



COMMITTEE OF THE WHOLE AGENDA

Tuesday, October 14, 2025, 5:45 p.m.

COUNCIL CHAMBERS

4805 William Hastings Line, Crosshill, Ontario N0B 2M0

This meeting will be held in-person and electronically in accordance with Section 238 (3.3) of the Municipal Act, 2001. Subscribe to the Township of Wellesley YouTube Channel to watch the livestream or to view the recording after the meeting.

Pages

1. Meeting called to order
2. Closed Session
3. Land Acknowledgment
We would like to begin by acknowledging the land on which we gather today is the land traditionally used by the Anishinaabe, Haudenosaunee, and Chonnonton people. We acknowledge the enduring presence and deep traditional knowledge and philosophies of the Indigenous Peoples with whom we share this land today.
4. Declaration of Pecuniary Interest (if any) in accordance with the Municipal Conflict of Interest Act
5. Presentations/Delegations
Recommendation:
That the Council of the Township of Wellesley accept Grace Neeb and Theresa Bisch as delegations.
 - 5.1 Grace Neeb, Christmas Tyme in Wellesley Parade Committee re: Christmas Tyme in Wellesley Parade donation request
 - 5.2 Theresa Bisch, Apple Butter and Cheese Festival Committee re: Donation to Township of Wellesley Fire Department 4
6. Public Meeting
7. Recreation Committee
Chair: Shelley Wagner
 - 7.1 Service Board Reports
 - 7.2 Staff Reports
 - 7.3 Director Update
8. Planning & Development Committee
Chair: Derek Brick
 - 8.1 Staff Presentation: Steve Wever and Evelyn Thomas, GSP Group re:

Former Wellesley Arena and Community Centre Lands

8.2 Staff Reports

1. P. & D. 14/2025 - Former Wellesley Arena and Community Centre Lands - Summary of Engagement and Draft Guiding Principles - Motion Required

5

Recommendation:

That the Council of the Township of Wellesley receive the public engagement results with respect to the former Wellesley Arena and Community Centre lands for information, and further;

That the Council of the Township of Wellesley endorse the Draft Guiding Principles outlined in this report to inform the development of options for the site through Step 2 of the project.

8.3 Director Update

9. Road & Bridge Committee
Chair: Claude Hergott

9.1 Staff Reports

9.2 Director Update

10. Property & Fire Committee
Chair: Lori Sebben

10.1 Staff Reports

10.2 Director Update

11. Administration/Finance & Personnel Committee
Chair: Joe Nowak

11.1 Staff Reports

1. A. F. & P. 30/2025 - Paradise and District Lions Club Super Jackpot Bingo - Motion Required

36

Recommendation:

That the Council of the Township of Wellesley support the Paradise and District Lions Club in their application for a super jackpot bingo lottery licence to the Alcohol and Gaming Commission of Ontario.

2. A. F. & P. 31/2025 - Investment Policy - Motion Required

39

Recommendation:

Whereas Ontario Regulation 438/97 mandates that councils adopt a statement of investment policies and goals before investing; and

Whereas strategic investments provide fiscally responsible management of funds;

Therefore, be it resolved that the Council of the Township of Wellesley approve the Investment Policy presented in this

report.

- 11.2 Director Update
- 12. For Information Package
 - 12.1 For Info. 10/2025 - Municipality of Tweed re: Collaborate Action on Sustainable Waste Management in Ontario - Councillor Hergott 56
 - 12.2 For Info. 11/2025 - Town of Cobalt re: Opposition to Mandatory Firefighter Certification - Councillor Hergott 59
- 13. Unfinished Business
- 14. Next Meetings
 - Council Meeting October 28, 2025 6:45p.m.
 - Committee of the Whole Meeting November 4, 2025 5:45p.m.
 - Council Meeting November 25, 2025 6:45p.m.
- 15. Adjournment
 - Recommendation:**
That the Committee of the Whole meeting does now adjourn.



WELLESLEY APPLE BUTTER & CHEESE FESTIVAL
A Board of The Township of Wellesley

October 1, 2025

To Mayor and Council

The Wellesley Apple Butter & Cheese Festival committee made the following motion at their September 29, 2025 Wrap-Up meeting:

Motion #18/2025: That the Wellesley Apple Butter and Cheese Festival donate \$1,500 to the Wellesley Fire Department for the planning of an urban orchard.

Motion By: Ron Bisch, Seconded by Cathy Koch. Carried.

This donation was not included in the approved 2025 budget, therefore this request for funding will need to be ratified by Township council prior to the funds being donated.

If you have any questions or concerns, please do not hesitate to contact Jamie Reid or me.

Sincerely,

Theresa Bisch

Secretary/Treasurer

Wellesley Apple Butter & Cheese Festival Committee



STAFF REPORT
Development Services

Subject: Former Wellesley Arena and Community Centre Lands -
Summary of Engagement and Draft Guiding Principles
Report No.: P. & D. 14/2025
To: Committee of the Whole
Meeting Date: October 14, 2025
Prepared by: Bobby Soosaar, Senior Planner, Development Services

Recommendation

That the Council of the Township of Wellesley receive the public engagement results with respect to the former Wellesley Arena and Community Centre lands for information, and further;

That the Council of the Township of Wellesley endorse the Draft Guiding Principles outlined in this report to inform the development of options for the site through Step 2 of the project.

Executive Summary

The Township of Wellesley has embarked on a planning process to determine the future of the former Wellesley Arena and Community Centre lands. This report serves as a summary of all work completed as part of Step 1 of the process. It brings together the background research, site analysis, engagement activities, and key findings that shaped the development of the Draft Guiding Principles that will inform Step 2 of the project.

Report

1. Background

The former Wellesley Arena and Community Centre land is approximately sixteen (16) acres in size and includes the arena, community centre, old Wellesley Fire Hall, ball diamonds, playground, splash pad, skateboard park and soccer fields. In 2019, Council passed a resolution requiring the land south of the potential Maple Leaf Street extension to remain as recreation land, leaving the approximately four (4) acres of land to the north to be considered for other uses.

Reimagining the former Wellesley Arena and Community Centre lands is a multi-step process, which includes a robust public engagement program given the importance of

this property to the community. In January 2025, Council authorized staff to retain consulting services to assist with next steps in the process. This report captures and summarizes all activities and findings from Step 1 which include:

- **Data Gathering:** Background policy review, site visits, and the mapping of opportunities and constraints to establish a foundational understanding of the site and its context.
- **Community Engagement:** Two public open houses and meetings with interested organizations (May 7–8, 2025); an online/paper survey launched May 8, 2025; and informal outreach at the Township of Wellesley Backyard BBQ on June 20, 2025.
- **Draft Principles:** Review and synthesize community and interested organizations' feedback to identify shared themes and priorities, culminating in Draft Guiding Principles.

Step 2 of the project will focus on preparing and evaluating multiple design concepts, identifying a preferred option, and assessing financial and operational feasibility. Step 2 will conclude with a presentation to Council and may form the basis for formal adoption of a plan moving forward.

2. Analysis

Community Engagement

The primary objectives of the engagement process were to gather community insights on potential uses for the site, ensure transparency in the decision-making process, foster community ownership of the redevelopment plan, and identify priorities that align with both the Township's vision and community needs. Engagement efforts included both broad public outreach and targeted discussions with interested organizations, ensuring that a wide range of voices informed the development of guiding principles.

A multi-faceted approach was employed to engage a broad spectrum of the community, ensuring inclusive and comprehensive feedback. Engagement tools included in-person events, one-on-one and small group meetings with interested organizations, an online discussion forum and community survey through the Engage Wellesley website, and informal conversations at community events.

Two public open houses were conducted in Wellesley and St. Clements in May to facilitate direct community input. These two sessions were attended by approximately 80 people. Both sessions were designed as drop-in events featuring interactive stations, including presentation boards outlining project background and objectives, post-it note boards for open-ended feedback, and facilitated discussions with project team members.

On the same days as the public open houses, one-on-one and small group meetings were held with invited interested organizations to discuss needs specific to their mandates and communities. These discussions provided focused input on potential programming, service delivery, facility requirements, and opportunities for partnership. Interested organizations included:

- Twin Centre Minor Baseball
- Apple Butter and Cheese (ABC) Festival
- Wellesley North Easthope Agricultural Society
- Wellesley Lions Club
- St. Clements Paradise and District Lions Club
- Community Care Concepts
- St. Clements Catholic Elementary School
- Region of Waterloo Library
- Woolwich Community Health Centre
- Theatre Wellesley

Additional groups were contacted by the consulting team as part of the outreach process, although not all responded or were available to participate.

A community survey was circulated both online and in hard copy from May 8 to June 30, 2025, to collect focused input. In total, 406 responses were received. 64.3% of respondents indicated that they live within a 5-minute walk of the site, and another 10.5% live adjacent to it, indicating that a large share of feedback came from those living in the immediate area. The survey's purpose was to understand who uses the space, define community values, assess support for different future directions, and identify preferred land uses and design features.

The survey also built on earlier public feedback and explored priorities, policy directions, and potential development parameters to inform draft guiding principles and land use concepts.

The feedback gathered through the public engagement process indicated that respondents want the Township to retain public ownership and to focus the site on recreation, community use, and year-round civic life. Respondents indicated strong support for preserving and enhancing the site's role as a festival and events venue, with accessible, safe, and welcoming public spaces. Mixed use concepts that place community services at ground level attracted broad interest from respondents, provided the scale fits the village context. In addition, there was some support indicated for low-rise housing geared towards seniors. Design priorities include universal accessibility, public green space, and maintaining sufficient on-site parking and circulation to support adjacent diamonds, the splash pad, the playground, and major events.

