# COUNCIL AGENDA

Monday, April 13, 2026
4:00 PM

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Pages

1. CALL TO ORDER

2. DISCLOSURE OF PECUNIARY INTEREST

3. CONFIRMATION OF THE AGENDA AND ADOPTION OF MINUTES

3.1 Approval of Agenda
That Goderich Town Council hereby accepts the April 13, 2026, Regular Council Agenda, as presented.

3.2 Adoption of Minutes 6
That Goderich Town Council hereby adopts the March 23, 2026, Regular Council Minutes, and the March 31, 2026, Special Minutes, as printed.

4. PUBLIC MEETING(S)

5. DELEGATIONS AND PRESENTATIONS

5.1 Willy Van Klooster, Executive Director, Huron Hospice re: Beds at Huron Hospice 16

5.2 Mayor's Remarks

5.3 Councillors' Remarks

6. PUBLIC COMMENTS RELATING TO AGENDA ITEMS

7. STAFF REPORTS
That the Staff Reports be received for information and the noted action be approved.

7.1 Andrea Fisher, Director of Legislative Services/Clerk re: Election Signs By-Law 31
Staff Recommendation: Concur

7.2 Deanna Hastie, Director of Corporate Services/Treasurer re: Cemetery Software Purchase 44
Staff Recommendation: Concur

7.3 Sean Thomas, Director of Community Services, Infrastructure and Operations re: 2026 Drinking Water System Inspection Rating 50
Staff Recommendation: Receive for information

7.4 Sean Thomas, Director of Community Services, Infrastructure and Operations re: Replacement of Water Main - Harbour St. to Cove Rd. 53
Staff Recommendation: Concur

7.5 Dave Duncan, Municipal Law Enforcement Manager re: Amendment to the Traffic and Parking By-Law 34 of 2025 55
Staff Recommendation: Concur and refer to By-Law 51 of 2026

7.6 Dave Duncan, Municipal Law Enforcement Manager re: Increase to Municipal Law Enforcement Officer Training and Equipment Budget 89
Staff Recommendation: Concur

7.7 Michaela Johnston, Emergency Management Coordinator, Accessibility and Health and Safety Manager re: Joint Health and Safety Committee Terms of Reference 91
Staff Recommendation: Concur and refer to By-Law 52 of 2026

7.8 Michaela Johnston, Emergency Management Coordinator, Accessibility and Health and Safety Manager re: Emergency Preparedness Week 108
Staff Recommendation: Receive for information

7.9 Michaela Johnston, Emergency Management Coordinator, Accessibility and Health and Safety Manager re: RT04 Partnership Program Application 110
Staff Recommendation: Concur

7.10 Jason Dykstra, Building Services Manager/CBO re: Heritage Permit Application No. 2026-002 - 16 Courthouse Square - Fascia Sign 131
Staff Recommendation: Concur

7.11 Jason Dykstra, Building Services Manager/CBO re: March 2026 Month End Report 140
Staff Recommendation: Receive for information

7.12 Kyle Williams, Community Services and Operations Manager re: 2026 Main Beach Screening Request for Proposal Results 143
Staff Recommendation: Concur

7.13 Kyle Williams, Community Services and Operations Manager re: Rotary Cove Arches 145
Staff Recommendation: Concur

7.14 Jessica Clapp, Asset Management and Environmental Services Manager re: 2025 Asset Management Plan 147
Staff Recommendation: Concur and refer to By-Law 56 of 2026

7.15 Amanda Banting, Deputy Clerk (Records Management Clerk) re: eScribe Extension Agreement 368
Staff Recommendation: Concur and refer to By-Law 57 of 2026

7.16 Andrew Bouck, Tourism Events and Marketing Coordinator re: April Event Report 370
Staff Recommendation: Concur

8. CORRESPONDENCE RECEIVED AND COPIED FOR WHICH THE DIRECTION OF COUNCIL IS REQUIRED

9. CORRESPONDENCE RECEIVED FOR INFORMATION
That the correspondence be received for information.

9.1 Huron OPP Detachment Board - January 26, 2026, Minutes 380

9.2 Maitland Valley Conservation Authority - January 28, 2026, Minutes 386

9.3 Maitland Valley Conservation Authority - February 25, 2026, Minutes 391

9.4 Trevor Bazinet, Mayor re: Letter to Minister Sylvia Jones - Request for Immediate and Sustainable Operating Funding - Huron Hospice 399

9.5 Mayor's Luncheon - May 21, 2026 - Knights of Columbus 400

9.6 Jill Dunlop, Minister of Emergency Preparedness and Response re: Congratulatory Letter - Community Emergency Preparedness Grant 401

9.7 Nuclear Innovation Institute re: Save the Date for the 2026 Clean Energy Frontier Conference 402

9.8 Town of South Bruce Peninsula re: Support for Goderich Port Management Corporation 403

9.9 Municipality of Bluewater re: Resolution - Supporting Avon Maitland District School Board 405

9.10 Saugeen Shores re: Notice of Motion - Architectural Conservancy of Ontario Proposal 408

9.11 City of Peterborough re: Resolution - Ontario Airport Capital Assistance Program 410

10. CORRESPONDENCE RECEIVED AND RECOMMENDED ACTION NOTED
That the correspondence items be received for information and the noted action be approved.

10.1 Paula Phillips, Project Support Coordinator, Veolia re: Office Rental at 240 Huckins Street 412
Staff Recommendation: Refer to staff

10.2 B. M. Ross and Associates Limited and Ministry of Transportation (MTO) re: Acknowledgement Letter - refer to By-Law 61 of 2026 413
Staff Recommendation: Concur and authorize the Mayor and Clerk to sign the Draft Plan of Subdivision 40T21004, 40T13002, and MTO Acknowledgment Letter

10.3 Frank Hurkmans, President, Goderich Port Management Corporation re: Funding Request to Support Government Lobbying 423
Staff Recommendation: Concur - Approved in 2026 Budget

11. UNFINISHED BUSINESS

11.1 Local Rolla re: Maitland Recreation Centre Lease Agreement - refer to Item 12.3 - By-Law 53 of 2026

11.2 Sean Thomas, Director of Community Services, Infrastructure and Operations re: Backyard Hens - pending

11.3 Ezra Silverton, Co-Founder, Lune re: Ride Sharing - pending

12. BY-LAWS
That By-Laws 51, 52, 53, 54, 55, 56, 57, 58, 59, 60, and 61 of 2026, be read a first, second, and third time, collectively.

12.1 By-Law 51 of 2026 - refer to Item 7.5 424
Being a By-Law to amend By-Law 34 of 2026, Being a By-Law to Regulate Traffic in the Town of Goderich and to Control and Regulate the Use of Streets and Boulevards in said town

12.2 By-Law 52 of 2026- refer to Item 7.7 428
Being a By-Law to amend By-Law 155 of 2025, Appendix B: Joint Health and Safety Committee Terms of Reference, a By-Law to establish a Health and Safety Policy and Program for employees of the Corporation of the Town of Goderich

12.3 By-Law 53 of 2026 - refer to Item 11.1 444
Being a By-Law to amend By-Law 103 of 2024, to authorize the Mayor and Clerk to execute and affix the Corporate Seal to the Operating Agreement between Local Rolla and the Corporation of the Town of Goderich for the Operation of Concession Area at the Maitland Recreation Centre

12.4 By-Law 54 of 2026 452
Being a By-Law to delegate certain authorities to the Chief Administrative Officer for certain acts during the Lame Duck Period for the Corporation of the Town of Goderich

12.5 By Law 55 of 2026 454
Being a By-law to authorize the Mayor and Clerk to execute and affix the Corporate Seal to a Lease Agreement between Doctor Matthew Steven Gray and the Corporation of the Town of Goderich for the Lease of a room at the Maitland Valley Medical Centre

12.6 By-Law 56 of 2026 - refer to Item 7.14 472
Being a By-Law to adopt the 2025 Asset Management Plan for the Corporation of the Town of Goderich

12.7 By-Law 57 of 2026 - refer to Item 7.15 679
Being a By-Law to authorize the Mayor and Clerk to execute and affix the Corporate Seal to an Extension of 2023 Subscription Agreement between eScribe Software Limited and the Corporation of the Town of Goderich

12.8 By-Law 58 of 2026 681
Being a By-Law to adopt a Corporate Social Media Policy for the Corporation of the Town of Goderich

12.9 By-Law 59 of 2026 699
Being a By-Law to authorize the Mayor and Clerk to execute and affix the Corporate Seal to a Fireworks Display Agreement between Supernova Fireworks Incorporated and the Corporation of the Town of Goderich for the purpose of the Canada Day Fireworks Celebration

12.10 By-Law 60 of 2026 703
Being a By-Law to temporarily Stop Up Traffic on Wednesday, July 1, 2026, Elgin Avenue West from South Street to Wellington Street, South Street from Courthouse Square to Elgin Avenue West, Wellington Street from Elgin Avenue West to West Street, West Street from Wellington Street to Courthouse Square, and the entirety of Courthouse Square, for the purpose of the Canada Day Parade

12.11 By-Law 61 of 2026 - refer to Item 10.2
Being a By-Law to authorize the Mayor and Clerk to execute and affix the Corporate Seal to an Acknowledgement Letter regarding Draft Plan of Subdivision 40T21004, 40T13002, and Ministry of Transportation Ontario

## 13. MOTIONS AND NOTICE OF MOTIONS

## 14. NEW BUSINESS

Upcoming Meetings:

- Tuesday, April 14, 2026, at 1:30 PM, Mid-Huron Landfill Site Board
- Tuesday, April 14, 2026, at 2:30 PM, Mid-Huron Recycling Centre Board
- Thursday, April 16, 2026, at 10 AM, Economic Development Committee
- Thursday, April 23, 2026, at 2 PM, Bicentennial Committee
- Friday, April 24, 2026, at 8:30 AM, Economic Development Committee Visioning Workshop
- Monday, May 4, 2026, at 4 PM, Council Meeting

## 15. CLOSED SESSION

In the event that Council enters into a possible Closed Session pursuant to Section 239 (2) of the Municipal Act, Council will reconvene following the Closed Session at which time the public and press may be present.

## 16. REPORTING OUT OF CLOSED SESSION

## 17. CONFIRMING BY-LAW

That leave be given to introduce By-Law No. 62 of 2026 being a By-Law to confirm the proceedings of the Goderich Town Council meeting held on April 13, 2026, and that it now be read a first, second, and third time, and finally passed this April 13, 2026.

## 18. ADJOURNMENT

That Goderich Town Council does now adjourn at PM to meet again at the Regular Meeting of Council scheduled for May 4, 2026, at 4 PM.

**Council Minutes**

**Monday, March 23, 2026**
**4:00 PM**

| | |
|---|---|
| Present | Trevor Bazinet, Mayor<br>Leah Noel, Deputy Mayor<br>Allison Segeren, Councillor<br>John Thompson, Councillor<br>Randy Carroll, Councillor<br>Liz Petrie, Councillor<br>Vanessa McMillan, Councillor |
| Staff Present | Janice Hallahan, Chief Administrative Officer<br>Andrea Fisher, Director of Legislative Services/Clerk<br>Deanna Hastie, Director of Corporate Services/Treasurer<br>Sean Thomas, Director of Community Services, Infrastructure and Operations<br>Amanda Banting, Deputy Clerk (Records Management Clerk) |
| Others Present | Steve Buchanan<br>John Mascarin<br>Jim Rees<br>Greg Stewart, Town Solicitor |

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## 1. CALL TO ORDER

Goderich Town Council meets in Regular Session on March 23, 2026.

## 2. DISCLOSURE OF PECUNIARY INTEREST

2.1 Councillor Carroll

Councillor Carroll declares a pecuniary interest on items 7.9, Michaela Johnston, Emergency Management Coordinator, Accessibility and Health and Safety Manager re: Community Initiative with Community Living Central Huron, as he is a member of the Board of Directors, and 7.16, Andrew Bouck, Tourism Events and Marketing Coordinator re: March Event Report and 12.8, By-Law 46 of 2026 – By-Law to temporarily stop up traffic for the Battle of the Atlantic Memorial Ceremony, as he is the President of the Royal Canadian Legion, and they are involved in the Battle of the Atlantic event on May 2, 2026.

2.2 Councillor Petrie

Councillor Petrie declares a pecuniary interest on item 7.16, Andrew Bouck, Tourism Events and Marketing Coordinator re: March Event Report

and 12.8, By-Law 46 of 2026 – By-Law to temporarily stop up traffic for the Battle of the Atlantic Memorial Ceremony, as she is on the Ladies Auxiliary Executive and they are involved in the Battle of the Atlantic event on May 2, 2026.

2.3 Deputy Mayor Noel

Deputy Mayor Noel declares a pecuniary interest on items 7.3, Deanna Hastie, Director of Corporate Services/Treasurer re: Cardiac Equipment Purchase, and 15.1 - Closed Session, Janice Hallahan, Chief Administrative Officer re: Town of Goderich Municipal Physician Incentive, as her spouse is a physician and member of the Maitland Valley Family Health Team.

## 3. CONFIRMATION OF THE AGENDA AND ADOPTION OF MINUTES

3.1 Approval of Agenda

Clerk Andrea Fisher advises Council of amendments to the agenda.

With regards to item 7.1 under Scope and Application on the first page, the policy is to be amended to read “This policy applies to all official Town of Goderich social media accounts and to employees. When acting on behalf of the Town, this policy applies to volunteers and contractors.” This is added to clarify that the policy applies to volunteers when acting on behalf of the Town.

With regards to item 7.15, staff have realized that small municipalities (population less than 10,000) can obtain up to 90% of eligible funding (not 80%). Therefore, staff will be asking Green Municipal Fund for $36,000 (with the municipality covering $4,000) as opposed to the $32,000 written in the staff report, with $8,000 coming from the municipality.

Moved By: Deputy Mayor Noel
Seconded By: Councillor Thompson

That Goderich Town Council hereby accepts the March 23, 2026, Regular Council Agenda, as amended.

**CARRIED**

3.2 Adoption of Minutes

Moved By: Councillor Carroll
Seconded By: Councillor McMillan

That Goderich Town Council hereby adopts the March 2, 2026, Regular Council Minutes, as printed.

**CARRIED**

## 4. PUBLIC MEETING(S)

## 5. DELEGATIONS AND PRESENTATIONS

5.1 Steve Buchanan re: To Communicate Feedback and Advice on Behalf of Other Citizens and Himself Regarding Items on the Meeting's Agenda

5.2 John Mascarin, Aird & Berlis LLP re: Integrity Commissioner Report - Municipal Conflict of Interest Act Applications 2025-01, 02 & 03 & Code of Conduct Complaint 2025-01 - refer to Item 10.1

5.3 Mayor's Remarks

5.4 Councillors' Remarks

## 6. PUBLIC COMMENTS RELATING TO AGENDA ITEMS

Jim Rees comments on the Veolia Water, Water and Wastewater Treatment Plant Annual Reports, and Compliance Summary.

## 7. STAFF REPORTS

Moved By: Councillor Petrie
Seconded By: Councillor Segeren

That the Staff Reports be received for information and the noted action be approved.

**CARRIED**

7.1 Andrea Fisher, Director of Legislative Services/Clerk re: Corporate Social Media Policy

Staff Recommendation: Concur

7.2 Andrea Fisher, Director of Legislative Services re: Restricted Acts of Council (Lame Duck)

Staff Recommendation: Concur

7.3 Deanna Hastie, Director of Corporate Services/Treasurer re: Cardiac Equipment Purchase

Staff Recommendation: Concur

Deputy Mayor Noel declared a conflict on this item.

Moved By: Councillor Segeren
Seconded By: Councillor McMillan

That Goderich Town Council approves the purchase of a piece of cardiac equipment at a cost of approximately $8,000.

**CARRIED**

7.4 Deanna Hastie, Director of Corporate Services/Treasurer re: Designated Heritage Property Grant Program

Staff Recommendation: Concur and refer to By-Law 47 of 2026

7.5 Sean Thomas, Director of Community Services, Infrastructure and Operations re: Backyard Hens

Staff Recommendation: Concur

Moved By: Deputy Mayor Noel
Seconded By: Councillor Carroll

That Goderich Town Council defers item 7.5, Sean Thomas, Director of Community Services, Infrastructure and Operations, re: Backyard Hens.

**CARRIED**

7.6 Sean Thomas, Director of Community Services, Infrastructure and Operations re: Goderich Municipal Airport Land Lease

Staff Recommendation: Concur

7.7 Tracy Mero, Finance and Human Resources Manager re: Full-Time and Part-Time Terms of Reference

Staff Recommendation: Concur and refer to By-Laws 41 and 42 of 2026

7.8 Michaela Johnston, Emergency Management Coordinator, Accessibility and Health and Safety Manager re: Goderich Place Temporary Emergency Shelter

Staff Recommendation: Concur and refer to By-Law 43 of 2026

7.9 Michaela Johnston, Emergency Management Coordinator, Accessibility and Health and Safety Manager re: Community Initiative with Community Living Central Huron

Staff Recommendation: Concur

Councillor Carroll declared a conflict on this item.

Moved By: Councillor Segeren
Seconded By: Councillor Petrie

That Goderich Town Council concurs with the staff recommendation to proceed with a community playground enhancement initiative with Community-Living Central Huron; and
That Goderich Town Council concurs with the staff recommendation to proceed with a single-source procurement process.

**CARRIED**

7.10 Michaela Johnston, Emergency Management Coordinator, Accessibility and Health and Safety Manager re: Community Emergency Preparedness Grant

Staff Recommendation: Concur and refer to By-Law 49 of 2026

7.11 Tara Darnbrough, Finance and Taxation Manager re: 2026 Final Tax By-Law

Staff Recommendation: Concur and refer to By-Law 45 of 2026

7.12 Jason Dykstra, Building Services Manager/Chief Building Official re: Heritage Permit Application No. 2025-042 - 42 West Street - Painting of Front Facade

Staff Recommendation: Concur

7.13 Jason Dykstra, Building Services Manager/Chief Building Official re: Heritage Permit Application No. 2026-001 - 164 Courthouse Square - Alterations to Building

Staff Recommendation: Concur

7.14 Jason Dykstra, Building Services Manager/Chief Building Official re: February Month End Report

Staff Recommendation: Receive for information

7.15 Jessica Clapp, Asset Management and Environmental Services Manager re: Ecological Health Assessment

Staff Recommendation: Concur

7.16 Andrew Bouck, Tourism Events and Marketing Coordinator re: March Event Report

Staff Recommendation: Concur and refer to By-Laws 40 and 46 of 2026

Councillor Carroll and Councillor Petrie declared a conflict on this item.

## 8. CORRESPONDENCE RECEIVED AND COPIED FOR WHICH THE DIRECTION OF COUNCIL IS REQUIRED

## 9. CORRESPONDENCE RECEIVED FOR INFORMATION

Moved By: Councillor McMillan
Seconded By: Councillor Segeren

That the correspondence be received for information.

