here to support your needs and are available for further discussion or assistance on these and other projects. We look forward to continuing our partnership together.

Yours truly,

Stephen Brickman, P.Eng.
Project Engineer and Manager
HEADWAY ENGINEERING

SB/

23-500 Fairway Road South
Suite 308
Kitchener, Ontario N2C 1X3
226 243 6614
www.headwayeng.ca

1.0 PROJECT PHASE KEY

Phase	Description
Information Gathering	Initial data collection, review of background materials, site visits, initial On-Site meeting, and site survey
Design	Processing of survey data, developing preliminary and final designs, preparing cost estimates, and preliminary and final assessment schedules
Public Engagement & Permitting	Engaging stakeholders, presenting design, cost and assessment details, obtaining required permits
Reporting	Preparing final drainage report including printing, shipping and meeting to consider report
Appeals and Drainage Act Processing	Court of Revision, tribunal, and/or referee appeals, Third Reading of the By-Law
Tendering	Preparation of contract documents, issuing tenders, selecting contractors
Construction	Executing construction work, contract administration, final site inspection
Warranty & Close Out	Communicating construction issues to Contractor, preparation of grant application and actual assessment schedules

2.0 ACTIVE PROJECTS SUMMARY TABLE

Project Name	Project Phase	Current Phase Status	Key Deliverables	Next Steps
Grant Drain	Construction	Near Complete	• Coordination with Contractor	• Open Ditch Construction
Masson Drain	Construction	In Queue	• Tendering • Contract Award	• Construction
McArthur Drain	Warranty	In Progress	• None this Period	• Warranty Period (closing August 8)
Arbuckle Drain	Drainage Act Processing	In Progress	• Design • DFO approvals • Public Engagements • Report	• Consideration of Report • Appeals • By-Law processing

Latronica Drain	Design	In Progress	• DFO site inspection • Initial designs	• Coordination with DFO and DFO authorization • Design, cost estimates, cost distributions • Public Engagements

DETAILED PROJECT UPDATES

Grant Municipal Drain

Section	Details
Deliverables	• Coordination with Contractor
Upcoming Steps & Action Items	• Complete open ditch construction works – **Robinson Farm Drainage** • Final Contract Administration – **Headway Engineering, then Municipality of Morris-Turnberry**
General Comments	• Headway Engineering has been in contact with Robinson Farm Drainage recently. Construction of the open ditch can be expected soon.

Masson Municipal Drain

Section	Details
Deliverables	• Tendering • Contract Award
Upcoming Steps & Action Items	• Construction – **Horst**
General Comments	• Open ditch construction cannot take place prior to July 15th.

McArthur Municipal Drain

Section	Details
Deliverables	• None this period.
Upcoming Steps & Action Items	• Warranty Period (Closing August 8) – **TAS (if required)** • Release of Hold Back – **Headway Engineering**
General Comments	

Arbuckle Municipal Drain

Section	Details
Deliverables	• Design, cost estimates, cost distributions • DFO approvals • Public engagement • Report
Upcoming Steps & Action Items	• Consideration of Report (July 8th) – **Morris-Turnberry & Headway Engineering** • By-Law Processing – **Morris-Turnberry** • Tendering – **Morris-Turnberry & Headway Engineering**
General Comments	• Public Engagement is expected to take place soon.

Latronica Municipal Drain

Section	Details
Deliverables	• DFO site inspection • Initial designs
Upcoming Steps & Action Items	• Continued DFO Correspondence –**Headway Engineering & DFO** • Finalize design, costs, cost distributions – **Headway Engineering** • Public engagements –**Headway Engineering with Morris-Turnberry**
General Comments	• Currently, it is expected that a DFO authorization is required for this ditch enclosure project.

3.0 SUMMARY & SUPPORT OPPORTUNITIES

During the First and Second quarters, Headway Engineering continued to make progress across several municipal drainage projects. The Grant Municipal Drain open ditch construction is expected to commence soon and final contract administration to follow. The Masson Municipal Drain is also expected begin construction soon. For the McArthur Municipal Drain, the project is nearing the end of the warranty phase. The Arbuckle Municipal Drain is just entering the report processing phase and will be tendered this summer. Meanwhile, the Latronica Municipal Drain will require continued communication with DFO prior to its next public engagement.

We are fully equipped, available, and prepared to take on new work, and we look forward to supporting the Municipality's future projects.

Outstanding Action Items
Open Session

July 22

Meeting Date	Action Item	Action By	Current Status	Next Step
June 3, 2025	Bluevale Hall Roof Replacement RFP	CAO	RFP issued, deadline for submissions July 30.	Report results to Council for direciton.

CORPORATION OF THE MUNICIPALITY OF MORRIS-TURNBERRY

BY-LAW NO. 35-2025

Being a by-law to confirm the proceedings of the Council of the Corporation of the Municipality of Morris-Turnberry, for its meeting held on July 22, 2025.

WHEREAS Section 9 of the *Municipal Act 2001, S.O. 2001, c. 25* provides that a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act;

AND WHEREAS Section 5 (3) of the *Municipal Act 2001, S.O. 2001, c. 25* provides that a municipal power, including a municipality's capacity, rights, powers and privileges under Section 9, shall be exercised by by-law unless the municipality is specifically authorized to do otherwise;

AND WHEREAS it is deemed expedient that the proceedings of the Council of the Corporation of the Municipality of Morris-Turnberry for the July 22, 2025, meeting be confirmed and adopted by By-law;

NOW THEREFORE, the Council of the Corporation of the Municipality of Morris-Turnberry enacts as follows:

1. The action of the Council of the Corporation of the Municipality of Morris-Turnberry at its meeting held on July 22, 2025, in respect of each recommendation contained in the Minutes and each motion and resolution passed and other action taken by the Council of the Corporation of the Municipality of Morris-Turnberry at the meeting, is hereby adopted and confirmed as if all such proceedings were expressly embodied in this By-Law; and

2. The Mayor and proper officials of the Corporation of the Municipality of Morris-Turnberry hereby authorize and direct all things necessary to give effect to the action of the Council to the Corporation of the Municipality of Morris-Turnberry referred to in the preceding section thereof;

3. The Mayor and CAO/Clerk are authorized and directed to execute all documents necessary in that behalf and to affix thereto the Seal of the Corporation.

Read a FIRST and SECOND time, July 22, 2025

Read a THIRD time and FINALLY PASSED, July 22, 2025

_____
Mayor, Jamie Heffer

_____
Clerk, Trevor Hallam