Key findings from the public engagement process include the following:

- Keep the land public - 57% strongly oppose selling the site.
- Recreation and community focus - 50% strongly support public, outdoor, recreational or community use.
- Preserve festival and event space - 43% ranked special events/festivals as their top land-use choice.
- Add community services - 59% ranked mixed use with community services at grade as their #1 or #2 preference.
- Multi-use Community Facility – Preference for a library, daycare, seniors programming, and/or event space.
- Accessible Design - 43% rated as “very important”.
- Operations and parking - Maintain sufficient on-site parking and efficient circulation to support adjacent diamonds, splash pad, playground, and major events.

This information was used to develop the Draft Guiding Principles for the site and will be used to guide concept development and evaluation in Step 2 of the project. The full consultant report summarizing public engagement, survey results and Draft Guiding Principles is provided as Attachment 1 to this report.

3. Recommendations and Rationale

The following Draft Guiding Principles were developed based on public engagement received for the site and will guide concept development and evaluation in Step 2.

- **Public Stewardship & Recreation-Led Use**
Keep the lands in public ownership and prioritize outdoor public, recreational, and community uses; repurpose existing assets where feasible.
- **Community-Oriented, Inclusive, and Safe**
Design and program the site to reflect Wellesley's community spirit; ensure it is welcoming and comfortable for all ages and abilities.
- **Universal Accessibility by Design**
Integrate accessibility from the outset, including continuous barrier free paths, accessible entries, seating, washrooms, and parking, so all users can navigate and enjoy the site independently.

- **Year-Round Activation & Everyday Use**

Plan for four seasons and balance major events with daily, informal use. Provide durable surfaces, weather protection, and amenities that support regular community activity.

- **Distinct and Complementary Community Amenities**

Provide community and cultural amenities that add to, rather than duplicate, Township recreation services centralized at the Wellesley Township Recreation Complex.

- **Community-Serving Housing**

Limit residential uses to small-scale, village-appropriate forms that address local needs and co-locate ground-floor community services where appropriate.

- **Height, Massing, and Village Fit**

Shape any new or retained buildings to reinforce Wellesley's small-scale character and to respect adjacent parks and neighbours through sensitive height, massing, and transitions.

- **Access, Parking, and Operations for Events**

Maintain sufficient on-site parking and efficient circulation to support adjacent diamonds, splash pad, playground and major events while improving walking and cycling access.

- **Financial Responsibility & Operational Realism**

Advance options that are feasible to build, operate, and maintain over their full lifecycle. Avoid duplicative capital or operating burdens and focus resources where they deliver the greatest public benefit.

- **Community First Partnerships and Co-Location**

Where appropriate, co-locate community-serving uses (e.g., library, daycare, youth/seniors hubs) to activate the site and meet local needs, with clear agreements that protect public access and community-first programming.

4. Implementation Plan

The findings from Step 1 have helped to develop the Draft Guiding Principles to be used in the next phase of the project. Step 2 will develop and evaluate two or three concept options grounded, identify a preferred concept, and assess capital, operating, and lifecycle implications. Step 2 will include public engagement on the proposed options and will conclude with a report to Council presenting the evaluation results, a recommended preferred concept, and an implementation pathway that may form the basis for formal adoption of a Comprehensive Plan for the site.

While the information gathered through the Step 1 public engagement process is extremely valuable, the Township's next steps must balance this input with Township-wide needs, fiscal responsibility, and operational sustainability. Step 2 will therefore test options that complement existing Township facilities, emphasize multi-purpose and flexible spaces, and evaluate capital, operating, and lifecycle implications alongside community benefits.

Township Strategic Plan Alignment

This report aligns with the Township of Wellesley's Customer Service Initiative with a Strategic Goal to ensure quality and accountability in providing effective and efficient customer services that match or exceed expectations.

Financial Implications

The total consulting fee estimate for Steps 1 and 2 is **\$16,000 to \$20,000 plus HST**. Council approved \$25,000 in funding from the general reserve fund for this work through the 2025 Township Budget process. Detailed financial implications of reimagining the lands will be further investigated as part of the feasibility study and presented to Council following completion of the work and public engagement processes.

Other Departments/Agency Comments

The Development Services Department and Recreation Department have reviewed this report and are supportive of the findings.

Legal Considerations

N/A

Attachments

Attachment 1: **Step 1: Engagement and Guiding Principles**
Reimagining the Former Wellesley Arena and Community Centre Lands

Previous Reports on this Topic

A. F. & P. 4/2025 - Former Wellesley Arena and Community Centre Land - Next Steps

Reviewed by

Tim Van Hinte, Director, Development Services

Approved by

Rik Louwagie, Chief Administrative Officer

Reimagining the Wellesley Arena and Community Centre Lands



Step 1 Report: Engagement and Guiding Principles

October 2025

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Reimagining the Wellesley Arena and Community Centre Lands

Step 1 Report: Engagement and Guiding Principles

October 2025

Prepared for the **Township of Wellesley**

Prepared by **GSP Group**

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1. Executive Summary

The Township of Wellesley has embarked on a planning process to determine the future of the former Wellesley Arena and Community Centre lands. The site is approximately 1.6 hectares (4 acres) in area and is centrally located in the heart of Wellesley village. Step 1 focused on listening and information-gathering to establish clear guiding principles to direct concept development in Step 2.

Community Engagement Highlights:

- 406 survey responses (93.8% from Township residents)
- 80 attendees at two public open houses
- 78 online comments from 67 contributors
- 10+ interested organizations directly consulted
- A large share of respondents live within a 5-minute walk (64.3%) or adjacent (10.5%) to the site

Key Findings:

Strong Community Consensus:

- Keep the land public - 57% strongly oppose selling the site.
- Recreation and community focus - 50% strongly support public, outdoor, recreational or community use.
- Preserve festival and event space - 43% ranked special events/festivals as their top land-use choice.
- Add community services - 59% ranked mixed use with community services at grade as their #1 or #2 preference.

Top Community Priorities:

- Multi-use Community Facility - Library, daycare, seniors programming, event space
- Accessible Design - 43% rated as “very important”
- Operations and parking - Maintain sufficient on-site parking and efficient circulation to support adjacent diamonds, splash pad, playground, and major events.

Recommended Next Steps

- Proceed to Step 2 using the Draft Guiding Principles as the foundation.
- Prepare and evaluate concept options (to be fully developed in Step 2), supported by continued public engagement through open houses, EngageWR, and targeted outreach.
- Report back to Council with evaluation results, a recommended preferred concept, and an implementation pathway (phasing, preliminary budget ranges, governance/partnership approach, lifecycle and maintenance planning, and required approvals) that may form the basis for formal adoption of a Comprehensive Plan for the site.

2. Introduction

2.1 Purpose

Step 1 of the process focused on establishing a community-driven foundation for the future use of the former Wellesley Arena and Community Centre lands. This phase focused on gathering background information, engaging the community and interested organizations, and identifying shared values to provide direction for developing and evaluating potential concept plans and to guide future decisions about the site. The purpose of completing Step 1 was to:

- Establish a clear understanding of the site's physical, historical, and policy context;
- Conduct meaningful and inclusive engagement with residents, community groups, and interested organizations;
- Identify shared community values and priorities;
- Develop a set of Guiding Principles that reflect community input and can shape the next steps of the planning process.