**CARRIED**

9.1 Recreation Advisory Committee re: February 10, 2026, Minutes, February 2026 Report, and 2025 Year-End Report

9.2 Environment Committee - February 23, 2026, Minutes

9.3 Town of Goderich 2027 Bicentennial Committee - March 4, 2026, Minutes

9.4 Stephanie Hartwick, Executive Director, MacKay Centre re: Thank You Letter

9.5 Ministry of the Environment, Conservation and Parks re: Decision Notice on the Proposed Boundaries for the Regional Consolidation of Ontario's Conservation Authorities

9.6 Ministry of Emergency Preparedness and Response re: 2026 Emergency Preparedness Week

9.7 Municipality of North Perth re: Removal of HST and GST from New Homes

9.8 Municipality of Markstay Warren re: Highway 11/17 Nation Building Improvements

Moved By: Councillor McMillan
Seconded By: Councillor Petrie

That Goderich Town Council supports the resolutions from the Municipality of Markstay Warren regarding Highway 11/17 Nation Building Improvements.

**CARRIED**

9.9 Township of Perry re: Resolution and Letter of Support - Improved School Bus Safety

9.10 Township of McNab/Braeside re: Request for Support - Ontario Heritage Organization Development Grant Advocacy

Moved By: Councillor Petrie
Seconded By: Councillor McMillan

That Goderich Town Council supports the resolution from the Township of McNab/Braeside regarding the Ontario Heritage Organization Development Grant Advocacy.

**CARRIED**

9.11 Rideau Lakes re: Alto High Speed Rail Project (Bill C-15 Budget)

Moved By: Councillor Thompson
Seconded By: Deputy Mayor Noel

That Goderich Town Council supports the resolution from Rideau Lakes regarding the Alto High Speed Rail Project (Bill C-15 Budget).

**CARRIED**

## 10. CORRESPONDENCE RECEIVED AND RECOMMENDED ACTION NOTED

Moved By: Councillor Thompson
Seconded By: Councillor McMillan

That the correspondence items be received for information and the noted action be approved.

**CARRIED**

10.1 John Mascarin, Aird & Berlis LLP re: Integrity Commissioner Report - Municipal Conflict of Interest Act Applications 2025-01, 02 & 03 & Code of Conduct Complaint 2025-01

Staff Recommendation: Receive for information and refer to Item 5.2

10.2 Veolia Water re: 2025 Water and Wastewater Treatment Plant Annual Reports, and 2025 Compliance Summary

Staff Recommendation: That Goderich Town Council approve the 2025 Wastewater Treatment Plant Annual Report, the 2025 Water Treatment Plant Annual Report, and the 2025 Compliance Summary from Veolia Water

## 11. UNFINISHED BUSINESS

11.1 Local Rolla re: Maitland Recreation Centre Lease Agreement - pending

11.2 Ezra Silverton, Co-Founder, Lune re: Ride Sharing - pending

## 12. BY-LAWS

Moved By: Councillor Segeren
Seconded By: Councillor Carroll

That By-Laws 39, 41, 42, 43, 44, 45, 47, and 49 of 2026, be read a first, second, and third time, collectively.

**CARRIED**

12.1 By-Law 39 of 2026

Being a By-Law to Amend By-Law 55 of 2018, Being a By-Law to authorize an Agreement for the Operation of a Community Recycling Centre

12.2 By-Law 40 of 2026 - refer to item 7.16

Being a By-Law to Temporarily Stop up Traffic on July 4, July 5, July 11, July 12, and July 18, 2026, on South Street from Courthouse Square to Elgin Street West for the purpose of hosting the BIA Farmers and Sunday Markets

Moved By: Councillor Thompson
Seconded By: Councillor Petrie

That Goderich Town Council defers item 12.2, By-Law 40 of 2026, to stop up traffic for the BIA Farmers and Sunday Markets.

**CARRIED**

12.3 By-Law 41 of 2026 - refer to item 7.7

Being a By-Law to Authorize the execution of Terms of Employment between the Corporation of the Town of Goderich and the Full-Time Employees of the Town of Goderich and to Repeal By-Law No. 74 of 2025

12.4 By-Law 42 of 2026 - refer to item 7.7

Being a By-Law to Authorize the execution of the Terms of Employment between the Corporation of the Town of Goderich and the Part-Time Employees of the Town of Goderich and to Repeal By-Law No. 75 of 2025

12.5 By-Law 43 of 2026 - refer to item 7.8

Being a By-Law to Authorize an Agreement between Goderich Retirement Place and the Corporation of the Town of Goderich for the purpose of using the MacKay Centre for Seniors as a Temporary Emergency Shelter and to Repeal No. By-Law 61 of 2021

12.6 By-Law 44 of 2026

Being a By-Law to Authorize the Mayor and Clerk to execute and affix the Corporate Seal to a Lease Extension and Amending Agreement between 1935362 Ontario Incorporated and the Town of Goderich for the Purpose of Leasing Space at 33 St. David Street for a Tourist Information Centre and to Amend By-Law No. 10 of 2025

12.7 By-Law 45 of 2026 - refer to item 7.11

Being a By-Law to Adopt the Estimates of All Sums required during the year 2026 for General Municipal, County and Education purposes. To Set and Levy the General Municipal Tax Rates, to Levy the Tax Rates for County and Education purposes and to set the BIA Levy Rate for 2026

12.8 By-Law 46 of 2026 - refer to item 7.16

Being a By-Law to Temporarily Stop up Traffic on Saturday, May 2, 2026, on Cove Road from the Wheelhouse Pavilion, South to the Cove Road Roundabout, for the purpose of the Battle of the Atlantic Memorial Ceremony

Councillor Carroll and Councillor Petrie declared a conflict on this item.

Moved By: Councillor McMillan
Seconded By: Councillor Thompson

That By-Law 46 of 2026, be read a first, second, and third time.

**CARRIED**

12.9 By-Law 47 of 2026 - refer to item 7.4

Being a By-Law to Adopt a Heritage Grant Policy and to Repeal By-Laws 30 of 1994, 8 of 2002, 104 of 2016, and 44 of 2018

12.10 By-Law 48 of 2026 - refer to Item 15.2 - to be considered after the Closed Session

Being a By-Law to Adopt Cyber Security Policies and to Repeal By-Laws 14 of 2019 and 53 of 2020

12.11 By-Law 49 of 2026 - refer to Item 7.10

Being a By-Law to Authorize the Mayor and Clerk to execute and affix the Corporate Seal to a Transfer Payment Agreement between His Majesty the King in Right of Ontario and the Corporation of the Town of Goderich for the Community Emergency Preparedness Grant

## 13. MOTIONS AND NOTICE OF MOTIONS

## 14. NEW BUSINESS

Upcoming Meetings:

- Wednesday, April 8, 2026, at 2 PM, Town of Goderich 2027 Bicentennial Committee
- Thursday, April 9, 2026, at 5:30 PM, BIA Board of Management Meeting
- Monday, April 13, 2026, at 4 PM, Council Meeting

## 15. CLOSED SESSION

In the event that Council enters into a possible Closed Session pursuant to Section 239 (2) of the Municipal Act, Council will reconvene following the Closed Session at which time the public and press may be present.

Moved By: Councillor Carroll
Seconded By: Councillor Petrie

That Council rise at 5:28 PM and goes into Closed Session pursuant to Section 239(2)(a)(h)(i)(j);

And Further That Town Solicitor, Greg Stewart, Chief Administrative Officer, Janice Hallahan, Director of Legislative Services/Clerk, Andrea Fisher, Director of Corporate Services/Treasurer, Deanna Hastie, Director of Community Services, Infrastructure, and Operations, Sean Thomas, and Deputy Clerk (Records Management Clerk), Amanda Banting, remain in attendance.

**CARRIED**

15.1 Janice Hallahan, Chief Administrative Officer re: Town of Goderich Municipal Physician Incentive

(h) information explicitly supplied in confidence to the municipality or local board by Canada, a province or territory or a Crown agency of any of them;

(i) a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the municipality or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization;

(j) a trade secret or scientific, technical, commercial or financial information that belongs to the municipality or local board and has monetary value or potential monetary value.

15.2 Cybersecurity Policies

(a) the security of the property of the municipality or local board.

15.3 2026 Goderich Salt and Harvest Saturday Concert

(i) a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the municipality or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization.

15.4 Minutes of the Previous Closed Session

- March 2, 2026, Closed Session

Moved By: Deputy Mayor Noel
Seconded By: Councillor McMillan

That Goderich Town Council rise and come out of Closed Session at 6:37 PM.

**CARRIED**

## 16. REPORTING OUT OF CLOSED SESSION

Chief Administrative Officer Janice Hallahan reports out of Closed Session regarding agenda items 15.1 - 15.4. The previous Closed Session Minutes of March 2, 2026, were approved. On items 15.1, Municipal Physician Incentive, and 15.3, 2026 Goderich Salt and Harvest Saturday Concert, staff received direction from Council in Closed Session. On item 15.2, Cybersecurity Policies, CAO Hallahan asks the Director of Legislative Services/Clerk, Andrea Fisher, to bring the motion forward in open session for Council's consideration for adoption of By-Law 48 of 2026.

At this time in the Council meeting, Councillor McMillian declares that she declared a Pecuniary Interest on item 15.3, 2026 Goderich Salt and Harvest Festival, as she has a family member who is affiliated with the entertainment for the festival.

Director of Legislative Services/Clerk, Andrea Fisher, presents the following motion for consideration:

Moved By: Councillor Carroll
Seconded By: Councillor Petrie

That By-Law 48 of 2026, being a By-Law to adopt Cyber Security Policies and to Repeal By-Laws 14 of 2019 and 53 of 2020, be read a first, second, and third time.

**CARRIED**

## 17. CONFIRMING BY-LAW

Moved By: Councillor Carroll
Seconded By: Councillor Petrie

That leave be given to introduce By-Law No. 50 of 2026, being a By-Law to confirm the proceedings of the Goderich Town Council meeting held on March 23, 2026, and that it now be read a first, second, and third time, and finally passed this March 23, 2026.

**CARRIED**

## 18. ADJOURNMENT

Moved By: Councillor Petrie
Seconded By: Councillor McMillan

That Goderich Town Council does now adjourn at 6:40 PM to meet again at the Regular Meeting of Council scheduled for April 13, 2026, at 4 PM.

**CARRIED**

_____

MAYOR, Trevor Bazinet

_____

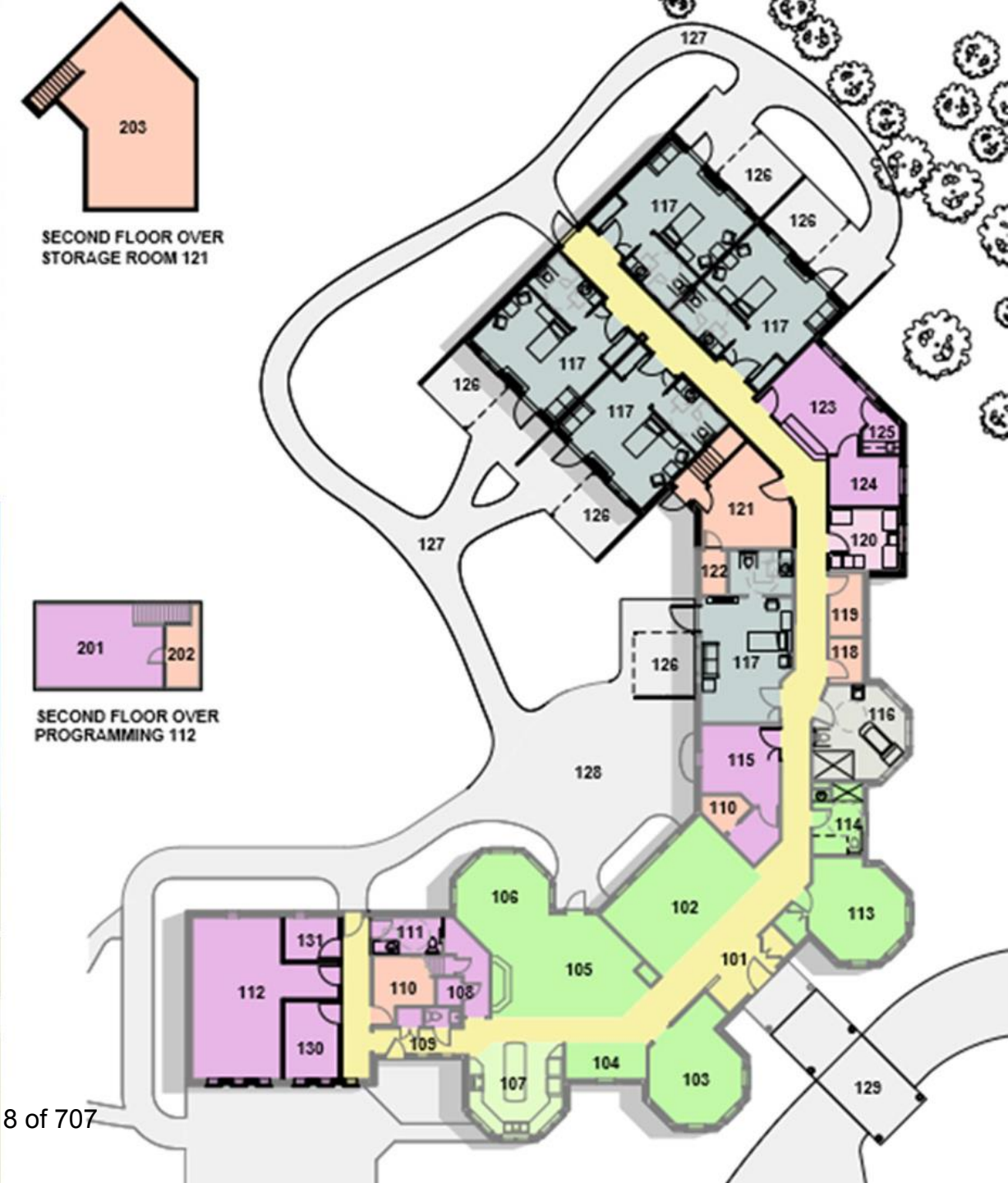
CLERK, Andrea Fisher

# Huron Hospice Presentation To Goderich Town Council April 13, 2026

# Our Ask Today

1) A letter signed by the mayor on behalf of Goderich Town Council to The Honourable Sylvia Jones, Minister of Health, asking her to fund and open two beds at Huron Hospice which have been closed for 18 months.

2) That Goderich Town Councillors attending the AMO this year advocate with Ministry of Health representatives to fund and open the two beds at Huron Hospice. If the beds are funded and open by August, to thank MOH representatives.


203
SECOND FLOOR OVER
STORAGE ROOM 121
201
202
SECOND FLOOR OVER
PROGRAMMING 112
127
126
117
123
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124
121
120
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103
129

# Thank You For The Town Of Goderich Gift of $15,000.

# The Problem With The Four-Bed Hospice Model

- There is a reason why there are only 2 four-bed hospices in Ontario
- Hospice Palliative Care Ontario is on record with the government that 4-bed hospices are not sustainable
- Not enough time given by the Ministry of Health to open as a six-bed in 2018
- Money provided by MOH to have architectural drawings for a 6-bed hospice completed before the 4-bed opened in May 2018

# Gifts of $10,000 Or More To The Capital Campaign

Ontario Health

Town of Goderich

Municipality of Bluewater

Bayfield Community Group

Tuckersmith Communications

Goderich Rotary Club

Usborne & Hibbert Mutual Insurance

Howick Mutual Insurance

Allan Avis Architects

Allen Ische & Nancy Arthur-Ische

McGavin Farm Equipment

Nancy and Kevin Kale

Margaret Roney & Family

# Gifts of $10,000 Or More To The Capital Campaign

Don & Linda Edward

Bryan & Lynda Vincent

Catherine & Michael Strickland

Estate of Jim Shanahan

Diane Aitken

Unifor Local 16-0

Daryl Ball

Estate of Doris Stanworth

Janmaat Family

JP Bickell Foundation

Orr Insurance

Mary and Harold Smith

Estate of Rita Coombs

Two Anonymous Gifts

David and Susan Bender

# A Short Chronology Of Events

- **January 2020**: First inquiry by Huron Hospice to Ministry of Health asking about the process to expand hospice from 4 to 6 beds in terms of capital and operating.
- **March 2020**: Capital campaign launched.
- **August 2020-August 2022**: Attended 3 meetings with ministry officials in which they indicated they could not approve capital funding to expand to six beds without first approving operating funding for the additional 2 beds. During this time Huron Hospice was directed by the capital division of the MOH to various branches of the ministry for the operating funds. Each branch said they were not responsible for this.
- **Early 2023**: The ministry had approved the 3 required steps in the capital approval process without following their policy of first approving operating funds. The Huron Hospice documents included 15 references to a 6-bed (not 4-bed) hospice and included completed drawings for a 6-bed hospice.

# A Short Chronology Of Events

- **May 2023**: Provincial direction was given to proceed with the capital expansion. With respect to the operating funds for the 2 beds, direction was given to obtain 2 letters of recommendation from local officials. A letter of recommendation was received from the Huron Perth Area Ontario Health Team. The letter from the West Region system planners, though requested, was not received (no letter was provided by them either recommending or not recommending funding).
- **Mid 2024 - mid 2025**: Huron Hospice was requested to maintain an average occupancy of 80% over 12 months to demonstrate need, after which the operating funding for the two beds would be considered. Occupancy over those 12 months was 79.9%. The operating funding was not provided. Over the past 18 months, occupancy has been 82%.
- **August 2024:** The ministry invited us to apply for 2 beds from the new 84 hospice beds announced in that year's provincial budget. We applied and were not funded.
- **Mid 2025:** The ministry informed us we can apply for operating funds for the 2 beds when the next round of hospice bed funding opens (based on historical trends, that is likely to be between 3 and 8 years).

# Consistent Support From Our MPP

# Summary And Current Situation

- 6 years of using regular channels.
- 14 meetings with ministry officials and several letters from the Huron Hospice board to ministry officials.
- Huron Hospice has acted in good faith by following every direction and recommendation from the ministry to obtain operating funding.
- In our view the Ministry of Health did not follow their policy of approving operating funds before approving capital funds.
- We have now turned away 71 people in the 18 months the beds have been closed because our 4 beds are full (the average number of people who die at HH each year is 45).
- Huron Hospice has the 6th highest rating (83% pre-admission death rate) of hospices in Ontario for those who die elsewhere when they wanted to die at Huron Hospice.
- A recent study of Huron County increase in those over 65 while healthcare costs decreased.
- Just over 29% of those who died at Huron Hospice in the past year were from Goderich.
- Hospice beds cost less than half a hospital bed and hospital beds are often taken by someone who would prefer to die at the hospice.

# Moving Beyond Regular Channels After 6 Years

- Since early January 155 letters have been written by family members of those who have died at the hospice, donors, volunteers, community partners and others to Minister Jones asking her to fund the beds.
- These letters have been personal and compelling.
- We are not aware of anyone having received a response from the Minster of Health's office (including the Board of Directors who wrote first).
- The Huron Hospice board has now determined the next strategies we will use in the coming weeks and months.

# Our Ask Today

1) A letter signed by the mayor on behalf of Goderich Town Council to The Honourable Sylvia Jones, Minister of Health, asking her to fund and open two beds at Huron Hospice which have been closed for 18 months.

2) That Goderich Town Councillors attending the AMO this year advocate with Ministry of Health representatives to fund and open the two beds at Huron Hospice. If they are funded and open by August, to thank MOH representatives.

# Goderich

## A Desirable Community
## To Live and Work

The phrase above is taken from the town's website. The next line is "Our priority is connecting our residents with the services they need." Many people choose to grow old in Goderich. Many more move to Goderich to grow old. The town has many services to support people in retirement. Having the hospice close by is also one of those services which make Goderich a great place to live.

# Staff Report

**To**: Mayor Bazinet and Members of Council
**Report From**: Andrea Fisher, Director of Legislative Services/Clerk
**Meeting Date**: April 13, 2026
**Subject**: Election Signs By-Law Review and Update
**Attachment(s):** Draft Election Signs By-Law

**Recommendation:**

That Council hereby receives the report of the Director of Legislative Services/Clerk, dated April 13, 2026, regarding a review and update of the Election Signs By-Law;

And Further That Council approves the updated Election Signs By-Law, as presented, and directs the Clerk's Department to include the By-Law on the May 4, 2026, Council meeting agenda, for consideration and adoption.

**Report Summary:**

To provide Council with an updated Election Signs By-Law for approval.

**Background and Analysis:**

In preparation for the 2026 Municipal Election, the Director of Legislative Services/Clerk has been reviewing applicable by-laws and policies that are required to be reviewed and updated prior to the start of the Nomination Period (May 1, 2026). One of these by-laws is the Election Signs By-law, which was reviewed and updated in conjunction with the Huron County Municipal Election Working Group.

Specifically, the Huron County Municipal Election Working Group formed a sub-group to review and update the Election Signs By-law for consideration by the respective Councils. A comprehensive review of election sign regulations was completed by the sub-group with the intention of modernizing sign regulations to align with the Municipal Elections Act, 1996, and current best practices among municipalities. The attached draft Election Signs By-law is being considered by the Huron County member municipalities before the 2026 municipal election.

In the Town of Goderich, election signs are currently regulated by the Election Signs By-Law (By-Law 58 of 2022). The proposed Election Signs By-law introduces comprehensive updates to the current Election Signs By-law to increase clarity and modernize regulations governing the placement and use of election signs within the Town. Overall, the amendments aim to improve public safety, ensure fairness in election advertising, and provide clearer, more enforceable regulations. The updates can be summarized as follows:

- Reorganization of the by-law into distinct sections

- Addition of new and clarified definitions
- Addition of requirements for third-party advertising
- Updates on signage provisions to ensure compliance with applicable legislation, including the Ontario Human Rights Code
- Increased clarity on rules related to location, size, and distance of signs to ensure pedestrian and vehicular safety
- Standardization of the timing for the installation and removal of election signs
- Clarity regarding enforcement and cost recovery mechanisms, including the Ontario Provincial Police having responsibility for investigating any vandalism to election signs.

The attached draft Election Signs By-Law has been reviewed by legal Counsel.

**Linkage to the Corporate Strategic Plan (Choose all that apply):**

☐ No. 1 Safe and Reliable Infrastructure
☐ No. 2 Welcoming and Caring Community
☐ No. 3 Strong Local Economy
☒ No. 4 Good Government
☐ No. 5 Environmental Stewardship

**Linkage to Asset Management Plan:**

| This staff report is related to the following within the Town's Asset Management Program (Choose one): | And directly impacts (Choose all that apply): |
|---|---|
| ☐ Road Network | ☐ State of Good Repair/Replacement |
| ☐ Water Network | ☐ Municipal Levels of Service |
| ☐ Sanitary Network | ☐ Risk Management |
| ☐ Storm Network | ☐ Growth Impacts |
| ☐ Fleet | ☐ Financial Strategy |
| ☐ Facilities | |
| ☐ Land Improvements | |
| ☐ Machinery and Equipment | |

**Financial Impacts and/or Source of Funding:**

The Election Signs By-law is not anticipated to have any financial impact on the Town. The by-law includes provisions to recover costs associated with the removal, storage, and disposal of non-compliant election signs. As such, any additional costs incurred by the Town are expected to be partially or fully offset through cost recovery from the responsible party.

**Consulted With:**
Huron County Municipal Election Working Group
Lerners LLP

**Approved By:**
Janice Hallahan, Chief Administrative Officer
Andrea Fisher, Director of Legislative Services/Clerk

**THE CORPORATION OF THE TOWN OF GODERICH**
**BY-LAW NO. XX~~58~~ OF 202~~2~~6**

**BEING A BY-LAW TO MANAGE AND REGULATE THE USE AND ERECTION OF ELECTION SIGNS AND CAMPAIGN ADVERTISEMENTS INLCUDING THIRD PARTY ADVERTISING WITHIN THE CORPORATION OF THE TOWN OF GODERICH AND TO REPEAL BY-LAW 58 OF 2022**

**WHEREAS** subsection 5(3) of the Municipal Act, 2001, S.O. 2001, c. 25, as amended, provides that a municipal power shall be exercised by by-law; ~~and~~

**AND WHEREAS** subsection 10(1) of the Municipal Act, 2001, S.O. 2001, c. 25, as amended, provides that a municipality may provide any service or thing that the municipality considers necessary or desirable for the public; ~~and~~

**AND WHEREAS** subsection 10(2) of the Municipal Act, 2001, S.O. 2001, c. 25, as amended, provides that a municipality may pass by-laws respecting among other items structures, including fences and signs; ~~and~~

**AND WHEREAS** section 23.2 of the Municipal Act, 2001, S.O. 2001, c. 25, as amended, permits a municipality to delegate certain legislative and quasi-judicial powers; ~~and~~

**AND WHEREAS** Council for The Corporation of the Town of Goderich is of the opinion that the delegation of legislative powers under this by-law to the Clerk, including without limitation the power to prescribe procedures for the retrieval and/or destruction of Election Signs removed under this by-law are powers of a minor nature having regard to the number of people, the size of geographic area and the time period affected by the exercise of the power in accordance with subsection 23.2(4) of the Municipal Act, 2001, S.O. 2001, c. 25, as amended; ~~and~~

**AND WHEREAS** section 63 of the Municipal Act, 2001, S.O. 2001, c. 25, as amended provides that a by-law may prohibit or regulate the placing or standing of an object on or near a highway, and may provide for the removal and impounding or restraining and immobilizing of any object placed or standing on or near a highway; ~~and~~

**AND WHEREAS** section 425 of the Municipal Act, 2001, S.O. 2001, c. 25, as amended, establishes that any person who contravenes any by-law of The Corporation of the Town of Goderich is guilty of an offence; ~~and~~

**AND WHEREAS** section 445 of the Municipal Act, 2001, S.O. 2001, c. 25, as amended, provides that a municipality may make an order requiring a person who has contravened a by-law or who caused or permitted the contravention, or the owner or occupier of land on which the contravention occurred to do work to correct the contravention;~~ and~~

**AND WHEREAS** section 446 of the Municipal Act, 2001, S.O. 2001, c. 25, as amended, provides that where a municipality has the authority to direct or require a person to do a matter or thing, the municipality may also provide that, in default of it being done by the person directed or required to do it, the matter or thing shall be done at the person's expense, and that the municipality may recover the costs of doing a matter or thing by action or by adding the costs to the tax roll and collecting them in the same manner as property taxes;

**NOW THEREFORE,** the Council of the Corporation of the Town of Goderich enacts as follows:

**1. Definitions**

~~1.1.~~ In this By-law:

1.1 **"Billboard"** means an outdoor sign erected and maintained by a person, firm, corporation, or business engaged in the sale or rental of the space on the sign to a clientele, upon which space is a displayed copy that advertises goods, products, or services not necessarily sold or offered on the property where the sign is located, and the sign is either single faced or double faced.~~;~~

1.2 **"Boulevard"** means that portion of every Street which is not used as a Sidewalk, driveway access, travelled Roadway or shoulder.~~;~~

1.3 **"Campaign Office"** means a building or structure, or part of a building or structure, used by a Candidate to conduct an election campaign.~~;~~

1.4 **"Candidate"** means

(i) ~~(i)~~ a Candidate within the meaning of the Canada Elections Act, the Election Act (Ontario) or the Municipal Elections Act, 1996 as amended; and

(ii) ~~(ii)~~ shall be deemed to include a person seeking to influence other persons to vote for or against any question or by-law to the electors under section 8 of the Municipal Elections Act, 1996 as amended.~~;~~

1.5 **"Clerk"** means the Clerk of the municipality or a person delegated by them for the purpose of this By-law.~~;~~

1.6 **"Crosswalk"** means

(i) ~~(i)~~ that part of a Street at an intersection that is included within the connections of the

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lateral lines of the Sidewalks on opposite sides of the Street measured from the curbs, or in the absence of curbs from the edges of the Roadway; or

(ii) ~~(ii)~~ any portion of a Roadway at an intersection or elsewhere distinctly indicated for pedestrian crossing by signs, school crossing signs (as per the Ontario Traffic Manual – Book 5 Regulatory Signs) or by lines or other markings on the surface thereof; and
(iii)~~(iii)~~ shall include pedestrian crossovers.~~;~~

1.7 **"Election Sign"** means any sign, poster, banner, or device that promotes, opposes, or takes a position with respect to a candidate, political party, by-law question, or election related issue and shall include, but is not necessarily limited to:~~including posters, promoting, opposing or taking a position with respect to:~~

(i) ~~(i)~~ any Candidate or political party in an election under the Canada Elections Act, the Election Act (Ontario) or the Municipal Elections Act, 1996;

(ii) ~~(ii)~~ an issue associated with a person or political party in an election under the Canada Elections Act, the Election Act (Ontario) or the Municipal Elections Act, 1996; or

(iii)~~(iii)~~ a question, law or by-law submitted to the electors under the Canada Elections Act, the Election Act (Ontario) or the Municipal Elections Act, 1996.~~;~~

1.8 **"Electoral District"** means a geographic area represented by a Member of Municipal Council, Member of School Board, Member of Provincial Parliament in the Legislative Assembly of Ontario, and Member of Federal Parliament in the House of Commons.

1.9 **"Enforcement Officer"** means a By-law -Enforcement Officer appointed by the Municipal Council of the Municipality.~~;~~

1.10 **"Median Strip"** means the reserved area that separates opposing lanes of traffic on divided roadways.

1.11 **"Municipality"** means The Corporation of the Town of Goderich.~~;~~

1.12 **"Nomination Day"** means the deadline to file a nomination with the Clerk under the Municipal Elections Act, 1996 as amended.~~;~~

1.13 **"Owner"** means ~~the~~ any candidate, registered third party, campaign, or individual responsible for placing or permitting the placement of an Election Sign ~~registered Owner of the property on which an Election Sign is Placed; any person described on or whose name, image, address or telephone number appears on the Election Sign; any person who is in control of the Election Sign; any person who benefits from the message on the Election Sign; or any person who has Placed or permitted to be Placed the Election Sign; and~~ for the purposes of this By-law there may be more than one Owner of an Election Sign.~~;~~

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1.14 **"Place"** means attach, install, erect, build, construct, reconstruct, move, display or affix.;

1.15 **"Public Property"** (or **"Municipal Property"**) means all lands, buildings, parks, facilities, parking lots, boulevards, road allowances, and any other real property owned, leased, or controlled by the Municipality, excluding Streets unless otherwise specified.means real property owned by or under the control of the Municipality, including a Park, or any of its agencies, local boards, commissions or corporations but, for the purposes of this by-law, does not include a Street;

1.16 **"Roadway"** means the part of a street improved, designed, or ordinarily used for vehicular traffic, including the traveled portion and shoulder.means the part of a Street that is improved, designed or ordinarily used for vehicular traffic and includes a shoulder;

1.17 **"Sidewalk"** means any municipal walkway, or that portion of a Street between the Roadway and the adjacent property line, primarily intended for the use of pedestrians.;

1.18 **"Sign Area"** means the area of one side of a sign where a copy can be placed.;

1.19 **"Sign Height"** means the vertical height of a sign from the lowest point of finished grade to the highest part of the sign.;

1.20 **"Street"** means a highway, road allowance, street, avenue, parkway, driveway, lane, square, place, bridge, viaduct, trestle or other public way under the jurisdiction of the Town of Goderich and this term includes all road works and appurtenant to municipal land.;

1.21 **"Utility"** means water, sewer, artificial or natural gas, petrochemical, electrical power or energy, steam or hot/chilled water, and telecommunication networks, and includes the works, structures, buildings and appurtenances necessarily incidental to the supplying of such services.;

1.22 **"Voting Place"** means any location designated by the Clerk for voting, including any property on which the voting location is situated and any abutting roadway. means a place where electors cast their ballots and:

(i) when a Voting Place is located on Public Property, includes any Street abutting; or

(ii) when a Voting Place is located on private property, includes any Street abutting.

1.23 **"Writ of Election"** means the date as defined in the Canada Elections Act and the Elections Act (Ontario).

## 2. Short Title

2.1 This by-law may be referred to as the "Elections Signs By-law".

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**3. ~~2.~~ General Prohibitions**

3.1 ~~3.~~ All candidate signs shall include:

(i) ~~-~~the name of candidate

3.2 ~~4.~~ All registered third party advertisement signs shall include:

(i) ~~4.1.~~ name of registered third party;
(ii) ~~4.2.~~ the municipality where the registered third party is registered; and
(iii) ~~4.3.~~ telephone number, mailing address or email address at which the registered third party may be contacted regarding the advertisement.

3.3 No person shall display on any Election Sign a logo, trademark, or official mark, in whole or in part, owned or licensed by the Municipality.
3.4 No person shall cause an election campaign advertisement to appear which contravenes sections 88.3, 88.4, or 88.5 of the Municipal Elections Act, 1996.
3.5 No election sign shall contain any word, image, symbol, or representation that:
(i) Is obscene, profane or vulgar;
(ii) Threatens, intimidates, or promotes or incites violence against any person or identifiable group;
(iii) Expresses or promotes hatred, discrimination, or harassment against a person or identifiable group based on a prohibited ground under the Ontario Human Rights Code, including race, ancestry place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, gender identity, gender expression, age, marital status, family status, or disability;
(iv) Promotes racism or other forms of discrimination contrary to law; or
(v) Otherwise contravenes applicable federal or provincial legislation.

**4. Locations, Size, and Distance**

~~5.~~4.1 ~~-~~No person shall Place or permit to be Placed an Election Sign that:

~~5.1.~~(i) ~~-~~is illuminated;
~~5.2~~(ii) ~~-~~has a Sign Area of more than 6 square metres;
~~5.3.~~ (iii) interferes with the safe operation of vehicular traffic or the safety of pedestrians; or
~~5.4.~~ (iv) impedes or obstructs the municipality's maintenance operations.

4.2 Notwithstanding paragraphs 4.1 (i) and 4.1 (ii) of this By-law, an Election Sign promoting a Candidate on a Campaign Office or on a Billboard will be regulated by applicable law and the Town of Goderich Sign By-law, as amended from time to time. Should there be a conflict between the Town of Goderich Sign By-law and this By-law, the Town of Goderich Sign By-law shall prevail.
~~6.Subsections 5.1 and 5.2 do not apply to an Election Sign promoting a Candidate on a Campaign Office or a Billboard.~~

4.3 ~~7.~~ No person shall Place or permit to be placed an Election Sign outside of the Electoral

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District where the Candidate is running for office.

4.4 8. Subsection 4.3Section 7 does not apply to an Election Sign within fifty (50) metres of any Electoral District that is adjacent to the Electoral District where the Candidate is running for office.
that is adjacent to the Electoral District where the Candidate is running for office.

4.5 9. No person shall Place or permit to be Placed an Election sign on or within fifty (50) metres of the property boundary of a Voting Place, unless otherwise permitted by law.display on any Election Sign a logo, trademark or official mark, in whole or in part, owned or licensed by the Municipality

4.6 10. No person shall display an election sign on private property,

(a) (i) where it obstructs or interferes with a door or fire escape of a building; or
(b)(ii) -without the consent of the owner or occupant of such property.

4.7 11. Notwithstanding clause 4.610(iib), a lease or tenant of property may display an election sign as such conditions to reasonable size or type a landlord, building manager, condominium corporation deems appropriate.

4.8 12. No person shall park or place any vehicle displaying a vehicle election sign within a one block radius of the Town Hall at 57 West Street, Goderich, on the voting day of a Municipal election.
No person shall cause an election campaign advertisement to appear which contravenes sections 88.3, 88.4, or 88.5 of the Municipal Elections Act, 1996.

4.9 Election Signs on Public Property and Streets:

(i) No person shall Place or permit to be Placed an Election Sign on Public Property as defined in Subsection 1.15 of this By-law;
(ii) No person shall place or permit to be Placed an election Sign:
  a. in a Roadway;
  b. within 3 metres of a Roadway;
  c. between a Roadway and a Sidewalk;
  d. in a way that impedes or obstructs the passage of pedestrians on a Sidewalk;
  e. in a Median Strip;
  f. less than 3 metres from a Crosswalk;
  g. on a tree, or a fence, or a wall, or a gate, or a utility pole located on Public Property or a Street;
  h. to a permanent or an official sign or to the guide rail or other highway structure or facility;
  i. in a way that interferes with an official sign or with traffic lights or other safety devices.

4.1013. No person shall Place or permit to be Placed an Election Sign on or in a Voting Place or Public Property.that has a Sign Height:

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(i) of more than 1.8 metres when Placed within 3 to 8 metres of the Roadway;
(ii) of more than 4 metres when Placed beyond 8 metres of the Roadway.

~~14. No person shall park or place any vehicle displaying a vehicle election sign within a one block radius of the Town Hall at 57 West Street, Goderich, on the voting day of a Municipal election.~~

**5. Timing and Sign Removal**

5.1~~15.~~ No person shall Place or permit to be Placed an Election Sign for a federal or provincial election or by-election earlier than the day the Writ of Election or by-election is issued.

5.2 ~~16.~~ No person shall Place or permit to be Placed an Election Sign for a municipal election, except an Election Sign which is Placed on a Campaign Office:

(i) earlier than Nomination Day in the year of a regular election; or
(ii) earlier than Nomination Day for a by-election.

Nominations will be certified by the Clerk before 4:00 p.m. on the Monday following Nomination Day or, if the number of nominations filed for an office and certified is less than the number of persons to be elected to the office, those additional nominations will be certified before 4:00p.m. on the Thursday following Nomination Day.