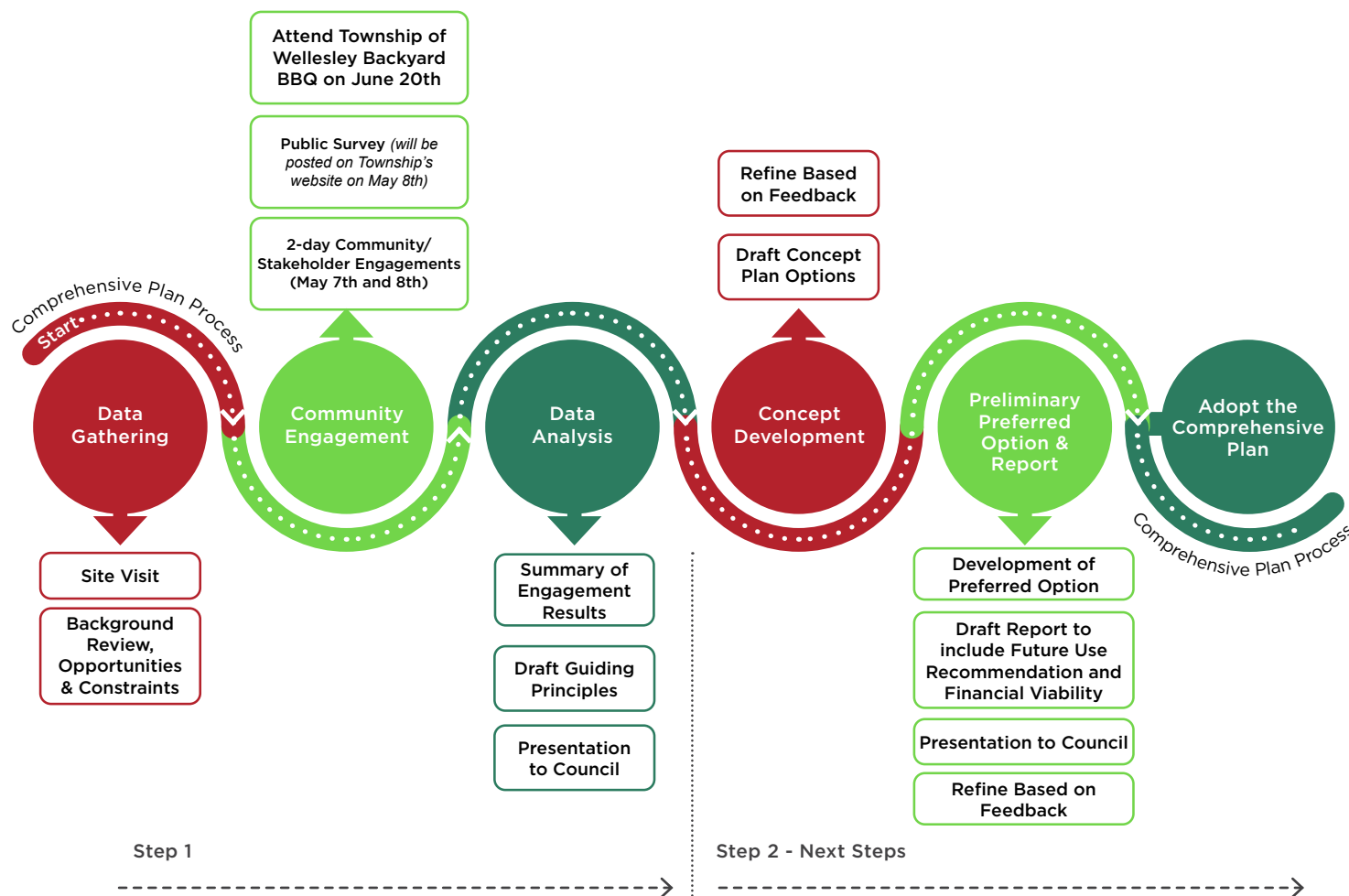
2.2 Scope of Work

Step 1 of the Comprehensive Plan comprised three key phases:

- Data Gathering: Background policy review, site visits, and the mapping of opportunities and constraints to establish a foundational understanding of the site and its context.
- Community Engagement: Two public open houses and meetings with interested organizations (May 7–8, 2025); an online/paper survey launched May 8, 2025; and informal outreach at the Township of Wellesley Backyard BBQ on June 20, 2025.
- Draft Principles: Review and synthesis of community and interested organizations' feedback to identify shared themes and priorities, culminating in Draft Guiding Principles.

This report summarizes all activities and findings from Step 1. If Council chooses to proceed, Step 2 will focus on preparing and evaluating multiple design concepts, identifying a preferred option, and assessing financial and operational feasibility. Step 2 will conclude with a presentation to Council and may form the basis for formal adoption of a plan moving forward.

A visual overview of the full planning process is provided in the Work Plan graphic below.



2.3 Role of this Report

This report serves as a summary of all work completed as part of Step 1 of the process. It brings together the background research, site analysis, engagement activities, and key findings that shaped the development of the Draft Guiding Principles.

The intent of this report is to provide Township Council, staff, interested organizations, and residents with a clear understanding of how the project has been shaped by community input to date. It establishes a foundation for the next phase of planning, during which concept options will be developed and evaluated.

While no design concepts or preferred options are presented at this stage, the Draft Guiding Principles included in this report reflect the collective priorities of the Wellesley community members that participated in the engagement process and are intended to guide the direction of future work.

3. Site Context and Background

3.1 Site Location and Existing Conditions

The subject site is at 1004 Catherine Street and is approximately 1.6 hectares (4 acres) in area, at the heart of the Village of Wellesley. It includes roughly 3 acres where the former Wellesley Arena (circa 1974) and Community Centre (circa 1966) buildings are located and about 1 acre for a potential Maple Leaf extension. The site is bounded by Brown Street to the north and Catherine Street to the east and sits directly adjacent to the ball diamonds, playground, splash pad, soccer fields, and other outdoor recreational amenities to the south and west. These adjacent park facilities are not part of the study area.

The site currently contains the two closed municipal buildings (single pad arena and community centre) set within surrounding parking areas with limited tree cover and minimal landscaping. The buildings have not been reopened for community use due to a combination of factors: their age and condition, the cost of required repairs and upgrades, and long-term lifecycle considerations (including future repair and replacement); and the opening of the Township's new Recreation Complex at the edge of town, which now accommodates many of the former arena and community centre functions. Significant investment would be needed to meet current safety, accessibility, and programming standards, and there is presently no defined operational plan for these structures.

Within the 3-acre study area there are approximately 165 existing parking spaces: about 60 spaces in the west lot adjacent to the former community centre and about 105 spaces in the east lot beside the former arena. If the former community centre building were removed, the existing hardscaped area could accommodate approximately 40 additional spaces. Outside the study area, additional parking supports the broader park system, including 57 spaces serving the ball diamonds and 15 spaces near the dog park and playground. The current parking supply plays a significant supporting role for surrounding amenities, tournaments, and community events.

Both buildings remain connected to municipal water and sanitary sewer services; these services are operable and have not been disconnected. On the arena roof, VCT Cooperative owns and operates a solar photovoltaic installation under a 20-year Feed-In Tariff (FIT) contract that began in 2013 and runs until 2033, with a lease in place for use of the roof (the contract could end earlier under certain conditions). Revenues from the installation



LEGEND

-  Old Wellesley Arena and Community Centre Lands (3 acres)
-  Potential Maple Leaf Street Extension (1 acre)
-  Existing Recreation Land to Remain (12 acres)

Study Area

are collected by VCT Cooperative. The roof beneath the panels is a rubber membrane approaching end of warranty period (approximately four years remaining), requires replacement, and cannot support additional weight per the engineer's report, which is an important constraint for any near-term intervention affecting the arena structure.



Fig.1: Aerial view of the former arena and community centre, with extensive parking lots and a ball diamond to the south, set within a residential context.

3.2 Relevant Planning Policy and Zoning

The site is currently designated Institutional in the Township of Wellesley Official Plan, as shown on Map 4 – Wellesley Urban Area Land Use Designations. It is zoned Institutional (I) Zone under the Township’s Zoning By-law as shown on Schedule ‘B-4’ – Wellesley. The permitted uses include:

- Cemetery
- Church or Place of Worship
- Daycare Centre
- Institutional use
- Library
- Public or private school
- Hospital
- Clinic
- Nursing home or rest home
- Public utility facilities and services
- Community Centre
- Accessory uses related to the above

Additionally, residential dwellings for employees may be permitted for the uses listed above, provided they form an integral part of a principal institutional use and comply with the zoning requirements for buildings of similar function.

4. Engagement Process

The primary objectives of this engagement process were to gather community insights on potential uses for the site, ensure transparency in the decision-making process, foster community ownership of the redevelopment plan, and identify priorities that align with both the Township's vision and community needs. Engagement efforts included both broad public outreach and targeted discussions with interested organizations, ensuring that a wide range of voices informed the development of guiding principles.

A multi-faceted approach was employed to engage a broad spectrum of the community, ensuring inclusive and comprehensive feedback. Engagement tools included in-person events, one-on-one and small group meetings with interested organizations, an online discussion forum and community survey, and informal conversations at community events.

4.1 Public Open Houses

Two public open houses were conducted to facilitate direct community input. The first session took place on May 7, 2025, at the Bill Gies Recreation Centre in Wellesley and approximately 50 participants attended. The second session was held on May 8, 2025, at the St. Clements Community Centre in St. Clements, with around 30 attendees. Both sessions were designed as drop-in events featuring interactive stations, including presentation boards outlining project background and objectives, post-it note boards for open-ended feedback, and facilitated discussions with project team members.

What we heard at the open houses:

A significant number of attendees emphasized the importance of keeping the site in public ownership and preserving it for recreational and community-oriented uses. Many residents expressed strong interest in repurposing the existing buildings for new uses such as indoor recreation, library services, or community events, rather than demolishing the structures. There was widespread opposition to the idea of selling the land for private residential development, particularly higher-density or market-rate housing, which was viewed as incompatible with the site's central location and legacy of public access and use for recreation, special events and social gathering as well as parking needs associated with the adjoining park facilities.

Several attendees expressed support for a multi-use community facility that could combine facilities and services such as a library, daycare, event space, and programming for seniors and youth. Some also mentioned the potential for limited retail or café space if it directly supported the surrounding neighbourhood and contributed to community life.

The idea of a public pool emerged frequently in conversations and post-it note comments, with residents noting that a pool had been a missed opportunity in the new recreation complex. Proposals ranged from a seasonal outdoor pool to a fully enclosed year-round facility, sometimes in combination with a seniors' wellness hub.



Fig.2: Public open house held at the Bill Gies Recreation Centre, Wellesley.

The Township has already considered pool needs through its Parks, Recreation and Culture Strategic Master Plan (2014) and most recently through the 2024 Recreation Master Plan. Both studies confirmed that a municipal pool is not feasible for Wellesley due to the significant capital investment required and the high ongoing operating costs. Instead, the Township focused on delivering a new recreation complex with a broad range of facilities that could be sustained over the long term. The 2024 Master Plan specifically recommended that Wellesley continue to rely on partnerships and access to existing aquatic facilities in neighbouring municipalities, rather than pursuing its own pool facility.

It is also noted that indoor aquatic facilities are available nearby, including the Wilmot Recreation Complex in Baden (approximately 13 kilometres to the south), where Wellesley residents can access swimming lessons, leisure swims, and aquatic programming. For these reasons, a municipal pool is not recommended to be advanced for concept testing on the former arena lands.

While there was strong opposition to general residential development, some

participants voiced support for small-scale, low-rise housing for seniors or geared-to-income rental units. These ideas were typically paired with a desire to maintain open space and community access, and to support aging in place for long-time Wellesley residents.