~~(a) earlier than Nomination Day in the year of a regular election; or~~
~~(b) earlier than Nomination Day for a by-election.~~

5.3 ~~17.~~ Despite subsections 5.1. and 5.2. of this By-law, signs identifying the candidate's campaign offices may be displayed once the candidate has filed his or her nomination papers and paid all required fees and been registered as a candidate.

5.4 No person shall Place or permit to be Placed an Election Sign for a municipal election on a Campaign Office earlier than the day that Candidate has filed their nomination with the Clerk and paid all required fees and been registered as a candidate.~~.~~

5.5 Removal of Election Signs

(i) No person shall display an election sign later than seventy-two (72) hours after the polls close on election Day
(ii) All candidates and third-party advertisers shall remove their election signs from display on public and private property within seventy-two (72) hours after the polls close on Election Day.

5.6 Where an Election Sign is erected or displayed in contravention of this by-law, the Municipality may remove the sign without notice.

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(i) All election signs removed by the Municipality shall be retained for a minimum period of fourteen (14) days from the date of removal to permit retrieval by the candidate or third-party advertiser.

(ii) period of fourteen (14) days from the date of removal to permit retrieval by the candidate or third-party advertiser.

(iii) During the retrieval period, the candidate or third-party advertiser may reclaim the sign during regular municipal business hours.

(iv) Any election sign not retrieved within the prescribed retention period may be destroyed or otherwise disposed of by the Municipality without further notice and without compensation.

(v) Notwithstanding the foregoing, where an election sign poses an immediate risk to public safety or interferes with emergency access, traffic control devices, or municipal operations, the Municipality may remove and dispose of the sign immediately.

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**6. Vandalism**

6.1 The investigation or prosecution for any acts of vandalism to election signs or campaign material of the candidates should be referred to the Ontario Provincial Police by the complainant.

**7. Other Approval Authorities**

7.1 Election signs or similar campaign material that will be installed or affixed to the Ministry of Transportation road system or the County of Huron road system will require the permission of these respective approval authorities.

~~18. In the case of a federal or provincial election, despite sections 15 and 16, signs identifying the candidate's campaign offices may be displayed on the offices once the candidate has filed their nomination papers and paid all required fees and been registered as a candidate.~~

~~19. No Owner shall fail to remove their Election Sign within three days following the election.~~

~~20. Election Signs on Public Property~~

~~20.1 No person shall Place or permit to be Placed an Election Sign on Public Property.~~

~~20.2 No person shall Place or permit to be Placed an Election Sign:~~

~~(a) in a Roadway;~~
~~(b) within 3 metres of a Roadway;~~
~~(c) between a Roadway and a Sidewalk;~~
~~(d) that impedes or obstructs the passage of pedestrians on a Sidewalk;~~
~~(e) in a Median Strip;~~
~~(f) less than 3 metres from a Crosswalk;~~
~~(g) on a tree, or a fence, or a wall, or a gate, or a utility pole located on Public Property~~

~~or a Street;~~
~~(h) within 10 metres of another Election Sign of the same Candidate.~~

~~21. No person shall Place or permit to be Placed an Election Sign that has a Sign Height:~~

~~(a) of more than 1.8 metres when Placed within 3 to 8 metres of the Roadway;~~
~~(b) of more than 4 metres when Placed beyond 8 metres of the Roadway~~

~~22. Where an Election Sign has been Placed in contravention of any provision of this By-law, a By-law Enforcement Officer or any other individual designated by the Clerk may cause the Election Sign to be removed immediately without notice or compensation and/or take any further action as provided within this By-law.~~

**8. Administration and Enforcement**

8.1 ~~23.~~The administration of this by-law is delegated to the Clerk.

8.2 ~~24.~~This by-law may be enforced by the Clerk or designate or a By-law Enforcement Officer of the Town of Goderich~~.~~

8.3 In accordance with the process established in subsection 5.6 of this By-law, if an Election Sign is erected or displayed in contravention of this By-law, or is not removed within the required time, the Municipality may remove and store the sign at the risk of the responsible party. All costs of removal, handling, storage, and disposal (if applicable), including labour, equipment, and administrative fees, are payable by the sign owner and/or the Candidate, registered third party advertiser, or person who caused or permitted the sign to be placed. The Municipality may require payment before releasing the sign and may recover unpaid costs by invoicing and/or by any other means authorized by law, including adding the costs to the tax roll where permitted.

8.4 ~~25.~~ Every person who contravenes any provision of this By-law is guilty of an offence and on conviction is liable to a fine as provided for in the Provincial Offences Act, R.S.O. 1990, c. P. 33.

**9. Severability**

9.1 In the event that a section or sections of this By-law thereof are found by a court of competent jurisdiction to be invalid or ultra vires, such section, sections or parts thereof shall be deemed to be severable, with all other sections or parts of this By-law remaining in full force and effect.

**10. Repeal of By-law**

10.1 By-Law No. 58-2022 is hereby repealed. ~~and By-law No. 22-2015 is hereby amended to repeal Subsection 4.0 and Section 12.~~

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~~26. This by-law may be referred to as the "Election Sign By-law".~~

~~27. That any by-laws or motions inconsistent with the above be hereby repealed.~~

10.2 ~~28.~~This by-law shall come into force and takes effect on the day of the final passing thereof. ~~it is passed.~~

**READ A FIRST AND SECOND TIME THIS 13~~19~~th DAY OF APRIL, 2026~~2~~.**

**READ A THIRD TIME AND FINALLY PASSED THIS 13~~9~~th DAY OF APRIL, 2026~~2~~.**

**MAYOR, ~~John C. Grace~~Trevor Bazinet**

**CLERK, Andrea Fisher**

# Staff Report

**To**: Mayor Bazinet and Members of Council
**Report From**: Deanna Hastie, Director of Corporate Services/Treasurer
**Meeting Date**: April 13, 2026
**Subject**: Proposed Purchase of Cemetery Management Software
**Attachment(s):** 1) None

**Recommendation:**
That Goderich Town Council approve the procurement of new Cemetery Management Software with an estimated cost of $35,000;

And Further That the funding be provided by the Contingency Reserve.

**Report Summary:**
The Maitland Cemetery is managed by the Clerk's Department. Keeping permanent records for cemetery documents is essential for:

1. Ensuring burial accuracy.
2. Preserving historical and genealogical information.
3. Meeting legal requirements.
4. Providing reliable and efficient public service.

Accurate records prevent issues like double-selling plots or misidentifying graves, which can cause legal problems and distress for families.

The report seeks Council's approval to upgrade to new cemetery management software to fill service gaps, meet legal requirements, reduce administrative tasks, and enhance service delivery.

The financial request from the Clerk's Department for this project was omitted by Treasury in the preparation of the 2026 budget in error. As a result, if Council approves the purchase, funding would be provided from the Contingency Reserve.

The estimated cost to implement Cemetery Management Software is $35,000, with an annual ongoing cost estimated at $3,000 to $5,000.

**Background and Analysis:**
The following information is provided by the Clerk's Department to support the need to modernize and support the services provided:

The new software will encompass the following key components:

1. **Work Orders:**
    - **Capabilities:**
        - Assign tasks to the Cemetery Foreman and Monument suppliers.
        - Automatically monitor progress and updates from the field.
        - Upload photos and record the complete work.
        - Communicate progress to families or suppliers who requested services.
    - **Justification:**
        - Legislatively mandated to provide general maintenance, including:
            - Groundskeeping
            - Landscaping
            - Structural Preservation.
            - Headstone and marker care.
        - Monument suppliers request orders for markers and foundation installations.
        - The current process via email lacks completion notifications to Town Hall or requesters. The new system allows timely, effective responses, confirming task completion.
2. **Mapping:**
    - **Capabilities:**
        - Identify property status and availability effortlessly.
        - Visualize layouts to plan for future growth.
        - Walk-to-grave features for families to locate loved ones.
        - Printable maps and a public interface on the Town's website for visitors to search burials and navigate using GPS.
    - **Justification**:
        - Currently, plot selection requires physical visits. New features allow selections from home.
        - Only one general map is available; enhanced features allow specific plot maps.
        - No current public search portal; new system reduces inquiry calls.
        - Digital map updates quarterly; new features offer real-time updates.
        - Legislative responsibility to provide free access to the cemetery registrar; mapping features facilitate this.

3. **Payment Processing:**
    - **Capabilities:**
        - Secure online payments.
        - Manage payment records and receipts.
    - **Justification**:
    - The new system supports credit cards and online payments in addition to the current options, easing the process during difficult times.

4. **Digital Agreements:**
    - **Capabilities:**
        - Digital agreement creation.
        - Remote signing.
    - **Justification**:
        - Current agreements require manual processing and storage in multiple formats. Digital agreements streamline processes into one location, enhancing efficiency.

**Current Software Limitations:**

- Lacks functionality for:
    - Multiple plot owners.
    - Multiple interment orders per plot.
    - Work orders, mapping, payment processing, and agreements.
- Only a few clients use it; support is inadequate.
- Primarily used for records management.

**Information regarding the level of activity at the Cemetery:**

The Maitland Cemetery has 20,450 surveyed plots. The Cemetery includes 4 columbariums, an urn garden section, a baby land section, a veterans section, crypts and a mausoleum. The following chart provides details of the level of activity related to this service:

| | 2025 | 2024 | 2023 |
|---|---|---|---|
| Monument/Marker Installations | 34 | 22 | 13 |
| Interment Rights Sales | 24 | 29 | 30 |
| Interments Orders (burials – in ground or in columbarium) | 30 | 24 | 30 |

**Linkage to the Corporate Strategic Plan (Choose all that apply):**

☐ No. 1 Safe and Reliable Infrastructure
☐ No. 2 Welcoming and Caring Community
☐ No. 3 Strong Local Economy
☒ No. 4 Good Government
☐ No. 5 Environmental Stewardship

**Linkage to Asset Management Plan:**

| This staff report is related to the following within the Town's Asset Management Program (Choose one): | And directly impacts (Choose all that apply): |
|---|---|
| ☐ Road Network | ☐ State of Good Repair/Replacement |
| ☐ Water Network | ☐ Municipal Levels of Service |
| ☐ Sanitary Network | ☐ Risk Management |
| ☐ Storm Network | ☐ Growth Impacts |
| ☐ Fleet | ☐ Financial Strategy |
| ☐ Facilities | |
| ☐ Land Improvements | |
| ☐ Machinery and Equipment | |

**Financial Impacts and/or Source of Funding:**

Is this cost budgeted for? Yes: ☐ No: ☒

Budget:

Actual: $35,000

Difference: $35,000

Proposed funding source for unbudgeted costs: Contingency Reserve

**Consulted With:**

Andrea Fisher, Director of Legislative Services/Clerk
Amanda Banting, Deputy Clerk/Records Management Clerk

**Approved By:**

Janice Hallahan, Chief Administrative Officer
Andrea Fisher, Director of Legislative Services/Clerk

# Justification Report – Cemetery Management Software

The Maitland Cemetery is managed by the Clerk's Department. Keeping permanent records for cemetery documents is essential for:

1. Ensuring burial accuracy.
2. Preserving historical and genealogical information.
3. Meeting legal requirements.
4. Providing reliable and efficient public service.

Accurate records prevent issues like double-selling plots or misidentifying graves, which can cause legal problems and distress for families. They also serve as a permanent historical record.

This report seeks Council's approval to upgrade to new cemetery management software to fill service gaps, meet legal requirements, reduce administrative tasks, and enhance service delivery.

The new software will encompass the following key components:

1. **Work Orders:**
    - **Capabilities:**
        - Assign tasks to the Cemetery Foreman and Monument suppliers.
        - Automatically monitor progress and updates from the field.
        - Upload photos and record the complete work.
        - Communicate progress to families or suppliers who requested services.
    - **Justification:**
        - Legislatively mandated to provide general maintenance, including:
            - Groundskeeping
            - Landscaping
            - Structural Preservation.
            - Headstone and marker care.
        - Monument suppliers request orders for markers and foundation installations.
        - The current process via email lacks completion notifications to Town Hall or requesters. The new system allows timely, effective responses, confirming task completion.

2. **Mapping:**
    - **Capabilities:**
        - Identify property status and availability effortlessly.
        - Visualize layouts to plan for future growth.

        - Walk-to-grave features for families to locate loved ones.
        - Printable maps and a public interface on the Town's website for visitors to search burials and navigate using GPS.
    - **Justification**:
        - Currently, plot selection requires physical visits. New features allow selections from home.
        - Only one general map is available; enhanced features allow specific plot maps.
        - No current public search portal; new system reduces inquiry calls.
        - Digital map updates quarterly; new features offer real-time updates.
        - Legislative responsibility to provide free access to the cemetery registrar; mapping features facilitate this.

3. **Payment Processing:**
    - **Capabilities:**
        - Secure online payments.
        - Manage payment records and receipts.
    - **Justification**:
        - Currently, no credit card or e-transfer acceptance causes declined debit transactions due to the high cost and inconvenience for individuals needing to visit banks. The new system supports credit cards and online payments, easing the process during difficult times.

4. **Digital Agreements:**
    - **Capabilities:**
        - Digital agreement creation.
        - Remote signing.
    - **Justification**:
        - Current agreements require manual processing and storage in multiple formats. Digital agreements streamline processes into one location, enhancing efficiency.

**Current Software Limitations:**

- Lacks functionality for:
    - Multiple plot owners.
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    - Work orders, mapping, payment processing, and agreements.
- Only a few clients use it; support is inadequate.
- Primarily used for records management.

# Staff Report

| | |
|---|---|
| **To**: | Mayor Bazinet and Members of Council |
| **Report From**: | Sean Thomas Director of Community Services, Infrastructure and Operations |
| **Meeting Date**: | April 13, 2026 |
| **Subject**: | 2025 Drinking Water System Inspection Rating |
| **Attachment(s):** | None |

**Recommendation:**
That Goderich Town Council receive this report for information.

**Report Summary:**
The Ministry of the Environment, Conservation and Parks (MECP) completed its annual inspection of the Goderich Drinking Water System in February 2026, resulting in an inspection rating of 83.62%.

Drinking water in the Town of Goderich remained safe throughout 2025, and at no time did the identified non-compliances pose a risk to water quality or public health.

The inspection reflects the 2025 operating period and identifies administrative and procedural compliance items related to that period. The current Operating Authority assumed responsibility on December 1, 2025, under a modernized agreement.

The change from previous years does not indicate a decline in water quality or system performance.

**Background and Analysis:**
The Goderich Drinking Water System is inspected annually by the MECP in accordance with Ontario Regulation 170/03. The most recent inspection resulted in a rating of 83.62%, with nine (9) non-compliances identified.

In prior years, the system consistently achieved high inspection ratings, typically near 100%.

The inspection reflects operations over the 2025 calendar year. The previous Operating Authority was responsible from January 1 to November 30, 2025, with the current Operating Authority assuming responsibility on December 1, 2025. The non-compliances were identified through the MECP inspection completed in February 2026 and relate to the 2025 operating period.

The identified non-compliances relate to documentation, record keeping, and alignment with current regulatory requirements, not treatment performance or health-based standards. The system operated safely throughout 2025, and no Boil Water Advisories were issued.

At no time did the identified non-compliances pose a risk to drinking water quality or public health.

The inspection also reflects the previous operating agreement. The agreement was established in 2005 and renewed in five-year intervals with limited updates. As regulatory requirements evolved, elements of the agreement required updating to align with current standards, particularly for documentation and administrative processes.

Staff identified these gaps and brought forward a report to Council at their February 24, 2025 meeting, recommending modernization through procurement. This resulted in a transition to a new Operating Authority under an updated agreement.

Since the transition, documentation practices, internal controls, and compliance tracking have been strengthened to align with current requirements.

The 2025 inspection rating reflects administrative and procedural compliance matters identified during a transition and contract update. It does not indicate a decline in water quality or system performance.

Drinking water in the Town of Goderich remained safe throughout 2025. Staff will continue to monitor performance to ensure ongoing compliance.

**Linkage to the Corporate Strategic Plan (Choose all that apply):**

☒ No. 1 Safe and Reliable Infrastructure
☐ No. 2 Welcoming and Caring Community
☐ No. 3 Strong Local Economy
☒ No. 4 Good Government
☐ No. 5 Environmental Stewardship

**Linkage to Asset Management Plan:**

| This staff report is related to the following within the Town's Asset Management Program (Choose one): | And directly impacts (Choose all that apply): |
|---|---|
| ☐ Road Network | ☐ State of Good Repair/Replacement |
| ☒ Water Network | ☒ Municipal Levels of Service |
| ☒ Sanitary Network | ☐ Risk Management |
| ☐ Storm Network | ☐ Growth Impacts |
| ☐ Fleet | ☐ Financial Strategy |
| ☐ Facilities | |

☐ Land Improvements
☐ Machinery and Equipment

**Financial Impacts and/or Source of Funding:**
No financial impact is associated with this report.

**Consulted With:**
Jessice Clapp, Asset Management and Environmental Services Manager
Cory Dulong, Project Manager, Jacobs

**Approved By:**
Janice Hallahan, Chief Administrative Officer
Andrea Fisher, Director of Legislative Services/Clerk

# Staff Report

| | |
|---|---|
| **To**: | Mayor Bazinet and Members of Council |
| **Report From**: | Sean Thomas Director of Community Services, Infrastructure and Operations |
| **Meeting Date**: | April 13, 2026 |
| **Subject**: | Replacement of Watermain – Harbour Street to Cove Road |
| **Attachment(s):** | 1) None |

**Recommendation:**
That Goderich Town Council approve the replacement of the watermain located between Harbour Street and Cove Road;

And That the project be funded from the Water Reserve Fund.

**Report Summary:**
Two (2) watermain breaks on consecutive days recently identified a remaining section of older cast iron pipe that was not replaced during the 2004 works. The watermain is now valved off and is no longer serviceable. Replacement is required to restore water service and fire protection at the waterfront.

**Background and Analysis:**
A section of cast iron watermain remains in place between Harbour Street and Cove Road. This portion was not replaced as part of the 2004 upgrades.

This line supplies the main beach washrooms, the leased food truck location, and two (2) fire hydrants at the beach.

This section experienced two (2) breaks on consecutive days recently. The operating authority attended and attempted repairs; however, the condition of the pipe is poor and the failures confirmed that the remaining section is at the end of its service life. The watermain has since been valved off and is currently unserviceable.

Pricing was obtained to replace the full section, including reinstatement of the park and roadway. The estimated cost is $80,000.

Given the condition of the pipe and the services it supports, replacing the full section is the most practical option. Continued repair attempts are unlikely to be successful and would result in ongoing service disruptions.