Parking availability was another recurring comment. Many participants noted that the current lot supports nearby baseball, soccer, and festival uses, and that any future plans would need to account for this existing demand.

Lastly, the cultural and symbolic importance of the site was emphasized repeatedly. Residents spoke of the former arena and community centre lands as the heart of Wellesley and a central gathering place for major events such as the Apple Butter and Cheese (ABC) Festival. There was strong interest in enhancing the site as a space for live music, performances, and community clubs, and some proposed incorporating features such as a bandshell, community gardens, and interpretive signage that acknowledges the philanthropic history of the site.

4.2 Meetings with Interested Organizations

On the same days as the public open houses, one-on-one and small-group meetings were held with invited interested organizations to discuss needs specific to their mandates and communities. These discussions provided focused input on potential programming, service delivery, facility requirements, and opportunities for partnership. Interested organizations engaged included:

- Twin Centre Minor Baseball
- Apple Butter and Cheese (ABC) Festival
- Wellesley North Easthope Agricultural Society
- Wellesley Lions Club
- St. Clements Paradise and District Lions Club
- Community Care Concepts
- St. Clements Catholic Elementary School
- Region of Waterloo Library
- Woolwich Community Health Centre
- Theatre Wellesley

Note: Additional groups were contacted by the consulting team as part of the outreach process, although not all responded or were available to participate.

Key themes from these discussions:

Community Hub & Co-Location: Clear support for a multi-use civic facility (library/program rooms, youth/seniors spaces, small performance venue, community kitchen, confidential meeting rooms) with shared lobbies, washrooms, storage, and event utilities.

Performance & Culture: A small auditorium or divisible hall with a stage, acoustic treatment, theatrical lighting/sound capability, and set storage would unlock Theatre Wellesley and broader cultural programming.

Event Readiness: Power, loading, storage, acoustic control, bandstand/performance lawn, and smart parking/circulation are critical to sustain ABC, the Fall Fair, and tournaments.

Seniors & Aging in Place: Strong interest in supportive/independent seniors' options paired with on-site community services; prioritize age-friendly design and barrier-free movement.

Parking & Operations: Protect existing functional capacity; design circulation for peak event days while improving walking/cycling access on ordinary days.

Affordability & Small-Town Fit: If housing is considered, keep it limited, low-rise, and complementary to civic functions; avoid displacing community space or eroding village character.

Technical Essentials: Storage is repeatedly flagged; include durable finishes, blackout/lighting control, acoustic treatments, netting by diamonds, and modern power/data throughout.

4.3 Township Backyard BBQ Engagement

On June 20, 2025, the project team attended the Township of Wellesley Backyard BBQ to informally engage with residents in a relaxed, family-friendly setting. A project table was set up with display boards and printed surveys, and team members engaged one-on-one with attendees to promote the project and gather input.

4.4 Community Survey

A community survey was circulated both online and in hard copy from May 8 to June 30, 2025, to collect focused input on the future of the former Wellesley Arena and Community Centre lands. In total, 406 responses were received. The survey's purpose was to understand who uses the space, define community values, assess support for different future directions, and identify preferred land uses and design features.

The survey also built on earlier public feedback and explored priorities, policy directions, and potential development parameters to inform draft guiding principles and land use concepts.

1. Respondent Profile and Proximity to the Site

- Relationship to Wellesley: 93.8% of respondents live in the Township of Wellesley, while 39% own property and 15.4% work locally. (Note: This survey question allowed “select all that apply,” so percentages are not mutually exclusive and will not sum to 100%.)
- Proximity to 1004 Catherine St: 64.3% live within a 5-minute walk of the site, and another 10.5% live adjacent to it, indicating that a large share of feedback came from those living in the immediate area.
- Age: 56% of respondents were aged 35–54, with additional input from residents aged 18–34 (18%) and 55–74 (23%), providing a representative cross-section of the community.

2. Community Values and Guiding Priorities

Respondents were asked to rate the importance of eleven statements reflecting potential goals for the site. The top priorities were:

- 64% rated “Community-Oriented” as Very Important.
- 60% said the site should be “Safe and Comfortable”.
- 54% prioritized both “Inclusive” and “Sustainable Design”.
- 49% highlighted “Financial Viability” as a key concern.

Other notable responses:

- Support for local needs (42%) and multi-use flexibility (36%) received moderate support.
- Partnership models and complementing existing recreation uses were rated lower in priority, suggesting community preference for direct municipal leadership and distinct programming.

3. Future Direction for the Site

Respondents were asked to indicate their level of agreement with four future approaches:

- 57% strongly disagreed with selling the land to help offset the cost of the new Township Recreation Complex.
- 50% strongly agreed that the land should remain publicly owned and repurposed for outdoor public, recreational, or community use.
- 39% strongly or moderately agreed with repurposing or rebuilding existing buildings for community services.
- 50% strongly disagreed with selling or transferring to a partner organization or business to support a specific community need (e.g., affordable housing, health/wellness services).

4. Design Features

Participants were asked to rate the importance of five design elements. Even though no single feature dominated, responses establish a clear order of priorities:

- 43% rated accessible design for all ages and abilities as Very Important.
- 33% prioritized public green space and landscaping.
- 30% emphasized parking for visitors and residents.
- Energy efficiency and outdoor seating were also supported, though to a lesser degree.

Interpretation: The community expects the site to be universally accessible, set within well-designed green space, with adequate parking to support daily use and events. Energy performance and casual seating are nice-to-have complements, not lead drivers.

5. Land Use Preferences for the Developable Area

Respondents ranked five options in order of preference for the developable portion of the site. The top-ranked uses were:

- 43% ranked repurposing the site for special events, festivals, or community uses as their top choice.
- 59% ranked mixed-use with community services at ground level (e.g., daycare, library, youth/seniors hub) as their #1 or #2 preference.

- Other responses included support for pools, indoor event venues, or preserving green space.
- Commercial or senior housing uses received mixed feedback, with some concern about traffic, walkability, and the loss of public space.

6. Preferred Building Height

When asked about the maximum building height acceptable for any new development:

- 30.3% preferred a maximum building height of 2 storeys.
- 28.2% preferred 3 storeys, and 23.8% preferred 4 storeys.
- Only 13.1% supported single-storey development, and just 4.5% supported heights above 4 storeys.

Comments suggested that height tolerance was linked to the use, design quality, and location on the site.

7. Open-Ended Feedback – Key Themes

The survey concluded with an open-ended prompt. Over 300 respondents shared additional thoughts, revealing rich and recurring themes:

a. Notable support for a community pool

- Interest expressed in both indoor and outdoor pool options.
- Residents cited limited access to swimming lessons, affordability barriers, and the need for a life skill that benefits all ages.

b. Preserve the site as a community anchor

- Many emphasized that the land was donated for recreation and should remain public and publicly accessible.
- There was strong desire to maintain the site's role in hosting the ABC Festival, local sports, and downtown community events.

c. Use and retrofit of existing buildings

- Dozens of comments proposed reusing the old arena and community centre buildings for:
 - Indoor markets
 - Roller skating or ball hockey
 - Theatre and performing arts
 - Seniors' programming and community rentals

d. Concerns about housing, height, and development

- There was limited appetite for residential development, especially higher-density or affordable housing.
- Some supported senior living options, but only if low-rise, walkable, and compatible with surrounding uses.
- Many opposed privatizations or selling the land outright.

e. Infrastructure and accessibility

- Participants stressed the need to preserve existing parking, upgrade public washrooms, and ensure year-round usability.
- Some suggested expanding the dog park or connecting trails to Gerber Road and the pond.

4.5 Project Website – Engage Wellesley

In addition to in-person engagement activities, a dedicated project webpage was launched on the Township’s Engage Wellesley platform to provide consistent access to project information and encourage online participation. The webpage serves as a central hub where community members can learn about the project, submit questions, view engagement materials, complete the survey, and contribute to a public comment forum.

The project page hosted a public discussion forum inviting residents to share ideas on the future of the former Wellesley Arena and Community Centre lands (“Let Us Know What You’re Thinking / Start the discussion...”). Forum activity ran from mid-April to late June 2025 (e.g., first posts April 17; recent posts late June).

At forum close, the page recorded 2,125 views, 78 public comments and 67 participants. All comments were submitted through the Engage Wellesley platform and offered thoughtful, often detailed, perspectives on the future use of the former arena and community centre lands. This feedback reflects a wide range of community voices and was instrumental in identifying local priorities and values.

The following themes reflect the most common views and ideas:

1. Keeping the Land Public and Recreational

- The overwhelming majority of commenters expressed a strong desire to preserve the site for recreation and community use.
- Many emphasized that the land was originally donated for public benefit, and any sale or conversion to private development would be a breach of that intent.
- Suggestions included upgrading existing recreational facilities and creating new amenities like basketball courts, walking trails, a covered picnic area, or an indoor community space.

2. High interest in a Pool

- There is widespread support for a community pool in the comments received, either indoor or seasonal, often cited as a missed opportunity in the new recreation centre.
- Residents that responded want the pool to support swimming lessons, aquafit, recreational swims, and intergenerational use (e.g. seniors and young families).
- Some proposed adaptive reuse of the old arena building for this purpose.

3. Support for Multi-Use Community Facilities

- Ideas included repurposing the old community centre for a public library, daycare, arts programming (music, theatre, dance), indoor gymnasium, or flexible community event space.
- Many residents want more activities and services within walking distance of the town core.

4. Limited, Conditional Support for Housing

- A minority of commenters supported low-rise or senior-focused housing, particularly units designed for ages 55+ and affordable rental options that allow residents to age in place.
- These voices emphasized that if housing is introduced, it must be small-scale, non-intrusive, and designed to complement the surrounding green space and community fabric.

5. Infrastructure and Parking Concerns

- Several comments highlighted the need to retain or increase parking, especially for ball diamond and splash pad users during peak times.
- Some noted that existing infrastructure (roads, utilities, school capacity) may not support additional residential growth.

6. Desire to Preserve Small-Town Character

- Many residents fear that selling the land or introducing commercial or high-density residential uses would erode Wellesley's charm and small-town identity.
- There was strong concern that decisions should reflect community values, long-term legacy, and fairness to current residents.

7. Festival and Cultural Use

- Numerous comments highlighted the importance of keeping space available for the ABC Festival, Fall Fair, and other community events.
- Some residents proposed building a bandstand or performance space to support concerts and cultural programming.



5. Draft Guiding Principles

The following Draft Guiding Principles capture the community's direction for the site and will guide concept development and evaluation in Step 2.

Public Stewardship & Recreation-Led Use: Keep the lands in public ownership and prioritize outdoor public, recreational, and community uses; repurpose existing assets where feasible.

Community-Oriented, Inclusive, and Safe: Design and program the site to reflect Wellesley's community spirit; ensure it is welcoming and comfortable for all ages and abilities.

Universal Accessibility by Design: Integrate accessibility from the outset, including continuous barrier free paths, accessible entries, seating, washrooms, and parking, so all users can navigate and enjoy the site independently.

Year-Round Activation & Everyday Use: Plan for four seasons and balance major events with daily, informal use. Provide durable surfaces, weather protection, and amenities that support regular community activity.

Distinct and Complementary Community Amenities: Provide community and cultural amenities that add to, rather than duplicate, Township recreation services centralized at the Wellesley Township Recreation Complex.

Community-Serving Housing: Limit residential uses to small-scale, village-appropriate forms that address local needs and co-locate ground-floor community services where appropriate.

Height, Massing, and Village Fit: Shape any new or retained buildings to reinforce Wellesley's small-scale character and to respect adjacent parks and neighbours through sensitive height, massing, and transitions.

Access, Parking, and Operations for Events: Maintain sufficient on-site parking and efficient circulation to support adjacent diamonds, splash pad, playground and major events while improving walking and cycling access.

Financial Responsibility & Operational Realism: Advance options that are feasible to build, operate, and maintain over their full lifecycle. Avoid duplicative capital or operating burdens and focus resources where they deliver the greatest public benefit.

Community First Partnerships and Co-Location: Where appropriate, co-locate community-serving uses (e.g., library, daycare, youth/seniors hubs) to activate the site and meet local needs, with clear agreements that protect public access and community-first programming.

6. Summary and Next Steps

Step 1 confirms a clear, community driven direction for the former Wellesley Arena and Community Centre lands. Respondents want the Township to retain public ownership and to focus the site on recreation, community use, and year-round civic life. There is strong support for preserving and enhancing the site's role as a festival and events venue, with accessible, safe, and welcoming public spaces. Mixed use concepts that place community services at ground level attracted broad interest, provided the scale fits the village context. Acceptable building height at two to four storeys. Design priorities include universal accessibility, public green space, and maintaining sufficient on-site parking and circulation to support adjacent diamonds, the splash pad, the playground, and major events.

At the same time, the Township's next steps must balance this input with Township-wide needs, fiscal responsibility, and operational sustainability. Step 2 will therefore test options that complement existing Township facilities, emphasize multi-purpose and flexible spaces, and evaluate capital, operating, and lifecycle implications alongside community benefits.

If Council chooses to proceed, Step 2 will develop and evaluate two or three concept options grounded in the Draft Guiding Principles, identify a preferred concept, and assess capital, operating, and lifecycle implications. Step 2 will include public engagement on the options and will conclude with a report to Council presenting the evaluation results, a recommended preferred concept, and an implementation pathway that may form the basis for formal adoption of a Comprehensive Plan.



STAFF REPORT
Corporate Services

Subject: Paradise and District Lions Club Super Jackpot Bingo
Report No.: A. F. & P. 30/2025
To: Committee of the Whole
Meeting Date: October 14, 2025
Prepared by: Amy Harron, Acting Municipal Clerk

Recommendation

That the Council of the Township of Wellesley support the Paradise and District Lions Club in their application for a super jackpot bingo lottery licence to the Alcohol and Gaming Commission of Ontario.

Executive Summary

The Paradise and District Lions Club operates a bingo lottery weekly between January and December annually from the St. Clements Community Centre. The Club receives a bingo licence from the Township and is required to apply for the super jackpot licence from the AGCO as their agency holds the sole authority of issuing the super jackpot licence.

Report

1. Background

The Paradise and District Lions Club has requested this letter of support from Township Council annually for the duration that the bingo has been held in St. Clements. The Township has provided support for each request.

2. Analysis

Supporting the Paradise and District Lions Club in their application for a super jackpot licence directly benefits the community through the donations back to the community. As a requirement of the AGCO Policy Manual, funds raised through lottery licencing is required to stay within the municipality that the applicant is located.

3. Recommendations and Rationale

Staff are supportive of the application for a super jackpot lottery licence in addition to the Club's application for a bingo licence to the Township. This additional lottery event aligns with the weekly events and contributes to the healthy fundraising initiatives of the Club.

4. Implementation Plan

The Paradise and District Lions Club will provide the resolution of Council for consideration with their application to the AGCO for review.

Township Strategic Plan Alignment

N/A

Financial Implications

N/A

Other Departments/Agency Comments

N/A

Legal Considerations

N/A

Attachments

Paradise and District Lions Club request letter

Previous Reports on this Topic

N/A

Reviewed by

Senior Management

Approved by

Rik Louwagie, Chief Administrative Officer

Mayor Joseph Nowak & Members of Council
Township of Wellesley
4639 Lobsinger Line
St. Clements, Ontario
N0B 2M0

Subject: Paradise & District Lions Club Request Permission to Run Super Jackpot Bingo from
January 06, 2026 to December 15, 2026

Dear Mayor Nowak and Members of Council,
On behalf of the Paradise & District Lions Club and as Chair of the Lions Bingo, I, Mark Koenig,
wish to request permission from Council to renew our application for a license to run a Super
Jackpot Bingo in the St. Clements Community Centre, January 06, 2026 to December 15, 2026

Your continued support towards our fundraising for community betterment is greatly
appreciated.

Kindly,

Mark Koenig
Chair, Lions Bingo
Paradise & District Lions Club
3561 Lobsinger Line
St. Clements, ON
N0B 2M0
markparadiseanddistrictlions@gmail.com



STAFF REPORT
Corporate Services

Subject: Investment Policy
Report No.: A. F. & P. 31/2025
To: Council
Meeting Date: October 14, 2025
Prepared by: Jeff Dyck, Director of Corporate Services

Recommendation

Whereas Ontario Regulation 438/97 mandates that councils adopt a statement of investment policies and goals before investing; and

Whereas strategic investments provide fiscally responsible management of funds;

Therefore, be it resolved that the Council of the Township of Wellesley approve the Investment Policy presented in this report.

Executive Summary

The purpose of this policy is to guide the investment decisions of the Township when funds are not immediately required or are in surplus position to the day-to-day operating requirements.

The objectives of the Investment Policy are:

- Committing to financial stewardship
- Ensuring preservation of capital.
- Maintaining liquidity to meet operational cash flow requirements.
- Earning a competitive rate of return.
- Managing risk, including diversification of assets.

Report

1. Background

This investment policy applies to all financial assets of the Township held within the following two portfolios:

- Short-Term Investment Portfolio; and
- Long-Term Investment Portfolio

The mix of short and long-term investments will provide the Township with the means to take advantage of higher rates of return, usually associated with longer-term investments, while also having funds available in short term investments to meet on-going operational needs.

2. Analysis

Today, a high yield bank account is utilized by the Township which delivers an interest rate of approximately 3%. Funds to manage day-to-day activities are managed no differently than money the Township has set aside in reserves to fund future projects and purchases.

This policy will provide the Township with the necessary tools to earn a more competitive rate of return; in an economic environment where the interest rate is forecasted to continue to decline in the coming months.

3. Recommendations and Rationale

This policy will preserve Township capital, drive a more competitive return, while maintaining liquidity to manage day-to-day operations at an acceptable level of risk.

4. Implementation Plan

Next steps will involve partnering with a wealth management organization with specific expertise in the public sector space. A review of available funds, including future planned projects and spending will help guide the investment decisions in specific products and terms.

Township Strategic Plan Alignment

This policy aligns with the core strength of sound fiscal management.

Financial Implications

The investment policy has been developed with the goal of generating a better, more competitive financial return, for the Township.

Other Departments/Agency Comments

N/A

Legal Considerations

Attachments

Investment Policy

Previous Reports on this Topic

N/A

Reviewed by

Senior Management

Approved by

Rik Louwagie, Chief Administrative Officer



Township of Wellesley

Subject:
Investment Policy

Policy Number:

Date Approved:

Approved by:

Date of Last Approved Revision:
N/A

This Policy Applies to:

This policy applies to all employees of the Township, directly or indirectly involved in the management of financial assets.