**Linkage to the Corporate Strategic Plan (Choose all that apply):**

☐ No. 1 Safe and Reliable Infrastructure
☐ No. 2 Welcoming and Caring Community
☐ No. 3 Strong Local Economy
☐ No. 4 Good Government
☐ No. 5 Environmental Stewardship

**Linkage to Asset Management Plan:**

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| ☒ Road Network | ☒ State of Good Repair/Replacement |
| ☒ Water Network | ☒ Municipal Levels of Service |
| ☐ Sanitary Network | ☒ Risk Management |
| ☐ Storm Network | ☐ Growth Impacts |
| ☐ Fleet | ☐ Financial Strategy |
| ☐ Facilities | |
| ☐ Land Improvements | |
| ☐ Machinery and Equipment | |

**Financial Impacts and/or Source of Funding:**

Is this cost budgeted for? Yes: ☐ No: ☒

Budget: $0

Actual: $80,000

Difference: $80,000

Proposed funding source for unbudgeted costs: Water Reserve Fund

**Consulted With:**

Cory Dulong, Jacobs OMI Canada
Deanna Hastie, Director of Corporate Services/Treasurer

**Approved By:**

Janice Hallahan, Chief Administrative Officer
Andrea Fisher, Director of Legislative Services/Clerk

# Staff Report

**To**: Mayor Bazinet and Members of Council
**Report From**: Dave Duncan, Municipal Law Enforcement Manager
**Meeting Date**: April 13, 2026
**Subject**: Amendment to the Traffic and Parking By-Law 34 of 2025
**Attachment(s):** 1) By-Law 34 of 2025 with tracked changes

**Recommendation:**
That Goderich Town Council receives this report for information:

And That Council consider an amendment to By-Law 34 of 2025, the Traffic and Parking By-Law.

**Report Summary:**
Adding an additional area to Schedule 9 (No Stopping) to extend the prohibition on the northwest side of Walnut Street, from Huron Road to Maitland Road.

**Background and Analysis**:

In February, the Town received concerns from a citizen that parking on Walnut Street was creating difficulty for transport trucks and buses at that intersection. Currently, the southeast side of Walnut Street is signed "No Stopping" from Huron Road to Maitland Road, and the Northwest side is "No Stopping" from Regent Street to Maitland Road. The amendment would match both sides and allow for less congestion at the corner of Huron Road and Walnut Street.

**Linkage to the Corporate Strategic Plan (Choose all that apply):**
☒ No. 1 Safe and Reliable Infrastructure
☒ No. 2 Welcoming and Caring Community
☒ No. 3 Strong Local Economy
☒ No. 4 Good Government
☐ No. 5 Environmental Stewardship

**Linkage to Asset Management Plan:**

| This staff report is related to the following within the Town's Asset Management Program (Choose one): | And directly impacts (Choose all that apply): |
|---|---|
| ☒ Road Network | ☐ State of Good Repair/Replacement |
| ☐ Water Network | ☒ Municipal Levels of Service |
| ☐ Sanitary Network | ☒ Risk Management |
| ☐ Storm Network | ☐ Growth Impacts |
| ☐ Fleet | ☐ Financial Strategy |
| ☐ Facilities | |

☐ Land Improvements
☐ Machinery and Equipment

**Financial Impacts and/or Source of Funding:**
There is no financial impact associated with this report.

**Consulted With:**
Sean Thomas, Director of Community Services, Infrastructure and Operations

**Approved By:**
Janice Hallahan, Chief Administrative Officer
Andrea Fisher, Director of Legislative Services/Clerk

**THE CORPORATION OF THE TOWN OF GODERICH**
**BY-LAW NO. 34 OF 2025**

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**BEING A BY-LAW TO REGULATE TRAFFIC IN THE TOWN OF GODERICH AND TO CONTROL AND REGULATE THE USE OF STREETS AND BOULEVARDS IN SAID TOWN AND TO REPEAL RELATED BY-LAWS**

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**WHEREAS** pursuant to the provisions of the Municipal Act, R.S.O. 1980, Chapter 302, and the Highway Traffic Act, R.S.O. 1980, Chapter 198, Councils of local municipalities may pass by-laws regulating traffic on the streets within the said municipalities and controlling and regulating the use of the said streets and boulevards appurtenant thereto.

**NOW, THEREFORE, THE COUNCIL OF THE CORPORATION OF THE TOWN OF GODERICH ENACTS AS FOLLOWS:**

**PARTl**
**INTERPRETATION**

**1.** In this by-law,

a) **Angle parking-** is defined as parking a vehicle on an angle, usually at 45 degrees to the curb, or as defined by road markings;

b) **Accessible parking permit-** means a permit which is issued under the Highway Traffic Act and is currently valid or a permit or other marker or device which is issued by another jurisdiction that is currently valid and recognized under the Highway Traffic Act and the regulations there under;

c) **Authorized emergency vehicle-** includes any ambulance or hearse, any vehicle of the Fire Department or of the local, provincial or federal police, any vehicle operated by or for the Corporation of the Town of Goderich, or any public utility company or telegraph company while engaged in the construction, maintenance or repair of a street or of any equipment or facilities therein, and a snow plow or other maintenance vehicle of the Ministry of Transportation and Communications;

d) **Bicycle-** includes a tricycle, unicycle, and a power assisted bicycle, but does not include a motorized bicycle;

e) **Boulevard-** means and includes all such parts of the street as are situate between the curb or edge of the roadway and the nearest limit of the street, exclusive of the area covered by a public sidewalk;

f) **Chief Administrative Officer-** refers to a person duly appointed by the Town of Goderich

g) **Corner-** with reference to a street intersection, means the point of intersection of the curbs;

h) **Council-** means the Council of the Corporation of the Town of Goderich;

i) **Crosswalk**
   1. that part of a highway at an intersection that is included within the connections of the lateral lines of the sidewalks on opposite sides of the highway measured from the curbs or, in the absence of curbs, from the edges of the roadway;

11. any portion of a roadway at an intersection or elsewhere distinctly indicated for pedestrian crossing by signs or by lines or any other markings on the surface;

j) **Curb-** includes the edge of a roadway, whether marked physically by a curb or not;

k) **Director of Community Services, Infrastructure and Operations-** refers to a person duly appointed by the Town of Goderich, who is responsible for the design, construction and maintenance of the municipal road system, sewers, waterlines and landfill operations;

l) **Driver** - means a person who drives a vehicle on a highway;

m) **Electric vehicle-** means any vehicle that is partially or entirely propelled by electricity and plugs in to recharge;

n) **Electric vehicle charging station-** means any facility or equipment on municipal property that is used to charge the battery or other energy storage device of an electric vehicle;

o) **Electric vehicle parking space-** means a parking space, the use of which is for the purpose of charging a battery or other energy storage device of an electric vehicle;

p) **Gross weight-** means the combined weight of the vehicle and its load;

q) **Heavy truck** - means any commercial motor vehicle having a rated gross weight in excess of 5 tons (5000 kilograms) according to the current permit or vehicle registration which has been issued under the Highway Traffic Act, or its foreign equivalent for such vehicle, regardless of the actual weight of such vehicles, but does not include an ambulance, or any vehicle of a police or fire department, public utility emergency vehicles actually engaged in works undertaken for or on behalf of the Corporation, or a privately owned vehicle driven to or from the owner's residence, or a school bus used in the transportation of children or persons with accessibility issues;

r) **Highway or street-** includes a common and public highway, street, avenue, parkway, roadway, square, place, bridge, viaduct or trestle, any part of which is intended for or used by the general public for the passage of vehicles and includes the area between the lateral property lines thereof;

s) **Intersection-** means the area embraced within the prolongation or connection of the later curb lines or, if none, then the lateral boundary lines of two or more highways that join one another at an angle, whether or not one highway crosses another;

t) **Motor vehicle-** includes an automobile, a motorcycle, a motor assisted bicycle, and any other vehicle propelled or driven otherwise than by muscular power, but does not include a street car or other motor vehicle running only upon rails, a power assisted bicycle, a motorized snow vehicle, a traction engine a farm tractor, a self-propelled implement of husbandry or a road building machine;

u) **Motorized snow vehicle-** means a self-propelled vehicle designed to be driven primarily on snow;

v) **Municipal Law Enforcement Officer-** means a person who has been duly appointed by Council to enforce the By-Laws of the Municipality;

w) **One way street-** means a street upon which vehicular traffic is limited to movement in one direction;

x) **Parking space-** means a part of a street designated by this by-law as a place for the parking of a vehicle;

y) **Park or Parking-** means the standing of a vehicle, whether occupied or not, except when standing temporarily for the purpose and while engaged in loading or unloading merchandise or passengers;

z) **Pedestrian-** means a person afoot, invalids and children in wheeled carriages or on a play vehicle;

aa) **Public lane or Public alley-** means a lane or alley shown on a registered Plan of Subdivision, except where there has been no sale of any land in accordance with such plan, and includes any other lane or alley belonging to the Corporation;

bb) **School bus-** means a bus that is used for the transportation of children and/or persons with accessibility needs, and which meets the provisions of the Highway Traffic Act and bears on the front and back the words "school bus" and on the rear thereof "do not pass when signals flashing"

cc) **Traffic-** includes pedestrians, ridden or herded animals, vehicles, bicycles, and other conveyance, either singly or together, while using any street for the purpose of travel;

dd) **Traffic control device-** means any sign, or roadway curb or sidewalk marking, or other device erected or placed under authority of the municipal council for the purpose of guiding or directing traffic;

ee) **Trailer-** means any vehicle that is at any time drawn upon a highway by a motor vehicle, except an implement of husbandry, a mobile home, another vehicle, or any device or apparatus not designed to transport persons or property, propelled or moved upon such highway;

ff) **Vehicle-** includes a motor vehicle, trailer, traction engine, farm tractor, road building machine, bicycle and any vehicle drawn, propelled or driven by any kind of power, including muscular power, but does not include a motorized snow vehicle.

**PART** II
**ENFORCEMENT, SPECIAL SIGNS, TRAFFIC CONTROL DEVICES**

1. **Obedience to Traffic Regulations**
The Ontario Provincial Police and the Municipal Law Enforcement Officer for the Town of Goderich shall enforce the provisions of this by-law.

2. **Special Occasion No Parking No Stopping Signs**

a) In the exercise of the power to direct traffic, a police constable acting under the instructions of the Officer in Charge may erect or cause to be erected "No Parking" and "No Stopping" signs in such places and for such temporary periods as may be reasonably necessary or advisable;

b) The unauthorized use of any police "No Parking" or "No Stopping" signs shall be an offence against the provisions of this by-law;

c) No unauthorized person shall place, maintain or display upon or in view of any street any sign, marking or device which is or which resembles an official sign or traffic control device, to such a degree that it may be mistaken for an official sign or traffic control device, or which is so located as to interfere with the effectiveness of an official sign or traffic control device;

d) No person shall without lawful authority move from its proper position or otherwise interfere with any traffic sign.

3. **Traffic Control Devices**

a) It shall be the duty of the Director of Community Services, Infrastructure and Operations to cause to be erected and maintained all signs and other traffic control devices required or authorized by statute or by this by-law, and such as are required to warn or guide traffic for the safety or convenience of the public

b) No person shall drive any vehicle over any painted marking on the roadway where markers are in place to indicate that the paint has been freshly applied, nor shall any person drive over any marker so placed;

c) Save as may be otherwise more specifically provided in this by-law or The Highway Traffic Act, it shall be an offence against the provisions of this by-law for any person to fail to comply with the directions of any traffic sign or traffic control device.

**PART III**
**GENERAL TRAFFIC DIRECTIONS**

**1.** **Lower Speed in Parks-** A speed limit of 30 kilometres per hour for motor vehicles is hereby prescribed for public parks as defined in the Parks By-law.

a) **Off-Road Vehicle-** That all Town owned off-road maintenance vehicles be permitted to operate on Town Streets, including any employees or agents performing their duties under the Town of Goderich, including all hydro, cable, gas and telephone utility companies or any other third-party contracts, as required;

2. **Moving Buildings or Other Over-Weight or Over-Size Loads**

a) **Permit Required** - No vehicle, load, object or structure in excess of the weight or dimensions prescribed by The Highway Traffic Act may be moved over or upon any street upon wheels, rollers or otherwise, in accordance with a permit in writing which has been first obtained from the Director of Community Services, Infrastructure and Operations:

b) **Bond** - No such permit shall be issued by the Director of Community Services, Infrastructure and Operations except to a person who has filed with the Director of Community Services, Infrastructure and Operations a satisfactory bond sufficient to cover the cost ofrepairing possible injury to the street, and indemnifying the Town of Goderich from all actions, claims, damages, and losses, costs and expenses whatsoever, which may result from the moving of any such vehicle, load, object or structure into, along or across a street, and from the issue of the permit;

c) **Permit to be carried** - Every such permit shall be carried by the person in charge of any such vehicle, load, object or structure while same is on the street, or placed in some accessible position and produced on demand of a police constable or by-law officer;

d) **Prohibition** - No person shall move upon any street, a load in excess of the weight or dimensions specified in the permit or at any time not authorized by such permit, nor shall any load in excess of the weight or dimensions prescribed by The Highway Traffic Act be moved upon any street or part of a street not authorized by the permit;

3. **Stop Signs** - There shall be erected stop signs at the entrances to the intersections of those streets designated in Column 1 of Schedule 1 and facing the traffic proceeding in the direction indicated in Column 2;

4. **Yield Right-of-Way Signs** - There shall be erected Yield Right-of-Way signs at the entrances to the intersections of those streets designated in Column 1 of Schedule 2 and facing the traffic proceeding in the direction indicated in Column 2;

5. **One Way Streets** - Those streets listed in Column 1 of Schedule 3 are hereby designated for the use of one-way traffic only, in the direction indicated in Column between the limits indicated in Column 2;

6. **Truck Routes - Heavy Traffic**

a) No person shall drive or permit to be driven any vehicle included in the definition of heavy traffic on any street other than the streets set out in Schedule 4 hereof;

b) Subsection 6 (a) shall not apply where it is necessary to deviate from one of the streets designated in Schedule 4 for the purpose of delivering or receiving goods or other such normal commercial purpose, or when proceeding to or from a garage or other premises for the housing or repair of the vehicle or when making successive deliveries within a restricted area provided that while proceeding to the first of such deliveries the vehicle shall travel via the shortest route from the nearest street designated in Schedule 4 and on the completion of such purposes the vehicle shall

return by the shortest route to the nearest street designated in Schedule 4;

c) Subsection 1 shall not apply to heavy traffic on any street or part of street, which has been properly authorized as a temporary detour route.

7. **Turns** - Where properly worded signs are erected and on display, no person shall turn any vehicle in the direction prohibited at the intersections set out in Schedule 5 to this by-law.

8. **U-Turns** - The driver of a vehicle shall not make a U-turn or attempt to do so, so as to proceed in the opposite direction upon any street unless such movement can be made in safety and without interfering with other traffic.

9. **Off-Road Vehicle** -That all Town owned off-road maintenance vehicles be permitted to operate on Town Streets, including any employees or agents performing their duties under the Town of Goderich, including all hydro, cable, gas and telephone utility companies or any other third party contracts, as required;

**PART IV**
**MISCELLANEOUS PROHIBITIONS**

1. **Vehicles on sidewalks**

a) No person shall drive a motor vehicle upon a sidewalk except for the purpose of directly crossing the sidewalk.

b) No person shall drive a motorized snow vehicle upon a sidewalk except for the purpose of directly crossing the sidewalk.

c) No person shall drive any animal or vehicle over or upon a sidewalk save at a properly constructed crossing. This provision shall not apply to baby carriages, children's tricycles or other such vehicles appropriate to sidewalks, including adult tricycles or electric carts operated by senior citizens or handicapped persons.

2. **Curbs** - No person shall drive a motor vehicle over a raised curb except at a place where there is a ramp.

3. **Bicycles, Skating, Skateboarding**

a) No person shall ride a bicycle upon any sidewalk, pathway or footpath, used by or set apart for pedestrians within the Town of Goderich.

b) No person shall ride a bicycle, roller skate, roller blade or skateboard on any pathway, on the beach board walk, the sidewalks of Courthouse Square and lawns of the Courthouse Park or upon any parking lot controlled by the municipality.

**4. Stop before entering roadway**

The driver of a vehicle about to enter or cross a highway from a private road or driveway shall stop immediately before entering the roadway or same, or the sidewalk if any.

5. **Backing up**

No person shall drive any animal or vehicle backwards, except when necessary and having proper regard for the safety and convenience of other traffic.

6. **Interrupting procession**

No pedestrian or person riding or driving any animal or vehicle, shall intersect or otherwise interfere with any funeral cortege or any other procession lawfully using the highway, except under the direction of a Police Officer.

7. **No traffic on closed streets**

No person shall drive any animal or vehicle upon any highway or part of a highway, which is temporarily occupied by the Fire Department in the course of its duties.

8. **Motorized snow vehicles**

No person shall drive a motorized snow vehicle on any sidewalk (except for the purpose of directly crossing the sidewalk), boulevard, footpath or in any park or on Courthouse Square.

**PARTV**
**PARKING, PARKING REGULATIONS AND STOPPING**

**1. No exclusive right**
No person shall have an exclusive right to place any vehicle at any particular location on any street.

**2. Parking - General**

a) No person shall park or stop any vehicle on any street or portion thereof except as follows:

1. where there is a raised curb, on the right side on the roadway, having regard to the direction such vehicle was proceeding, with its right front and rear wheels parallel to and not more than 15 centimetres out from such curb;
11. and where there is no curb or a rolled curb, with the right front and rear wheels parallel to and as near to the right-hand limit of the street as is practicable without stopping or parking on a sidewalk or on any part of the street where grass is grown or which is not intended for the use of vehicles.

b) The provisions of Subsection 2. a) i) do not apply where angle parking is permitted under Section 6 hereof or to parking or stopping a vehicle on the left-hand side of the roadway of a street designated for one way traffic.

c) Where angle parking is permitted on a street, no person shall stop or park any vehicle except at any angle of approximately 45 degrees from the curb or boundary of the roadway with the front end of the vehicle at such curb or boundary.
EXCEPTIONS: vehicles unloading or loading heavy articles may temporarily be backed into the curb.

d) Provided that the above shall not apply to stopping in obedience to traffic control devices, the directions of a police constable, or the safety or convenience of other traffic.

**3. Permitted angle parking**
Angle parking is permitted on the streets at the sides and between the limits set out respectively in Columns 1, 2 and 3 of Schedule 6 to this by-law.