Policy Statement:

General

- All investment activity shall be governed by the *Municipal Act, 2001* as amended. Investments, unless limited further by Council, will be those deemed eligible under *Ontario Regulation 438/97*, as amended.
- Canadian and US dollar investments are authorized for the purpose of this policy.
- Investments of the Township shall be undertaken in a manner that protects and preserves the capital of the portfolio.
- The Town believes that well-managed companies are those that demonstrate high ethical and environmental standards and respect for their employees, human rights, and the communities in which they do business and that these actions contribute to long-term financial performance. The Town's Investment Portfolio will aim to include the consideration of ESG (environmental, social and governance) issues, if available, across assets classes in which it invests.
- The Township's investment portfolio will consist of two components which will be managed by the Township's investment manager.
- Short-Term Investment Portfolio and;
- Long-Term Investment Portfolio.

Preservation of Capital

- The Township shall endeavor to mitigate credit risk by:

- o Limiting investments to safer types of securities; and
 - o Diversifying the investment portfolio so that potential losses on individual securities will be minimized.
- The Township shall endeavor to mitigate interest rate risk, a risk that the market value of securities in the portfolio will fall due to changes in general interest rates, by:
 - o Structuring the investment portfolio so that securities mature to meet cash requirements for ongoing operations, thereby avoiding the need to sell securities on the open market prior to maturity;
 - o Investing operating funds primarily in shorter-term securities or investment pools; and
 - o Diversifying long-term holdings to mitigate the effects of interest rate volatility.
- All investments should have a minimum rating with the limitations set out in Schedule A for the Short-Term Investment Portfolio and Schedule B for the Long-Term Investment Portfolio.
- Publications of relevant credit rating agencies shall be monitored on an ongoing basis. Should a rating change result in increased risk with respect to established limitations, an exception report must be prepared and reviewed by the Director of Finance/Treasurer with the appropriate action taken to ensure the Township's portfolio remains within the limitations and terms outlined in this policy. See Schedule C for the DBRS Morningstar Credit Rating and Ranking Scales.

Liquidity

- The Township will invest in mainly liquid, marketable securities which have an active secondary market, to ensure that appropriate liquidity is maintained in order to meet ongoing obligations. The Township may also utilize temporary borrowing for short-term liquidity needs provided it helps maximize the overall return for the portfolio.

Risk Management

- The Township will manage risk by ensuring there is sufficient diversification among the assets in the portfolios. In order to ensure proper diversification of the portfolio, additional limitations apply for the maximum allowable exposure for each classification of security as a percentage of the total portfolio. Schedule A for the Short-Term Investment Portfolio and Schedule B for the Long-Term Investment Portfolio set out the maximum allowable exposure for each specific issuer in a security class as a percentage of the total portfolio.

Investment Returns

- The rate of return on the investment portfolios will be optimized to the extent possible given the investment objectives, safety of principal and the need to maintain adequate liquidity. Return on investment is of secondary importance compared to the safety and liquidity of principal.
- For the purposes of evaluating the performance of the Township's investment portfolios, all rates of return will be compared to performance expectations.
- The expectation may be changed from time to time, as determined by the Director of Finance/Treasurer, in order to be comparable to the portfolio in terms of maturity, liquidity and credit quality.

Procedure:

1. Background

- 1.1 The Corporation of the Township of Wellesley ("The Township") funds are subject to the requirements of the *Municipal Act, 2001* ("The Act"). *Ontario Regulation 438/97 Eligible Investments*, as amended states that before a municipality invests in a security prescribed under the regulation, the Council of the municipality shall adopt a statement of the municipality's investment policies and goals. The regulation also governs eligible investments and prescribes conditions under which the municipality may make investments.
- 1.2 The Act specifies a municipality must exercise the care, skill, diligence and judgment that a prudent investor would exercise when making investments, regardless of which category of eligible investments a municipality chooses to follow.

2. Purpose

- 2.1 The purpose of this policy is to guide the investment decisions of the Township when funds are not immediately required or are in surplus position to the day-to-day operating requirements.

3. Application and Scope

- 3.1 This investment policy applies to all financial assets of the Township held within the following two portfolios:
 - a) Short-Term Investment Portfolio; and
 - b) Long-Term Investment Portfolio
- 3.2 The Township's investment in securities will comply with those prescribed under Ontario Regulation 438/97, as amended.

4. Principles and Investment Objectives

The following principles govern the Investment Management Process for the Corporation of the Township of Wellesley.

- 4.1 **Financial Stewardship:** The Township will exercise care, conservancy, planning, attention, upkeep, and management of its financial resources.
- 4.2 **Preservation of Capital:** The Township will invest in a manner that protects and preserves the capital of the portfolio.
- 4.3 **Liquidity:** The investment portfolio will remain sufficiently liquid to meet all operating and cash flow requirements. Funds not immediately required by the Township will be separated into asset pools, each with its own objectives and constraints.
- 4.4 **Risk Management:** The Township will manage risk by ensuring there is sufficient diversification among the assets in the portfolio. Additional risk control is provided by the constraints on the permitted investments.
- 4.5 **Investment Returns:** The Township will design the investment portfolio in a way to maximize investment return in accordance with the *Municipal Act, 2001* and in accordance with this policy.

5. Policy Statement

5.1 General

- 5.1.1 All investment activity shall be governed by the *Municipal Act, 2001* as amended. Investments, unless limited further by Council, will be those deemed eligible under *Ontario Regulation 438/97*, as amended.
- 5.1.2 Canadian and US dollar investments are authorized for the purpose of this policy.
- 5.1.3 Investments of the Township shall be undertaken in a manner that protects and preserves the capital of the portfolio.
- 5.1.4 The Town believes that well-managed companies are those that demonstrate high ethical and environmental standards and respect for their employees, human rights, and the communities in which they do business and that these actions contribute to long-term financial performance. The Town's Investment Portfolio will aim to include the consideration of ESG (environmental, social and governance) issues, if available, across assets classes in which it invests.
- 5.1.5 The Township's investment portfolio will consist of two components which will be managed by the Township's investment manager.

- a. Short-Term Investment Portfolio and;
- b. Long-Term Investment Portfolio.

5.2 Preservation of Capital

5.2.1 The Township shall endeavor to mitigate credit risk by:

- a. Limiting investments to safer types of securities; and
- b. Diversifying the investment portfolio so that potential losses on individual securities will be minimized.

5.2.2 The Township shall endeavor to mitigate interest rate risk, a risk that the market value of securities in the portfolio will fall due to changes in general interest rates, by:

- a. Structuring the investment portfolio so that securities mature to meet cash requirements for ongoing operations, thereby avoiding the need to sell securities on the open market prior to maturity;
- b. Investing operating funds primarily in shorter-term securities or investment pools; and
- c. Diversifying long-term holdings to mitigate the effects of interest rate volatility.

5.2.3 All investments should have a minimum rating with the limitations set out in Schedule A for the Short-Term Investment Portfolio and Schedule B for the Long-Term Investment Portfolio.

5.2.4 Publications of relevant credit rating agencies shall be monitored on an ongoing basis. Should a rating change result in increased risk with respect to established limitations, an exception report must be prepared and reviewed by the Director of Finance/Treasurer with the appropriate action taken to ensure the Township's portfolio remains within the limitations and terms outlined in this policy. See Schedule C for the DBRS Morningstar Credit Rating and Ranking Scales.

5.3 Liquidity

The Township will invest in mainly liquid, marketable securities which have an active secondary market, to ensure that appropriate liquidity is maintained in order to meet ongoing obligations. The Township may also utilize temporary borrowing for short-term liquidity needs provided it helps maximize the overall return for the portfolio.

5.4 Risk Management

The Township will manage risk by ensuring there is sufficient diversification among the assets in the portfolios. In order to ensure proper diversification of the portfolio, additional limitations apply for the maximum allowable exposure for each classification of security as a percentage of the total portfolio. Schedule A for the Short-Term Investment Portfolio and Schedule B for the Long-Term Investment Portfolio set out the maximum allowable exposure for each specific issuer in a security class as a percentage of the total portfolio.

5.5 Investment Returns

5.5.1 The rate of return on the investment portfolios will be optimized to the extent possible given the investment objectives, safety of principal and the need to maintain adequate liquidity. Return on investment is of secondary importance compared to the safety and liquidity of principal.

5.5.2 For the purposes of evaluating the performance of the Township's investment portfolios, all rates of return will be compared to performance expectations.

5.5.3 The expectation may be changed from time to time, as determined by the Director of Finance/Treasurer, in order to be comparable to the portfolio in terms of maturity, liquidity and credit quality.

6. Roles and Responsibilities

6.1 Council

- Approve this investment policy which guides the investment decisions of the Township.

6.2 Director of Finance/Treasurer

- Oversee the financial stewardship of the Township including:
 - o Ensure performance of the investment portfolio including monitoring and taking corrective action;
 - o Establish procedures consistent with the policy and including explicit delegations of authority to persons responsible for investing activity;
 - o Execute investment management related contracts and agreements; and
 - o Ensure the reporting requirements under *Ontario Regulation 438/97*, as amended and this policy are met.

6.3 Finance Department

- Review this policy and related standard operating procedures every year or earlier as required;
- Manage funds under specific investment mandate, complying with all guidelines, policies and procedures; and
- Provide as much notice as possible regarding cash requirements or additional funds available for investment. But as these may not always be known in advance, consideration of this factor will be taken into account in assessing investment performance.

6.4 Investment Manager

- The investment manager is responsible for assisting the Township in formulating an appropriate investment policy.