**4. Time restricted parking**

a) No person shall park for a period exceeding two (2) hours in any one parking space in a restricted parking area, as identified in clause b) of this section, between the hours of 9:00 a.m. and 6:00 p.m. on any day, Sundays and holidays excepted.

b) The restricted parking areas referred to in Clause a) of this section are as identified in Schedule 7.

c) The Chief Administrative Officer shall provide members of the Huron County Council with Courtesy Parking Stickers, exempting them from the two-hour parking limit while involved in county business only.

d) The Chief Administrative Officer has the authority to issue members of Goderich Town Council Courtesy Parking Stickers, exempting them from the two-hour parking limit while involved in municipal business only.

e) The Chief Administrative Officer has the authority to issue to the following people a One-Day Courtesy Parking Sticker, exempting them from the two-hour parking limit as required:

1. the press attending meetings of the County of Huron or the Town of Goderich;
11. an official visiting the Town of Goderich and performing municipal business either at the County of Huron or the Town of Goderich.

f) Police vehicles shall be exempt from the two-hour parking limit.

g) That the provisions of agreements between the County and Town specifically the sections which read as follows shall continue to apply to the area known as the Courthouse Square:

No person shall enter the interior of Courthouse Square except by way of the approach being the continuation of South Street. No person shall park or leave standing any motor vehicle or trailer on any part of the interior of Courthouse Square, whether it be on property belonging to the Corporation of the Town of Goderich or belonging to the Corporation of the County of Huron. This paragraph shall not apply to any person making deliveries to the Courthouse, or to any Police Constable delivering a prisoner to the courthouse, who is unable to remove his/her vehicle due to the nature of his/her visit, or to any official or employee of the County of Huron or Province of Ontario, who in the nature of his/her work finds it necessary to bring his/her car into the Market or Courthouse Square for the purpose of picking up heavy books or occupants except that the County may place and maintain one (1) handicapped parking spot.

h) No person shall park for a period exceeding four (4) hours in any one parking space in a restricted parking area, as identified by clause i) of this section, between the hours of 7 a.m. and 3 p.m. on Mondays to Fridays inclusive, except that this provision shall not apply to Police vehicles or to parking spaces marked as for 'Emergency Doctor Parking & Authorized Emergency Vehicles Only'.

i) The restricted parking area referred to in clause h) of this section is comprised of the angle parking spaces on the east side of Cambria Road between Wolfe Street and Gloucester Terrace.

j) No person shall park overnight in any park unless permission has been granted by Council or in any emergency approval has been given by the Chief Administrative Officer. Except that cars and trucks rated smaller than 1 ton may park in the Lighthouse Street Parking Lot, the Livery Parking Lot, the Town Hall Parking Lot and parallel park on the paved apron between the sidewalk and the curb at 110 Picton Street West overnight, however, no person shall park a vehicle in the Lighthouse Street Parking Lot, the Livery Parking Lot and the Town Hall Parking Lot and parallel park on the paved apron between the sidewalk and the curb at 110 Picton Street West for a period longer than 24 hours.

k) The work "Parks" used herein shall include all lands, water, buildings and facilities owned by or under the control of the Town of Goderich

**5. Prohibited parking** - No person shall on a street park a vehicle:

a) within an intersection;

b) on any street in such a manner as to obstruct traffic;

c) on any grassed boulevard;

d) in such a manner that any part of the vehicle is situated over or upon any sidewalk or crosswalk;

in front of or within one metre of a driveway or laneway or so as to obstruct vehicles in the use of a driveway or laneway. Except that this provision shall not apply to the Town of Goderich when a vehicle owned by the Town of Goderich is parked in a driveway that leads to property owned or occupied by the Town of Goderich, provided that the vehicle is on bona fide business to that particular establishment to which the driveway leads;

e) within six metres of an intersecting roadway, other than on Courthouse Square;

f) within 15 metres of any level crossing or a railway;

g) on any roadway having an overall width of less than 6 metres;

**h)** for an unreasonable length of time having regard for the traffic, and in no case for a longer period than 24 hours;

i) in front of a fire hydrant - three metres each way;

j) alongside or opposite any street excavation or obstruction when such stopping would obstruct traffic;

k) on the roadway side of any vehicle parked or stopped at the curb or edge of the roadway;

l) along any street or part of a street where police "No Parking" signs are erected or placed;

m) at any parking space in such a manner as to obstruct the use of any adjoining parking space, or, where there are markings for any such parking space, in any manner not in conformity with the same;

n) within 30 metres of an intersection controlled by traffic signals;

o) in such a position as will prevent the removal of any other vehicle previously parked;

p) in any parking space where signed "Emergency Doctor Parking and Authorized Emergency Vehicles Only" and the exception would be medical doctors and authorized emergency vehicles only permitted on those spaces.

q) on any school day in any area duly signed as a school bus loading zone as designated in Schedule 10 to this by-law.

r) that is wrecked, discarded, dismantled, unlicensed, inoperative or abandoned condition. Any such vehicle shall be towed and impounded at the owner's expense.

s) upon any beach, municipal park or open space area, except within designated or marked parking spaces

**6. Signed parking restrictions on certain streets**

Where properly worded signs are erected and are on display, no person shall on any street park any vehicle:

a) within a turning basin;

b) in front of an entrance or exit from any building or enclosed space in which persons may be expected to congregate in large numbers;

c) in front of the entrance to the Fire Hall or Hospital;

d) in front of the entrance to any place where goods or merchandise are regularly delivered or removed;

e) when properly worded signs are on display at the entrance to town, no person shall park any vehicle on any street in the Town of Goderich between the hours of2:00 a.m. and 7:00 a.m. from November 15th to March 15th inclusive.

EXEMPTION: The angle parking areas on both sides of South Street, between The Square and Elgin Avenue, are exempted from the provisions of this subsection providing the vehicles parked therein are displaying an approved sticker verifying that the owner/driver is a bona fide occupant of a room at the Bedford Hotel. Such sticker shall be displayed on the left-hand side of the windshield of the vehicle and shall be provided by the management of the Bedford Hotel.

EXEMPTION: The angle parking area on south east side of Oxford Street, from Maitland Road, for a distance of 84 metres south westerly are exempt from the provisions of this subsection providing the vehicles parked herein are displaying an approved sticker verifying the owner/driver is a bonafide employee of the business at 245 Regent Street. Such sticker shall be displayed on the left-hand side of the windshield of the vehicle and shall be provided by the management of the business at 245 Regent Street

EXEMPTION: The parallel parking area on the eastside of St. Andrews Street from Hamilton St. northerly 35 metres are exempt from the provisions of this subsection providing the vehicles parked therein are displaying an approved sticker verifying that the occupant/driver is a bona fide tenant of the 55 Hamilton Street. Such sticker shall be displayed on the left-hand side of the windshield of the vehicle and shall be provided by the landlord of 55 Hamilton Street.

The owner of the 55 Hamilton Street is responsible for all winter maintenance in the area described above.

f) on those streets designated in Schedules 7 and 8 to this by-law as restricted or prohibited by properly worded signs;

g) when properly worded signs are on display in three parking spaces, on either side of the concrete sidewalk at the South Street entrance of the Courthouse and one parking spot on the west side of the concrete sidewalk at the North Street side of the Courthouse Square, on the inside circumference of Courthouse Square. Signs to read "Reserved Parking". The reserved parking is reserved for Judges and Justices of the Peace only;

h) on the north side of Bruce Street outside the south walk of the 110 North Street in the area designated as a bus unloading/loading zone.

i) on the north side of Napier Street outside the entrance to 57 Napier Street in the area designated as a loading zone.

**7. No stopping areas**

Where properly worded signs are erected and are on display, no person shall stop a vehicle on any highway at the side and between the limits set out respectively in Columns 1, 2 and 3 of Schedule 9 to this by-law during the prohibited times and days set out in Column 4 of the said Schedule.

**PART VI**
**CONTROLLING ON AND OFF-STREET PARKING FOR PERSONS WITH ACCESSIBILITY NEEDS**

**1. Interpretation**

In this part:

a) **Designated parking space** - means a parking space designated under this by-law for the exclusive use of a vehicle displaying a permit in accordance with the requirements of the Highway Traffic Act and the regulations made thereunder and this by-law.

b) **Municipal property** - means any open area or portion of a structure, other than a street or highway, intended for the temporary parking of vehicles and on which there are designated parking spaces.

c) **Permit** - means an accessible parking permit issued under the Highway Traffic Act or a permit, number plate or other marker or device issued by another jurisdiction and recognized under that Act.

**2.** A designated parking space shall be distinctly indicated in accordance with the requirements of the Highway Traffic Act and the regulations made thereunder.

**3. Designated parking spaces,**

a) on streets and highways are described in Schedule 11, and

b) on municipal property are described in Schedule 12.

**4.** No person or organization shall park a vehicle in a designated parking space unless a valid permit has been issued to that person, organization or to a passenger being picked up or transported in the vehicle and such permit is displayed on or in the vehicle in accordance with the requirements of the Highway Traffic Act, the regulations made thereunder and this by-law.

**PART VII**
**POWER TO REMOVE ANY OFFENDING VEHICLE**

**1.** A police officer, or municipal law enforcement officer, upon discovery of any vehicle parked or standing in contravention of this by-law, may cause it to be moved or taken to and placed or stored in a suitable place and all costs and charges for removing, care and storage thereof, if any, are a lien upon the vehicle, which may be enforced in the manner provided by Repair and Storage Liens Act RSO 1990 c. R. 25

**PART VIII**
**ENFORCEMENT AND PENALTY**

**1.** Every person who breaches a section of this by-law is guilty of an offence and subject to a penalty as provided under the "Provincial Offences Act."

**PARTIX**
**REPEALS**

**1.** This By-Law comes into force and takes effect on the final passing thereof and repeals By-Laws 20, 30, 97, 99, 115 of 1989; 14, 24, 38 and 50 of 1990; 10, 33, 64, 78, 92 and 117 of 1991; 26, 52, 56, 69, 80, 85, 87, and 90 of 1992; 17, 38, 57, 63, 79 and 110 of 1993; 11, 19, and 39 of 1994; 69, and 78 of 1995; 6, 11, 21, and 60 of 1996; 2, 21, and 84 of 1997; 13, 36, 43, 48, 65, 82 and 90 of 1998; 7, 19, 45, 81, and 89 of 1990; 55, 67, and 55 of 2000; 16, 32, 54, 77 and 86 of 2001; 57, 96, and 80 of 2022; 2, and 94 of 2002; 35, 69, and 90 of 2004; 3, 19, 39, 65, 104, and 118 of2005; 36, 60, 81, 95, 118, and 126 of 2006; 42, and 109 of2007; 38, 57, 67, and 73 of2008; 102 of2009; 1, 103, 110, and 113 of 2010; 88 of2011; 21, 22, 23, 46, 72, 86,121, and 122 of 2013; 20, and 32 of 2014; 65, and 78 of 2015; 13, 58, 85, 89, and 132 of 2016; 80, 95, and 143 of2017; 109 of2019; 105 of2020; 17, 42, and 82 of 2023.

**READ A FIRST, SECOND AND THIRD TIME AND FINALLY PASSED THIS 17th DAY OF MARCH 2025.**

**MAYOR, Trevor Bazinet**

**CLERK, Andrea Fisher**

**SCHEDULE 1**
**PROVIDING FOR THE ERECTION OF STOP SIGNS AT INTERSECTIONS**

| COLUMN 1<br>INTERSECTION | COLUMN2<br>FACING TRAFFIC |
|---|---|
| Albert Street at Anglesea Street | Northbound on Albert Street |
| Albert Street at East Street | Northbound/Southbound on Albert Street |
| Albert Street at Nelson Street | Northbound/Southbound on Albert Street |
| Albert Street at Park Street | Southbound on Albert Street |
| Anglesea Street at Cambria Road | Westbound/Eastbound on Amdesea Street |
| Anglesea Street at North Street | Westbound on Anizlesea Stteet |
| Anglesea Street at Victoria Street | Westbound/Eastbound on Anizlesea Street |
| Balvina Drive at Bayfield Road | Eastbound on Balvina Drive |
| Beach Street at Harbour Street | Northbound on Beach Street |
| Beilby Street at Comox Crescent | Westbound on Beilby Street |
| Beilby Street at South Street | Eastbound on Beilbv Street |
| Bennett Street at Bayfield Road | Eastbound/Westbound on Bennett Street |
| Bennett Street at Eldon Street | Eastbound/Westbound on Bennett Street |
| Bennett Street at Gibbons Street | Eastbound/Westbound on Bennett Street |
| Bennett Street at Huron Road | Northeastbound on Bennett Street |
| Bennett Street at South Street | Eastbound/Westbound on Bennett Street |
| Bennett Street at Warren Street | Eastbound/Westbound on Bennett Street |
| Bethune Crescent at Brimicombe Crescent (east intersection) | Northbound on Bethune Crescent |
| Bingham Drive at Warren Street | Eastbound on Binizham Drive |
| Blake Street at Bayfield Road | Eastbound/Westbound on Blake Street |
| Blake Street at Eldon Street | Eastbound/Westbound on Blake Street |
| Blake Street at Gibbons Street | Eastbound/Westbound on Blake Street |
| Blake Street at Hincks Street | Eastbound on Blake Street |
| Blake Street at South Street | Eastbound/Westbound on Blake Street |
| Brimicombe Crescent at Bethune Crescent (west intersection) | Southbound on Brimicombe Crescent |
| Britannia Road at Bayfield Road | Eastbound/Westbound on Britannia Road |
| Britannia Road at Essex Street | Westbound on Britannia Road |
| Britannia Road at Maitland Road | Northeastbound on Britannia Road |
| Britannia Road at South Street | Eastbound/Westbound on Britannia Road |
| Britannia Road at Victoria Street | Eastbound/Westbound on Britannia Road |
| Brock Street at Albert Street | Eastbound on Brock Street |
| Brock Street at Cambria Road | Eastbound/Westbound on Brock Street |
| Brock Street at Victoria Street | Westbound on Brock Street |
| Bruce Street at Albert Street | Eastbound on Bruce Street |
| Bruce Street at Cambria Road | Eastbound/Westbound on Bruce Street |
| Bruce Street at North Street | Eastbound/Westbound on Bruce Street |
| Bruce Street at Victoria Street | Eastbound/Westbound on Bruce Street |
| Cambria Road at Elgin Avenue | Southbound on Cambria Road |
| Cambria Road at Nelson Street | Southbound/Northbound on Cambria Road |
| Cambridge Street at Britannia Road | Northwestbound on Cambridize Street |
| Cambridize Street at Huron Road | Southeastbound on Cambridize Street |
| Cambridge Street at Maple Street | Northwest/southeastbound on Cambridge Street |
| Cambridge Street at Oxford Street | Northwest/southeastbound on Cambridge Street |
| Cambridge Street at Walnut Street | Northwest/southeastbound on Cambridge Street |
| Cameron Street at Bennett Street | Southbound on Cameron Street |
| Cameron Street at Blake Street | Southbound/Northbound on Cameron Street |
| Cameron Street at Britannia Road | Northbound on Cameron Street |
| Cameron Street at Raizlan Street | Southbound/Northbound on Cameron Street |
| Catherine Street at Bennett Street | Southbound on Catherine Street |
| Catherine Street at Blake Street | Northbound on Catherine Street |
| Cayley Street at Eldon Street | Eastbound on Cavlev Street |
| Cayley Street at Elizabeth Street | Eastbound/Westbound on Cavley Street |

| COLUMNl<br>INTERSECTION | COLUMN2<br>FACING TRAFFIC |
|---|---|
| Cayley Street at Wellington Street | Westbound on Cayley Street |
| Caylev Street at Essex Street | Eastbound/Westbound on Cavlev Street |
| Cayley Street at Widder Street | Eastbound/Westbound on Cavley Street |
| Cayley Street at Wilson Street | Eastbound/Westbound on Cavley Street |
| Cayley Street at Warren Street | East/Westbound on Cavlev Street |
| Christina Court at Bennett Street | Southbound on Christina Court |
| Church Street at Nelson Street | Northbound on Church Street |
| Coast Drive at Warren Street | Eastbound on Coast Drive |
| Colborne Street at The Square | Southeastbound on Colborne Street |
| Comox Crescent at Eldon Street | Westbound on Comox Crescent |
| Dawnrose Drive at Bennett Street | Northbound on Dawnrose Drive |
| Dawnrose Drive at Walnut Street | Westbound on Dawnrose Drive |
| Doolittle Lane at South Street | Eastbound on Doolittle Lane |
| East Street at Cambria Road | Eastbound/Westbound on East Street |
| East Street at Maitland Road | Eastbound on East Street |
| East Street at The Square | Westbound on East Street |
| Eldon Street at Bennett Street | Southbound/Northbound on Eldon Street |
| Eldon Street at Blake Street | Southbound/Northbound on Eldon Street |
| Eldon Street at Britannia Road | Northbound on Britannia Road |
| Eldon Street at Suncoast Drive | Southbound/Northbound on Eldon Street |
| Elgin Avenue at Cambria Road | Westbound on Elgin Avenue |
| Elgin Avenue at Essex Street | Westbound on Elgin Avenue |
| Elizabeth Street at Blake Street | Southbound on Elizabeth Street |
| Elizabeth Street at Britannia Road | Northbound on Elizabeth Street |
| Gibbons Street at Bennett Street | Southbound/Northbound on Gibbons Street |
| Gibbons Street at Blake Street | Southbound/Northbound on Gibbons Street |
| Gibbons Street at Britannia Road | Northbound on Gibbons Street |
| Gibbons Street at Suncoast Drive | Southbound on Gibbons Street |
| Gloucester Terrace at Victoria St. | Northeast/Southwestbound on Gloucester Terrace |
| Hamilton Street at Victoria Street | Eastbound on Hamilton Street |
| Heron Court at Woodridge Drive | Eastbound on Heron Court |
| Hincks Street at Blake Street | Southbound/Northbound on Hincks Street |
| Hincks Street at Britannia Road | Northbound on Hincks Street |
| Huckins Street at Bayfield Road | Westbound on Huckins Street |
| John Street at Suncoast Drive | Southbound on John Street |
| John Street at Sunset Drive | Northbound on John Street |
| Jones Street at Bennett Street | Southbound on Jones Street |
| Jones Street at Hincks Street | Northwestbound on Jones Street |
| Jones Street at Martha Street | Northbound on Jones Street |
| Jones Street at Oxford Street | Southeast/Northwestbound on Jones Street |
| Keays Street at Blake Street | Southbound on Keays Street |
| Keays Street at Britannia Road | Northbound on Keays Street |
| Keays Street at Raglan Street | Southbound/Northbound on Keays Street |
| Kingfisher Lane at Woodridge Drive | Eastbound/Westbound on Kingfisher Lane |
| Kingston Street at Courthouse Square | Northwestbound on Kingston Street |
| Krohmer Drive at South Street | Westbound on Krohmer Drive |
| Krohmer Drive at Suncoast Drive | Southbound on Krohmer Drive |
| Lee Crescent at Eldon Street | Westbound on Lee Crescent |
| Leonard Drive at South Street | Eastbound on Leonard Drive |
| Lighthouse Street at Waterloo Street | Eastbound/Westbound on Lighthouse Street |
| Lighthouse Street at Wellington Street | Eastbound/Westbound on Lighthouse Street |
| MacEwan Street at Huckins Street | Southbound on MacEwan Street |
| MacEwan Street at Suncoast Drive | Northbound on MacEwan Street |
| Maple Street at Huron Road | Southwest/Northeastbound on Maole Street |
| Market Street at Elgin Avenue | Southbound on Market Street |
| Martha Street at Bennett Street | Southeastbound on Martha Street |
| Mary Street at Maple Street | Southeastbound on Marv Street |
| Mary Street at Oxford Street | Southeast/Northwest on Marv Street |
| McDonald Street at Blake Street | Southbound on McDonald Street |