Specifically, the Investment Manager shall be responsible for:

- Investing in accordance with the Township's policy statement;
- Meeting with the Finance Department on a regular basis, as determined by the Finance Department's requirements;
- Inform the Finance Department on a timely basis of any material changes that may impact the management of the portfolio;
- Participate in annual reviews of the Township's policy statement;
- Provide monthly statements, which shall contain, at a minimum:
 - o Type of Investment
 - o Purchase Date
 - o Maturity Date
 - o Interest Rate
 - o Principal Amount
 - o Maturity Value
 - o Cash Balance
- Provide quarterly performance reports;

7. Approval Requirements

7.1 The Treasurer is authorized to:

- 7.1.1 Invest surplus funds of the Municipality in accordance with section 418 of the Municipal Act, 2001 (as amended), O. Reg. 438/97 (as amended) and this policy.

- 7.1.2 Enter into arrangements with banks, investment dealers and brokers, and other financial institutions for the purchase, sale redemption, issuance, transfer and safekeeping of securities.
- 7.1.3 Execute and sign documents on behalf of the Municipality along with the Deputy Treasurer, and or the Mayor.
- 7.1.4 Designate certain Municipality staff to carry out the day-to-day management of the investment program.
- 7.1.5 Perform all other related acts in the day-to-day management of the investment program.

7.2 Signing authority for transactions from the Township's bank account to an investment account would follow the signing authorities outlined in the *Banking Signing Authorities Policy*.

8. Monitoring and Compliance

8.1 Periodic Review

- 8.1.1 The Township's Director of Corporate Services/Treasurer will review and reassess the policy and investment guidelines outlined in the schedules, at least once a year and more frequently as required.
- 8.1.2 If, at any time, the guidelines cannot be met or may restrict performance, the guidelines may then be changed provided that the changes are reported to Council.

8.2 Consequences of Non-Compliance

- 8.2.1 Should the Director of Corporate Services/Treasurer find that investments were not made in compliance with this policy, the Director of Finance/Treasurer shall report the inconsistency to Council within 30 days after becoming aware of it.
- 8.2.2 If at any time a security and/or allocation with the portfolio(s), in the Director of Finance/Treasurer's opinion, is not in adherence with the Municipality's investment policy and/or the *Municipal Act, 2001 Eligible Investments, Regulation 438/97*, then the Township will create a workout plan, including expected disposal timelines, for selling the investment and shall sell the investment in accordance with the plan.

9. Conflict of Interest and Ethics

- Employees involved in the investment process shall refrain from personal business activity that could conflict with the proper execution and management of the investment program, or that could impair ability to make impartial decisions.

- Employees involved in investment procedures shall disclose all material interests in financial institutions with which they conduct business. They shall further disclose any personal financial/investment positions that could be related to the performance of the investment portfolio.
- Employees and officers shall not undertake personal investment transactions with the same individual with whom business is conducted on behalf of the Township.
- If a staff member of the Finance Department or any elected or appointed member of the Township is party to or has a direct or indirect beneficial interest in an investment transaction of the Township, he or she must provide full disclosure of that interest to the Director of Finance/Treasurer. The Director of Finance/Treasurer will determine whether the Township's investment is to continue to be retained or sold forthwith.
- All investment activities must be conducted in accordance with the Chartered Financial Analyst code of ethics (<https://www.cfainstitute.org/en/ethics-standards/ethics/code-of-ethics-standards-of-conduct-guidance>).

10. Definitions

- 10.1 Basis Point:** A unit that is equal to 1/100th of 1%, and is used to denote the change in a financial instrument. The basis point is commonly used for calculating changes in interest rates, equity indexes and the yield of a fixed-income security.
- 10.2 Capital:** The portion of financial resources that are available for trading.
- 10.3 Credit Risk:** The risk to an investor that an issuer will default in the payment of interest and/or principal on a security.
- 10.4 Discount:** The amount by which the par value of a security exceeds the price paid for the security.
- 10.5 Diversification:** A process of investing assets among a range of security types by sector, maturity, and quality rating.
- 10.6 Duration:** A measure of the timing of the cash flows, such as the interest payments and the principal repayment, to be received from a given fixed-income security. This calculation is based on three variables, term to maturity, coupon rate, and yield to maturity. The duration of a security is a useful indicator of its price volatility for given changes in interest rates.
- 10.7 Holding Period Classification:** Classification of investments based on the intended period the Municipality would hold the asset, as follows:

a) Cash Equivalent: Short-term highly liquid investments that are readily convertible to known amounts of cash and that are subject to an insignificant risk of changes in value.

b) Short-Term: Securities with a holding period of two years or less.

c) Long-Term: Securities with a holding period of greater than two years.

10.8 Interest Rate Risk: The risk associated with declines or increases in interest rates which cause an investment in a fixed-income security to increase or decrease in value.

10.9 Liquidity: A measure of an asset's convertibility to cash.

10.10 Local Authority Service Limited (LAS): A subsidiary of the Association of Municipalities of Ontario (AMO) which in conjunction with CHUMS are members of the ONE Investment Inc.

10.11 Market Risk: The risk that the value of a security will rise or decline because of changes in market conditions.

10.12 Market Value: Current market price of a security.

10.13 Maturity: The date on which payment of a financial obligation is due. The final stated maturity is the date on which the issuer must retire a bond and pay the face value to the bondholder.

10.14 ONE Investment Inc.: An incorporated not-for-profit organization which includes investment portfolios available for Ontario municipalities. Formerly was the ONE Investment Program which is a professionally managed group of pooled investments that meet eligibility criteria as defined by regulations under the *Municipal Act*.

10.15 Par: The face value or principal value of a bond.

10.16 Portfolio: A collection of securities held by an investor.

10.17 Premium: The amount by which the price paid for a security exceeds the security's par value.

10.18 Principal: The original sum committed to the purchase of an asset, independent of any earnings or interest.

10.19 Rate of Return: The yield obtainable on a security based on its purchase price or its current market price. Yield reflects coupon, term, liquidity, and credit quality.

10.20 Schedule I Banks: Schedule I banks are domestic banks and are authorized under the *Bank Act* to accept deposits, which may be eligible for deposit insurance provided by the Canadian Deposit Insurance Corporation.

10.21 Schedule II Banks: Schedule II banks are foreign bank subsidiaries authorized under the *Bank Act* to accept deposits, which may be eligible for deposit insurance provided by the Canadian Deposit Insurance Corporation. Foreign bank subsidiaries are controlled by eligible foreign institutions.

10.22 Schedule III Banks: Schedule III banks are foreign bank branches of foreign institutions that have been authorized under the *Bank Act* to do banking business in Canada. These branches have certain restrictions.

10.23 Yield to Maturity (YTM): The annual return on a bond held to maturity when interest payments and price appreciation (if priced below par) or depreciation (if priced above par) are considered.

10.24 Workout Plan: A formal strategy, including expected timelines, for the sale of securities held by municipalities which are not permitted as eligible investments under the Regulation and require divestment. Ineligible securities can be acquired as a result of donations, gifts or security downgrades.

11. References and Resources

This Policy should be read and applied in conjunction with the following references and resources as updated from time to time. Please note that some of the following documents may not be publicly available.

External References

- Bank Act, 1991
- Municipal Act, 2001, as amended
- Ontario Regulation 438/97 (Eligible Investments and Related Financial Agreements)
- CFA Institute Code of Ethics and Standards of Professional Conduct
- CFA Institute Asset Manager Code of Professional Conduct

References to Related Bylaws, Council Policies, and Administrative Directives

- Example A

References to Related Corporate-Wide Procedures, Forms, and Resources

- Example A

See Also: N/A

Schedule A: Short-Term Investment Portfolio

Security or Institution	Minimum Credit Rating	Maximum % of Portfolio	Issuer % Limit	Maximum Term of Maturity
Government of Canada Debt ¹	n/a	100%	n/a	2 Years
Provincial Government Debt ²	A (low)	75%	25%	2 Years
Canadian Municipal Debt ³	A (low)	30%	10%	2 Years
Other Country Debt	AAA	10%	5%	2 Years
Supranational Debt	AAA	10%	5%	2 Years
Canadian Corporate Debt ⁴	A (low)	25%	10%	2 Years
Schedule I Banks ^{5,6,9}	AA (low) or R-1 (low)	100%	35%	2 Years
Schedule II Banks ^{5,6,9}	AA (low) or R-1 (mid)	10%	5%	2 Years
Schedule III Banks ^{5,6,9}	AA (low) or R-1 (mid)	5%	2%	2 Years
Loan or Trust Corporations ^{5,6}	AA (low) or R-1 (mid)	10%	5%	2 Years
Credit Unions ^{5,7}	n/a	10%	5%	2 Years
ONE Investment High Interest Savings Account	n/a	10%	10%	n/a
ONE Investment "Other" ⁸	n/a	10%	5%	n/a

Notes:

1 – Includes Federal agencies.

2 – Includes Provincial agencies (i.e. Infrastructure Ontario).

3 – Includes BC Municipal Financing Authority, School Boards, Local Boards & Conservation Authorities.

4 – Corporate Bonds with maturities over 5 years can only be accessed through ONE Investment pooled funds.

5 – Applies to Debt or Deposit securities, subject to the requirements of the Regulation.

6 – Debt securities issued by Schedule I, II and III banks and Loan or Trust Corporations under 2 years must be rated AA (low).

7 – Where total Deposit securities exceed \$250,000, additional Deposit securities maturing beyond 2 years must satisfy the financial indicators prescribed in O. Reg. 438/97. All Debt securities must satisfy the final indicators prescribed in O. Reg. 438/97.

8 – ONE Investment "Other" includes the Canadian Government Bond, Canadian Corporate Bond & Money Market portfolios or any other new investment products developed and offered by ONE Investment.

9 - 2-year minimum term for bond, debenture, promissory note or other evidence of indebtedness with a credit rating between A(low) and A(high). Note, no rating requirement for deposits from Canadian banks with maturities less than 2 years.

Schedule B: Long-Term Investment Portfolio

Security or Institution	Minimum Credit Rating	Maximum % of Portfolio	Issuer % Limit	Maximum Term of Maturity
Government of Canada Debt ¹	n/a	100%	n/a	10 Years
Provincial Government Debt ²	A (low)	75%	25%	10 Years
Canadian Municipal Debt ³	A (low)	30%	10%	10 Years
Other Country Debt	AAA	10%	5%	10 Years
Supranational Debt	AAA	10%	5%	10 Years
Canadian Corporate Debt ⁴	A (low)	25%	10%	5 Years
Schedule I Banks ^{5,6,9}	A (low)	80%	35%	10 Years
Schedule II Banks ^{5,6,9}	A (low)	10%	5%	10 Years
Schedule III Banks ^{5,6,9}	A (low)	5%	2%	10 Years
Loan or Trust Corporations ^{5,6}	A (low)	10%	5%	10 Years
Credit Unions ^{5,7}	n/a	10%	5%	10 Years
ONE Investment High Interest Savings Account	n/a	10%	10%	n/a
ONE Investment Canadian Equity Portfolio	n/a	10%	10%	n/a
ONE Investment "Other" ⁸	n/a	10%	5%	n/a

Notes:

1 – Includes Federal agencies.

2 – Includes Provincial agencies (i.e. Infrastructure Ontario).

3 – Includes BC Municipal Financing Authority, School Boards, Local Boards & Conservation Authorities.

4 – Corporate Bonds with maturities over 5 years can only be accessed through ONE Investment pooled funds.

5 – Applies to Debt or Deposit securities, subject to the requirements of the Regulation.

6 – Debt securities issued by Schedule I, II and III banks and Loan or Trust Corporations under 2 years must be rated AA (low).

7 – Where total Deposit securities exceed \$250,000, additional Deposit securities maturing beyond 2 years must satisfy the financial indicators prescribed in O. Reg. 438/97. All Debt securities must satisfy the final indicators prescribed in O. Reg. 438/97.

8 – ONE Investment "Other" includes the Canadian Government Bond, Canadian Corporate Bond & Money Market portfolios or any other new investment products developed and offered by ONE Investment.

9 - 2-year minimum term for bond, debenture, promissory note or other evidence of indebtedness with a credit rating between A(low) and A(high). Note, no rating requirement for deposits from Canadian banks with maturities less than 2 years.

Schedule C: DBRS Morningstar Credit Rating and Ranking Scales

Long-Term Obligations Scale	
Rating	Credit Quality
AAA	Highest
AA	Superior
A	Good
BBB	Adequate
BB	Speculative
B	Highly Speculative
CCC/CC/C	Very Highly Speculative
D	Default

Short-Term Obligations Scale	
Rating	Credit Quality
R-1 (high)	Highest
R-1 (middle)	Superior
R-1 (low)	Good
R-2 (high)	Upper End of Adequate
R-2 (middle)	Adequate
R-2 (low)	Lower End of Adequate
R-3	Lowest End of Adequate
R-4	Speculative
R-5	Highly Speculative
D	Default

The Corporation of the
MUNICIPALITY OF TWEED

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To: All Ontario Municipal Councils

Collaborative Action on Sustainable Waste Management in Ontario

As members of municipal councils, we share a responsibility to make decisions that result in the most positive outcomes for both our current residents and future generations. The management of municipal waste is one of the most pressing environmental challenges we face today.

Large urban centres are increasingly looking to rural areas for land to bury garbage waste. Continuing to bury garbage in the ground will inevitably lead to serious consequences:

Globally, solutions already exist. Clean incineration technology can drastically reduce the volume of waste going to landfills while producing much needed electricity. Germany serves as an inspiring model, operating 156 municipal thermal waste incineration facilities with an aggregate annual capacity of 25 million tonnes. At the same time, Germany recycles 66.1% of its municipal waste, the highest rate in the world, driven by strong community engagement, innovative infrastructure, and early education programs that foster a culture of sustainability.

We believe Ontario can and must do better.

We are calling for:

1. The creation of a provincial working group composed of municipalities, the Provincial and Federal Governments, and manufacturing partners;
2. A commitment to exploring and implementing clean incineration, stronger recycling programs, and other sustainable practices;
3. Support from municipal councils across Ontario to advocate for immediate action at all levels of government.

We respectfully request that your council consider supporting this initiative by passing a similar resolution and communicating your support to Premier Doug Ford, the opposition parties, and other relevant stakeholders. By acting together, we can ensure that waste disposal in Ontario is managed quickly, efficiently, and sustainably protecting our environment and safeguarding our communities for generations to come.

Jim Flieler
Councillor, Municipality of Tweed

Resolution for Incineration and a more Robust Recycling Program

Whereas It is incumbent upon the members of council, MPP's and MPs to make the decisions that will result in the most positive outcomes for now and future generations

And Whereas with large urban centres now looking in rural areas of our province and entire country for lands to bury their garbage waste

And Whereas a large landfill site owned by a large urban centre which receives 50% of their garbage at the present time is expected to be full by 2029 creating more environmental impacts

And Whereas continuing to bury garbage in the ground will result in our future generations having lost potable groundwater as a result of garbage leachate rendering it unusable.

And Whereas burying garbage, particularly organic waste in landfills, leads to the production of methane a greenhouse gas, which escapes into the atmosphere and contributes to climate change causing more environmental destruction.

And Whereas we continue to destroy our environment jeopardizing our future generations

And Whereas we have worldwide technology that will allow us the use of clean incineration and also produce much needed electric energy

And Whereas the incineration of household and other municipal waste has a long tradition in Germany, which currently has 156 municipal thermal waste incineration facilities with an aggregate annual capacity of around 25 million tons

And Whereas with a strong focus on community involvement, innovative infrastructure, and sustainable practices, Germany has set a high bar for municipal recycling programs that the rest of the world can learn from and emulate.

And Whereas at the present time, Germany recycles 66.1% of its garbage waste at a municipal level. This places the country as the most effective and prominent country when it comes to recycling in the entire world. This highlights the citizen's strength and motivation to deal with environmental issues on a daily basis.

And Whereas German schools often integrate recycling education into their curriculum. This early exposure to the importance of recycling instills a sense of responsibility in the younger generation, creating a culture of sustainability that transcends generations.

Now Therefore be it resolved that Council direct staff to investigate the possibility of working together with Ontario Municipalities, Provincial and Federal Governments as well as our manufacturing partners to form a working group to ensure that our waste disposal issues can be resolved quickly, efficiently and effectively with the use of incineration, more robust recycling programs and sustainable practices so that our future generations will not suffer from our environmental mismanagement and to request support from these organizations as well as letters being sent to all municipalities in Ontario, Premier Ford and the opposition parties.

**Municipality of Tweed Council Meeting
Council Meeting**



Resolution No.

355

Title:

Notice of Motion - Incineration and a More Robust Recycling Program

Date:

Tuesday, August 12, 2025

Moved by

Councillor J. Flieler

Seconded by

Councillor P. Valiquette

BE IT RESOLVED THAT Council direct staff to investigate the possibility of working together with the Ontario Municipalities, Provincial and Federal Governments as well as our manufacturing partners to form a working group to ensure that our waste disposal issues can be resolved quickly, efficiently and effectively with the use of incineration, more robust recycling programs and sustainable practices so that our future generations will not suffer from our environmental mismanagement and to request support from these organizations as well as letters being sent to all municipalities in Ontario, Premier Ford and the opposition parties.

Carried



THE CORPORATION OF THE **TOWN OF COBALT**

September 3, 2025

To whom it may concern,

Please be advised that at the Regular Meeting of Council on August 19, 2025, the Town of Cobalt adopted the following resolution:

RESOLUTION No. 2025-124

MOVED BY: Councillor Anderson

SECONDED BY: Councillor Hughes

WHEREAS the Ontario Government has enacted O. Reg. 343/22, establishing mandatory certification requirements for firefighters under the Fire Protection and Prevention Act, 1997;

AND WHEREAS Council for the Town of Cobalt acknowledges the importances of standardized firefighter training and safety;

AND WHEREAS these mandatory certification requirements pose significant challenges for small, rural and northern municipalities due to limited financial and training resources, geographical barriers and reliance on volunteer fire departments;

AND WHEREAS the implementation of these requirements without additional flexibility or support may negatively impact the Town's ability to recruit and retain volunteer firefighters and provide adequate fire protection to its residents;

NOW THEREFORE BE IT RESOLVED THAT Council for the Corporation of the Town of Cobalt formally opposes the mandatory firefighter certification requirements as currently outlined in O. Reg. 343/22;

AND FURTHER THAT this resolution be forwarded to the Solicitor General, Premier of Ontario, MPP John Vanthof, the Fire Marshal, AMO, FONOM and all Ontario Municipalities.

CARRIED

Kind Regards,



Steven Dalley
Town Manager, Clerk/Treasurer
Tel: (705) 679-8877
Email: sdalley@cobalt.ca

cc: Hon. Doug Ford, Premier of Ontario, premier@ontario.ca
MPP, John Vanthof, jvanthof-co@ndp.on.ca
Solicitor General, Michael.kerzner@pc.ola.org
Ontario Fire Marshall, askofm@ontario.ca
AMO, resolutions@amo.on.ca
FONOM, fonom.info@gmail.com
Ontario Municipalities