| COLUMN 1<br>INTERSECTION | COLUMN2<br>FACING TRAFFIC |
|---|---|
| McDonald Street at Britannia Road | Northbound on McDonald Street |
| Mill Road at Huron Road | Southwestbound on Mill Road |
| Mitchell Street at Bayfield Road | Westbound on Mitchell Street |
| Montcalm Street at Cambria Road | Eastbound on Montcalm Street |
| Montreal Street at Courthouse Square | Northeastbound on Montreal Street |
| Montreal Street at Waterloo Street | Southwestbound on Montreal Street |
| Napier Street at Cambria Road | Eastbound on Napier Street |
| Napier Street at Victoria Street | Northeast/Southwestbound on Naoier Street |
| Nelson Street at Cambria Road | Eastbound/Westbound on Nelson Street |
| Nelson Street at North Street | Eastbound/Westbound on Nelson Street |
| Newgate Street at Albert Street | Eastbound on Newgate Street |
| Newgate Street at Cambria Road | Eastbound/Westbound on Newgate Street |
| Newgate Street at Hamilton Street | Westbound on Newgate Street |
| Newgate Street at Victoria Street | Eastbound/Westbound on Newgate Street |
| North Street at Gloucester Terrace | Northbound on North Street |
| North Street at Courthouse Square | Southbound on North Street |
| Oxford Street at Hincks Street | Southwestbound on Oxford Street |
| Oxford Street at Huron Road | Southwest/Northeastbound on Oxford |
| Oxford Street at Maitland Road | Northeastbound on Oxford Street |
| Palmerston Street at Blake Street | Southbound on Palmerston Street |
| Palmerston Street at Britannia Road | Northbound on Palmerston Street |
| Park Street at Cambria Road | Eastbound/Westbound on Park Street |
| Park Street at Picton/Albert Streets | Eastbound/Westbound on Park Street |
| Park Street at Victoria Street | Westbound on Park Street |
| Parsons Court at Suncoast Drive | Northbound on Parsons Court |
| Picton Street at South Street | Eastbound/Westbound on Picton Street |
| Picton Street at Toronto Street | Eastbound/Southwestbound on Picton Street |
| Picton Street at Victoria Street | Eastbound/Westbound on Picton Street |
| Picton Street at Waterloo Street | Eastbound/Westbound on Picton Street |
| Picton Street at Wellington Street | Eastbound/Westbound on Picton Street |
| Picton Street East at Park Street | Northbound on Picton Street East |
| Quebec Street at Waterloo Street | Eastbound on Quebec Street |
| Quebec Street at Wellington Street | Eastbound/Westbound on Quebec Street |
| Raglan Street at Gibbons Street | Eastbound on Raglan Street |
| Raglan Street at McDonald Street | Westbound on Raglan Street |
| Regent Street at Britannia Road | Northwestbound on Regent Street |
| Regent Street at Oxford Street | Northwest/southeast bound on Regent Street |
| Regent Street at Walnut Street | Northwest/southeast bound on Regent Street |
| Rich Street at Eldon Street | Eastbound on Rich Street |
| Rich Street at Warren Street | Westbound on Rich Street |
| Severn Drive at Woodridge Drive | Westbound on Severn Drive |
| Shearwater Trail at Warren Street | Westbound on Shearwater Trail |
| Shore Crescent at Bennett Street | Southbound on Shore Crescent |
| Shore Crescent at Warren Street | Westbound on Shore Crescent |
| South Street at Balvina Drive | Southbound on South Street |
| South Street at Bennett Street | Southbound/Northbound on South Street |
| South Street at Blake Street | Southbound/Northbound on South Street |
| South Street at Britannia Road | Southbound/Northbound on South Street |
| South Street at Elgin Avenue | Southbound/Northbound on South Street |
| South Street at Raglan Street | Southbound/Northbound on South Street |
| South Street at Courthouse Square | Northbound on South Street |
| South Street at Suncoast Drive | Southbound/Northbound on South Street |
| St. Andrews Street at Hamilton Street | Southbound on St. Andrews Street |
| St. Andrews Street at Nelson Street | Northbound on St. Andrews Street |
| St. David Street at Albert Street | Eastbound/Westbound on St. David Street |
| St. David Street at Cambria Road | Eastbound/Westbound on St. David Street |
| St. David Street at Kingston Street | Westbound on St. David Street |
| St. David Street at Victoria Street | Eastbound/Westbound on St. David Street |
| St. Georges Crescent at Waterloo Street | Eastbound on St. Georges Crescent |

| COLUMNl<br>INTERSECTION | COLUMN2<br>FACING TRAFFIC |
|---|---|
| St. Patrick Street at Waterloo Street | Eastbound/Westbound on St. Patrick Street |
| St. Vincent Street at North Street | Northeastbound on St. Vincent Street |
| St. Vincent Street at Waterloo Street | Westbound on St. Vincent Street |
| Stanley Street at Elgin Avenue | Southbound on Stanley Street |
| Stanley Street at Kingston Street | Northbound on Stanley Street |
| Stonehouse Street at Bayfield Road | Westbound on Stonehouse Street |
| Stonehouse Street at Hincks Street | Eastbound on Stonehouse Street |
| Strang Court at Blake Street | Southbound on Strang Court |
| Suncoast Drive at Eldon Street | Eastbound/Westbound on Suncoast Drive |
| Suncoast Drive at Sunset Drive | Northbound on Suncoast Drive |
| Sunset Drive at Eldon Street | Eastbound on Sunset Drive |
| Tilt Street at Bennett Street | Southbound on Tilt Street |
| Trafalgar Street at Albert Street | Eastbound on Trafalgar Street |
| Trafalgar Street at Cambria Street | Eastbound/Westbound on Trafalgar Street |
| Trafalgar Street at North Street | Westbound on Trafalgar Street |
| Trafalgar Street at Victoria Street | Eastbound/Westbound on Trafalgar Street |
| Walnut Street at Bennett Street | Northbound on Walnut Street |
| Walnut Street at Huron Road | Southwest/Northeastbound on Walnut Street |
| Walnut Street at Maitland Road | Northeastbound on Walnut Street |
| Walnut Street at Martha Street | Northeast/southwest bound on Walnut Street |
| Walnut Street at Suncoast Drive | Southbound on Walnut Street |
| Walnut Street at Mary Street | Northeast/Southwestbound on Walnut Street |
| Warren Street at Bethune Crescent | Northbound/Southbound on Warren Street |
| Warren Street at Blake Street | Northbound/Southbound on Warren Street |
| Warren Street at Britannia Road | Northbound on Warren Street |
| Warren Street at Coast Drive | Southbound on Warren Street |
| Warren Street at Sunset Drive | Southbound on Warren Street |
| Waterloo Street at Britannia Road | Southbound on Waterloo Street |
| Waterloo Street at Elgin Avenue | Northbound/Southbound on Waterloo Street |
| Waterloo Street at West Street | Northbound/Southbound on Waterloo Street |
| Wellesley Street at Britannia Road | Southbound on Wellesley Street |
| Wellesley Street at Elgin Avenue | Northbound/Southbound on Wellesley Street |
| Wellington Street at Blake Street | Southbound on Wellington Street |
| Wellington Street at Britannia Road | Northbound/Southbound on Wellington Street |
| Wellington Street at Elgin Avenue | Northbound/Southbound on Wellington Street |
| Wellington Street at West Street | Northbound/Southbound on Wellington Street |
| West Street at Harbour Street | Eastbound on West Street |
| West Street at Courthouse Square | Eastbound on West Street |
| Widder Street at Blake Street | Southbound on Widder Street |
| Widder Street at Britannia Road | Northbound on Widder Street |
| Wilson Street at Britannia Road | Northbound on Wilson Street |
| Woodridge Drive at Shearwater Trail | Northbound on Woodridge Drive |
| Wolfe Street at Cambria Road | Eastbound/Westbound on Wolfe Street |
| Wolfe Street at Victoria Street | Westbound on Wolfe Street |

**SCHEDULE2**
**PROVIDING FOR THE ERECTION OF YIELD SIGNS AT INTERSECTIONS**

| COLUMN 1<br>INTERSECTION | COLUMN2<br>FACING TRAFFIC |
|---|---|
| Arthur Street at St. Patrick Street | Southwestbound on Arthur Street |
| Arthur Street at Waterloo Street | Northeastbound on Arthur Street |
| Bayfield Road - ramp to Britannia Road | Northeastbound on the ramp |
| Balvina Drive at Lee Crescent (most westerly intersection) | Southbound on Balvina Drive |
| Britannia Road - ramp to Bayfield Road | Southeastbound on the ramp |
| Britannia Road - ramp to Victoria Street | Northwestbound on the ramp |
| Bruce Street at St.Vincent Street | Westbound on Bruce Street |
| Church Street at Colborne Street | Southbound on Church Street |
| Colborne Street at Nelson Street | Northwestbound on Colborne Street |
| Comox Crescent at Suncoast Drive | Southbound on Comox Crescent |
| Cypress Street at Maple Street | Northwest/Southeastbound on Cypress |
| Cypress Street at Walnut Street | Northwestbound on Cypress Street |
| Delbar Court at Dawnrose Drive | Southbound on Delbar Court |
| Elgin Avenue at Picton Street | Eastbound on Elgin Avenue |
| Elgin Avenue - ramp to Victoria Street | Northwestbound on the ramp |
| Essex Street at Lighthouse Street | Northeastbound on Essex Street |
| Golf Club Road at North Harbour Road | Southwestbound on the Golf Club Road |
| Horton Street at Maitland Road | Northbound on Horton Street |
| Horton Street at Park Street | Southbound on Horton Street |
| Kingston Street - ramp to Elgin Avenue | Southeastbound on the ramp |
| Lakeside Drive at Bennett Street West | Northbound on Lakeside Drive |
| Lee Crescent at Balvina Drive | Northbound on Lee Crescent |
| Leonard Drive at Young Street | Westbound on Leonard Drive |
| Lighthouse Street at Montreal Street | Eastbound on Lighthouse Street |
| Lighthouse Street at Wellesley Street | Eastbound/Westbound on Lighthouse Street |
| Maple Street at Bennett Street | Southbound on Maple Street |
| Market Street at Montreal Street | Northbound on Market Street |
| Marv Street at Hincks Street | Northwestbound on Mary Street |
| Montcalm Street at Napier Street | Westbound on Montcalm Street |
| Mooney Street at Huckins Street | Northbound/Southbound on Mooney Street |
| Napier Street at Anglesea Street | Southwestbound on Napier Street |
| Nelson Street at Waterloo Street | Westbound on Nelson Street |
| North Harbour Road at Victoria Street | Northeastbound on North Harbour Road |
| North Harbour Rd. - ramp to Victoria Street | Northbound on North Harbour Road |
| Oak Street at Comox Crescent | Northbound on Oak Street |
| Oak Street at Suncoast Drive | Southbound on Oak Street |
| Park Street at Britannia Road | East/Westbound on Park Street |
| Picton Street at Essex Street | Westbound on Picton Street |
| Picton Street at Wellesley Street | Eastbound/Westbound on Picton Street |
| Quebec Street at Essex Street | Westbound on Quebec Street |
| Quebec Street at Wellesley Street | Eastbound/Westbound on Quebec Street |
| Regent Street at Maple Street | Northwest/Southeastbound on Regent Street |
| St. David Street at Horton Street | Eastbound on St. David Street |
| St. Patrick Street at Colborne Street | Eastbound on St. Patrick Street |
| St. Patrick Street at Wellington Street | Westbound on St. Patrick Street |
| Stonehouse Street at Palmerston Street. | Eastbound/Westbound on Stonehouse Street |
| Tilt Street at Wells Street | Northbound/Southbound on Tilt Street |
| Valerie Court at Suncoast Drive | Southbound on Valerie Court |
| Victoria Street-ramp to Britannia Road | Southwestbound on the ramp |
| Victoria Street-ramp to Kingston Street | Southwestbound on the ramp |
| Wellesley Street at Cobourg Street | Northbound on Wellesley Street |
| Wells Street at Jones Street | Eastbound on Wells Street |
| Young Street at Beilby Street | Southbound on Young Street |

**SCHEDULE3**
**DESIGNATING ONE-WAY STREETS**

| **COLUMN 1**<br>**STREET OF TRAVEL** | **COLUMN2**<br>**FROM-TO** | **COLUMN3**<br>**DIRECTION** |
|---|---|---|
| Courthouse Square | All | Counter-clockwise |

**SCHEDULE4**
**PERMITTING HEAVY TRAFFIC ON STREETS**

| COLUMNl STREET | COLUMN2 FROM | COLUMN3 TO | COLUMN4 TIME OR DAY |
|---|---|---|---|
| Anglesea Street | Albert Street | Victoria Street | Any day |
| Bayfield Road South | Town Limits | Britannia Road | Any day |
| Beach Street | Harbour Quay | Harbour Street | 7:00 a.m. to 11:00 p.m. only |
| Britannia Road | Bayfield Road | Victoria Street | Any day |
| Britannia Road | Maitland Road | Huron Road | Anv dav |
| Elgin Avenue | Toronto Street | Victoria Street | Any day |
| Elgin Avenue | Victoria Street | Wellington Street | 7:00 a.m. to 11:00 o.m. onlv |
| Harbour Street | Beach Street | West Street | Anv dav |
| Huckins Street | Bayfield Road | East Limit | Anv dav |
| Huron Road East | Town limits | Toronto Street | Any day |
| MacEwan Street | Huckins Street | Suncoast Drive | Any day |
| Maitland Road | Walnut Street | Britannia Road | Anv dav |
| Mitchell Street | Bayfield Road | Mooney Street | Anv day |
| Mooney Street | Mitchell Street | North limit | Any day |
| Parsons Court | Suncoast Drive | South limit | Any day |
| Suncoast Drive | Bayfield Road | Huron Road | Any day |
| Toronto Street | Huron Road | Elgin Avenue | Anv dav |
| Victoria Street | Britannia Road | North Town limits | Anv dav |
| Walnut Street | Huron Road | Maitland Road | Any day |
| Wellington Street | Elgin Avenue | West Street | 7:00 a.m. to 11:00 o.m. only |
| West Street | Harbour Street | Wellington Street | Any day |

**SCHEDULE 5**
**RESTRICTED TURNING MOVEMENTS**

| **COLUMN 1 INTERSECTION or PORTION** of **STREET** | **COLUMN2 DIRECTION** | **COLUMN3 TURN PROHIBITED** | **COLUMN4 TIMES OR DAYS** |
|---|---|---|---|
| Harbour Street at West Street | Eastbound | Right | Anytime |

**SCHEDULE6**
**PROVIDING FOR ANGLE PARKING**

| COLUMN 1<br>STREET | COLUMN2<br>SIDE | COLUMN3<br>FROM-TO |
|---|---|---|
| Anglesea Street | North side | 1lm east ofNorth St. to 6m west of the Napier Street |
| Anglesea Street | South side | 1lm east of North Street to a point 42m easterly |
| Cambria Road | East side | 6m north of Wolfe Street to a point 21m north of Napier Street |
| Colborne Street | Both sides | Courthouse Square to St. Patrick Street and Church Stret |
| East Street | North side | From Cambria Road eastbound for 21 meters |
| East Street | South side | From Cambria Road eastbound for 26 meters |
| East Street | Both sides | From Courthouse Square to Victoria Street |
| Elgin Avenue | North side | From Kingston Street westbound for 26 meters |
| Gloucester Terrace | South side | 18m west of Victoria Street westbound for 80 meters |
| Gloucester Terrace | North side | 60m west of Victoria Street westbound for 80 meters |
| Hamilton Street | Both sides | From Courthouse Square to Victoria Street |
| Kingston Street | Both sides | From Courthouse Square to Victoria Street |
| Maitland Road | Southwest | From Oxford Street to a point 140 metres north westerly |
| McDonald Street | West side | From Blake Street Northbound for 140 metres |
| Montreal Street | Both sides | From Courthouse Square to Market Street and Lighthouse Street |
| Nelson Street | North side | From North Street westbound for 55 meters |
| Newgate Street | South side | 6m east of Hamilton Street, eastbound for 25 meters |
| North Street | East side | From Courthouse Square to Anglesea Street |
| North Street | West side | From Courthouse Square to Nelson Street |
| Oxford Street | Southeast | 15m from Maitland Road, westbound for 55 meters |
| Picton Street | North side | 70m west of Waterloo Street, westbound for 65 meters |
| South Street | West side | Elgin Avenue to Picton Street |
| South Street | West side | Courthouse Square to a point 45 meters southerly |
| South Street | East side | Courthouse Square to a point 98 meters southerly |
| St. Andrews Street | East side | 4m from Hamilton Street northbound for 32 meters |
| St. David Street | South side | 13m east of Kingston St., eastbound for 30 meters |
| Courthouse Square | Outermost | All Streets |

| COLUMN 1<br>STREET | COLUMN2<br>SIDE | COLUMN3<br>FROM-TO |
|---|---|---|
| Victoria Street | West side | Bruce Street southbound for 21 meters |
| Waterloo Street | East side | Lighthouse Street to St. Patrick Street |
| West Street | North side | Waterloo St. to Courthouse Square |
| West Street | South side | Waterloo St. to Courthouse Square |

SCHEDULE 7
TIME RESTRICTED PARKING

| COLUMN! STREET | COLUMN2 SIDE(S) | COLUMN3 FROM/TO | COLUMN4 TIME or DAY |
|---|---|---|---|
| | | | |
| | | | |
| | | | |

**SCHEDULES**
**PROHIBITED PARKING**

| COLUMN 1 STREET | COLUMN2 SIDE(S) | COLUMN3 FROM-TO | COLUMN4 TIME or DAYS |
|---|---|---|---|
| All Streets | Both sides | Nov. 15 - Mar. 15 Inclusive | 2 a.m. to 7 a.m. |
| Bennett Street | North side | Bayfield Road to Walnut Street | Anytime |
| Bennett Street | North side | In the area designated by signs as a School Bus unloading | 8 a.m. to 5 p.m. (school days only) |
| Bennett Street | South side | South Street to Catherine Street | Anytime |
| Bennett Street | North side | Huron Road to Maple Street | Anytime |
| Bennett Street | South side | 45m west of Huron Road to Maple Street | Anytime |
| Blake Street | North side | Eldon Street to Elizabeth Street | 8 a.m. to 5 p.m. (school davs only) |
| Blake Street | North side | McDonald Street to South Street | 8 a.m. to 5 p.m. (school davs only) |
| Britannia Road | South side | Waterloo Street to South Street | Anytime |
| Britannia Road | South side | Regent Street to Maitland Road | Anytime |
| Bruce Street | North side | North Street to St. Vincent Street | Anytime |
| Bruce Street | South side | Victoria Street eastbound for 135 meters | Anytime |
| Bruce Street | South side | Victoria Street westbound for 30 meters | Anytime |
| Church Street | West side | Colbome Street to Nelson Street | Anytime |
| Eldon Street | East side | Blake Street to Britannia Road | Anytime |
| Eldon Street | East side | Bennett Street to Comox Crescent | Anytime |
| Gloucester Terrace | North side | Victoria Street westbound for 45 meters | Anytime |
| Gloucester Terrace | South side | Victoria Street westbound for 28 meters | Anytime |
| Napier Street | South side | Cambria Road westbound for 22 meters | Anytime |
| Napier Street | South side | Victoria Street westbound for 20 meters | Anytime |
| Newgate Street | North side | Hamilton Street to Victoria Street | Anytime |
| Nelson Street | North side | Victoria Street eastbound for 50 meters | Anytime |
| Nelson Street | South side | 20m east of North Street east for 25m | Loading and unloading only |
| Park Street | North side | Victoria Street eastbound for 35m | Anytime |

| COLUMN 1<br>STREET | COLUMN2<br>SIDE(S) | COLUMN3<br>FROM-TO | COLUMN4<br>TIME or DAYS |
|---|---|---|---|
| Picton Street | North side | South Street eastbound for 40 meters | Loading and unloading only |
| Picton Street | South side | 54m west of Victoria Street westbound for 10m | Anytime |
| St. Patrick Street | North side | Colbome Street westbound for 30 meters | Anytime |
| St. David Street | North side | Kingston Street to Victoria Street | Anytime |
| South Street | West side | Bennett Street to Leonard Drive | Anytime |
| South Street | Both sides | 6m north and south from Krohmer Drive | Anytime |
| Stanley Street | West side | Kingston Street to Elgin Avenue | Anytime |
| Stanley Street | East side | Kingston Street southbound for 16m | Loading and unloading only |
| Walnut Street | Northwest | Huron Road to Mary Street | Anytime |
| Waterloo Street | West side | West Street to St. Patrick Street | Anytime |
| Wellington Street | Both sides | Blake Street northbound for 25 meters | Anytime |
| West Street | Both sides | Vickers Lane to Wellington Street | Anytime |

**SCHEDULE9**
**NO STOPPING AREA**

| COLUMN 1 STREET | COLUMN2 SIDE(S) | COLUMN3 FROM-TO | COLUMN 4 TIME or DAYS |
|---|---|---|---|
| Bayfield Road | Both sides | All | Anytime |
| Bennett Street | North side | Gibbons Street westbound forl 5m | 8 a.m. to 5 p.m. (school days only) |
| Bennett Street | North side | Bayfield Road to Gibbons Street | 8 a.m. to 5 p.m. (school days only) |
| Bennett Street | North side | Eldon Street westbound for 15m | 8 a.m. to 5 p.m. (school days only) |
| Bennett Street | North side | Eldon Street eastbound for 2O5m | 8 a.m. to 5 p.m. (school days only) |
| Bennett Street | South side | Gibbons Street eastbound for 15m | 8 a.m. to 5 p.m. (school days only) |
| Bennett Street | South side | Gibbons Street westbound for 3Om | 8 a.m. to 5 p.m. (school days only) |
| Bennett Street | South side | Eldon Street eastbound for 15m | 8 a.m. to 5 p.m. (school days only) |
| Bennett Street | South side | Eldon Street westbound for 2O5m | 8 a.m. to 5 p.m. (school days only) |
| Blake Street | North side | Eldon Street to Elizabeth Street | 8 a.m. to 5 p.m. (school days only) |
| Blake Street | North side | Eldon Street eastbound for 3Om | 8 a.m. to 5 p.m. (school days only) |
| Blake Street | South side | Wellington Street northbound for 6m | 8 a.m. to 5 p.m. (school days only) |
| Blake Street | South side | Wellington Street southbound for 6m | 8 a.m. to 5 p.m. (school days only) |
| Blake Street | South side | Eldon Street westbound for 3Om | 8 a.m. to 5 p.m. (school days only) |
| Blake Street | South side | Eldon Street eastbound for 15m | 8 a.m. to 5 p.m. (school days only) |
| Britannia Road | Both sides | Gibbons Street to Palmerston Street | Anytime |
| Eldon Street | East side | Blake Street northbound for 15m | 8 a.m. to 5 p.m. (school days only) |
| Eldon Street | West side | Blake Street northbound for 3Om | 8 a.m. to 5 p.m. (school days only) |
| Eldon Street | West side | Blake Street southbound for 15m | 8 a.m. to 5 p.m. (school days only) |
| Eldon Street | East side | Bennett Street southbound for 3Om | 8 a.m. to 5 p.m. (school days only) |
| Eldon Street | West side | Bennett Street northbound for 3Om | 8 a.m. to 5 p.m. (school days only) |
| Eldon Street | East side | Blake Street to Bennett Street | **8** a.m. to 5 p.m. (school days only) |
| Elgin Avenue East | Both sides | Victoria Street to Toronto Street | Anytime |
| Elgin Avenue West | Both sides | South Street westbound for 25m | Anytime |
| Gibbons Street | East side | Bennett Street northbound for 15m | 8 a.m. to 5 p.m. (school days only) |
| Gibbons Street | East side | Bennett Street southbound for 3Om | 8 a.m. to 5 p.m. (school days only) |
| Gibbons Street | West side | Bennett Street southbound for 1OOm | 8 a.m. to 5 p.m. (school days only) |
| Gibbons Street | West side | Bennett Street northbound for 3Om | 8 a.m. to 5 p.m. (school days only) |
| Huron Road | Both sides | All | Anytime |
| McDonald Street | East side | Raglan Street | Anytime |

| COLUMN 1<br>STREET | COLUMN2<br>SIDE(S) | COLUMN3<br>FROM-TO | COLUMN4<br>TIME or DAYS |
|---|---|---|---|
| | | southbound for 1Om | |
| McDonald Street | East side | Raglan Street northbound for 1Om | Anytime |
| Picton Street | South side | Victoria Street westbound for 39m | Anytime |
| South Street | East Side | Blake Street to Bennett Street | 8 a.m. to 5 p.m. (school days only) |
| Toronto Street | Both sides | All | Anytime |
| Victoria Street | Both sides | All | Anytime |
| Walnut Street | Both sides | Huron Road to Maitland Road | Anytime |
| ~~Walnut Street~~ | ~~Southeast side~~ | ~~Huron Road to Maitland Road~~ | ~~Anytime~~ |
| ~~Walnut Street~~ | ~~Northwest side~~ | ~~Regent Street to Maitland Road~~ | ~~Anytime~~ |

**SCHEDULE 10**
**PROVIDING FOR SCHOOL BUS LOADING ZONES**

| **COLUMN 1**<br>**STREET** | **COLUMN2**<br>**SIDE(S)** | **COLUMN3**<br>**FROM-TO** |
|---|---|---|
| Bennett Street | North side | 85m west of South Street westbound for 50m |
| Bennett Street | North side | 200m west of South Street westbound for 70m |
| Bennett Street | South side | 30m east of Gibbons Street eastbound for 30m |
| Bennett Street West | North side | 30m west of Eldon Street westbound for 50m |
| South Street | West side | Bennett Street northbound for 130m |

**SCHEDULE 11**
**PROVIDING FOR DESIGNATED SPACES FOR ACCESSIBLE PARKING ON STREETS**

| **COLUMNl STREET** | **COLUMN2 LOCATIONS** |
|---|---|
| Colborne Street | South side, first parking space off Courthouse Square |
| Courthouse Square | Interior, first parking space east of South Street entry |
| East Street | North side, first parking space east of the driveway between 33 East Street and 35 East Street |
| Hamilton Street | North side, first angle parking space off Courthouse Square |
| Kingston Street | North side, first angle parking space off Courthouse Square |
| Kingston Street | South side, 1st and 2nd angle parking space southeast of Stanley Street |
| Montreal Street | West side, first parking spot off Courthouse Square |
| Montreal Street | Two parallel spaces in front of the Goderich Library |
| North Street | East side, first angle parking space off Courthouse Square |
| West Street | South side, at 41 West Street |
| West Street | South side, first parking spot east of Waterloo Street, at 57 West Street |
| West Street | North side, first parking spot to the east Waterloo Street at 68 West Street |

**SCHEDULE 12**
**PROVIDING FOR DESIGNATED PARKING SPACES FOR ACCESSIBLE PARKING ON MUNICIPAL PROPERTY (OFF STREET PARKING)**

| **COLUMN 1**<br>**MUNICIPAL PROPERTY** | **COLUMN2**<br>**LOCATION** |
|---|---|
| Cove Road | First angle parking space south of #2 Picnic Pavilion |
| Cove Road | First angle parking space north of walkway to Rotarian Playground |
| Cove Road | First angle parking space south of walkway to Rotarian Playground |
| Cove Road | First angle parking space south of Lioness Friendship Arch |
| Cove Road | Two Parking spaces south of the Walkway to the Beach Hut at the Main Beach |
| Cove Road | Angle parking spot on west side of Cove Road beside accessible pathway to the beach |
| East Street | Knox Church parking lot one accessible parking space |
| Maitland Recreation Centre | Four accessible parking spaces, two on each side of walkway |
| Montreal Street Parking Lot | One accessible parking space |

OFFICE OF THE REGIONAL SENIOR JUSTICE
ONTARIO COURT OF JUSTICE
WEST REGION

80 DUNDAS STREET, 10th FLOOR, UNIT L
LONDON, ONTARIO N6A 6A8

CABINET DU JUGE PRINCIPAL RÉGIONAL
COUR DE JUSTICE DE L'ONTARIO
RÉGION DE L'OUEST

80, RUE DUNDAS, 10e ÉTAGE, UNITÉ L
LONDON (ONTARIO) N6A 6A8

TELEPHONE/TÉLÉPHONE (519) 660-2292
FAX/TÉLÉCOPIEUR (519) 660-3138

June 9, 2025

Town of Goderich

Greetings,

**Re: Set Fines - Provincial Offences Act – Part 2 By-law 34-2025, Traffic & Parking By-Law**

Enclosed herewith is the Part 2 original Order and original schedule of set fines for the above referenced Bylaw, the Bylaw indicated in the schedules.

The setting of the fines does not constitute my approval of the short form of wording used to describe the offences.

Please ensure that a copy of the said documents is forwarded to your local Provincial Offences Court together with a certified copy of the Bylaw.

Yours truly,

Ted Graham

M. Edward Graham
Regional Senior Justice
Ontario Court of Justice
Encl.

/tz

**ONTARIO COURT OF JUSTICE**

**PROVINCIAL OFFENCES ACT**

**PART II**

IT IS ORDERED pursuant to the provisions of the Provincial Offences Act and the rules for the Ontario Court of Justice that the amount set opposite each of the offences in the schedule of offences under the Provincial Statutes and Regulations there under **By-law 34-2025 of the Town of Goderich** attached hereto are the set fines for those offences. This Order is to take effect June 9, 2025.

Dated at London this this 9th day of June 2025.

Ted Graham

M. Edward Graham
Regional Senior Justice
Ontario Court of Justice

**TOWN OF GODERICH**
**BY-LAW 34-2025: BEING A BY-LAW TO REGULATE TRAFFIC IN THE TOWN OF GODERICH AND TO CONTROL AND REGULARE THE USE OF STREETS AND BOULEVARDS IN SAID TOWN AND TO REPEAL RELATED BY-LAWS**
**SCHEDULE 13**

**PART II PROVINCIAL OFFENCES ACT**

| ITEM 1 | COLUMN l SHORTFORM WORDING | COLUMN 2 PROVISION CREATING OR DEFINING OFFENCE | EARLY VOLUNTARY PAYMENT PAYABLE WITHIN 7 DAYS | COLUMN 3 SET FINE |
|---|---|---|---|---|
| 1 | Parked more than 15 cm out from curb | Part V section 2a)i | $35.00 | $45.00 |
| 2 | Improper parallel parking | Part V section 2a)ii | $35.00 | $45.00 |
| 3 | Parked longer than 2 hours | Part V section 4a | $35.00 | $45.00 |
| 4 | Parked in the Courthouse Square | Part V section 4h | $35.00 | $45.00 |
| 5 | Parked longer than 4 hours | Part V section 4i | $35.00 | $45.00 |
| 6 | Parked on grass boulevard | Part V section 5c | $35.00 | $45.00 |
| 7 | Parked on sidewalk | Part V section 5d | $35.00 | $45.00 |
| 8 | Obstructing driveway | Part V Section 5e | $35.00 | $45.00 |
| 9 | Parked within 6 m of intersection | Part V section 5f | $35.00 | $45.00 |
| 10 | Parked within 15 m of level crossing or railway | Part V section 5g | $35.00 | $45.00 |
| 11 | Parked on road of less than 6 m width | Part V section 5h | $35.00 | $45.00 |
| 12 | Parked longer than 24 hr. | Part V section 5i | $35.00 | $45.00 |
| 13 | Parked within 3 m of fire hydrant | Part V section 5j | $35.00 | $45.00 |
| 14 | Parked obstructing traffic at site of street work | Part V section 5k | $35.00 | $45.00 |
| 15 | Parked on roadway side of other vehicle parked | Part V Section 5l | $35.00 | $45.00 |
| 16 | Parked in space marked "No parking" by police | Part V section 5m | $35.00 | $45.00 |
| 17 | Parked, obstructing adjoining parking space | Part V section 5n | $35.00 | $45.00 |
| 18 | Parked within 30 m of intersection having traffic signals | Part V section 5o | $35.00 | $45.00 |
| 19 | Parked blocking other parked vehicle | Part V section 5p | $35.00 | $45.00 |
| 20 | Unauthorized parking in space reserved for doctor or | Part V section 5q | $35.00 | $45.00 |

| | | | | |
|---|---|---|---|---|
| | emergency vehicle | | | |
| 21 | Parked in a school bus loading zone | Part V section 5r | $35.00 | $45.00 |
| 22 | Parked on beach or in municipal park | Part V section 5t | $35.00 | $45.00 |
| 23 | Parked in turning basin | Part V section 6a | $35.00 | $45.00 |
| 24 | Parked in front of building entrance | Part V section 6b | $35.00 | $45.00 |
| 25 | Parked at entrance to Fire Hall or Hospital | Part V section 6c | $35.00 | $45.00 |
| 26 | Parked in delivery Zone | Part V section 6d | $35.00 | $45.00 |
| 27 | Parked between 2 am and 7 am where prohibited | Part V section 6e | $35.00 | $45.00 |
| 28 | Parked on prohibited street | Part V section 6f | $35.00 | $45.00 |
| 29 | Parked in Judges reserved parking | Part V section 6g | $35.00 | $45.00 |
| 30 | Parked in bus loading zone for 110 North Street | Part V section 6h | $35.00 | $45.00 |
| 31 | Parked in loading zone at entrance of 57 Napier Street | Part V section 6i | $35.00 | $45.00 |
| 32 | Stopped on prohibited street | Part V section 7 | $75.00 | $85.00 |
| 33 | Parked, unauthorized in space designated for accessibility | Part VI section 4 | N/A | $300.00 |

NOTE: The general penalty provision for the offences listed above is Part VIII, section 1 of By-Law 34-2025, certified copies of which have been filed.

# Staff Report

**To**: Mayor Bazinet and Members of Council
**Report From**: Dave Duncan, Municipal Law Enforcement Manager
**Meeting Date**: April 13, 2026
**Subject**: Increase to MLEO Training and Equipment Budget
**Attachment(s):** None

**Recommendation:**
That Goderich Town Council receives this report for information;

And That Council considers an increase of $14,000 to the Municipal Law Enforcement Department budget, to be funded from the Waterfront Reserve Fund, for staff training and replacement of body-worn cameras.

**Report Summary:**
A $14,000 increase to the Municipal Law Enforcement Department Training Budget is requested to address training requirements resulting from staff turnover and to replace aging, unsupported body-worn cameras.

**Background and Analysis**:
Recent staff turnover has created increased training requirements for new enforcement staff and seasonal parking attendants. At the same time, existing body-worn cameras are no longer supported and are beginning to fail, requiring replacement.

These needs were identified following the 2026 Budget process and were not included in the approved budget.

**Linkage to the Corporate Strategic Plan (Choose all that apply):**
☐ No. 1 Safe and Reliable Infrastructure
☐ No. 2 Welcoming and Caring Community
☐ No. 3 Strong Local Economy
☒ No. 4 Good Government
☐ No. 5 Environmental Stewardship

**Linkage to Asset Management Plan:**

| This staff report is related to the following within the Town's Asset Management Program (Choose one): | And directly impacts (Choose all that apply): |
|---|---|
| ☐ Road Network | ☐ State of Good Repair/Replacement |
| ☐ Water Network | ☐ Municipal Levels of Service |

☐ Sanitary Network
☐ Storm Network
☐ Fleet
☐ Facilities
☐ Land Improvements
☐ Machinery and Equipment

☐ Risk Management
☐ Growth Impacts
☐ Financial Strategy

**Financial Impacts and/or Source of Funding:**
Multiple courses and equipment totaling up to $14,000.

Is this cost budgeted for? Yes: ☐ No: ☒

Proposed funding source for unbudgeted costs: Waterfront Reserve Fund

**Consulted With:**
Sean Thomas, Director of Community Services, Infrastructure and Operations

**Approved By:**
Janice Hallahan, Chief Administrative Officer
Andrea Fisher, Director of Legislative Services/Clerk

# Staff Report

**To**: Mayor Bazinet and Members of Council
**Report From**: Michaela Johnston, CEMC, Accessibility and Health & Safety Manager
**Meeting Date**: April 13, 2026
**Subject**: Joint Health and Safety Committee (JHSC) Terms of Reference - 2026
**Attachment(s):** JSCH Terms of Reference – Redlined

**Recommendation:**
That Goderich Town Council adopt the amended Joint Health and Safety Committee Terms of Reference dated April 13, 2026, and refer to By-Law 52 of 2026.

**Report Summary:**
The Terms of Reference for the Joint Health and Safety Committee (JHSC) are reviewed annually by members of the JHSC, with final review and approval by the Chief Administrative Officer. On March 26, 2026, at the JHSC meeting, members voted to amend the JHSC Terms of Reference as follows, on the recommendation received from the Health and Safety Steering Committee:

> Section 7.1 – Inspection Schedule – The worksite inspection schedule shall be amended to exclude the MacKay Centre for Seniors, the Library, the Bannister Park AED, and the Pickleball Court AED.
>
> Section 9.2 – Quorum – The requirements for quorum have been amended to reflect that the Health and Safety Manager does not need to be present in order to meet quorum.

**Background and Analysis:**
Pursuant to the Ontario Occupational Health and Safety Act (OHSA), it is the **employer** (the entity hiring staff, such as a third-party tenant or operator) rather than the **owner** (the municipality) who is typically responsible for conducting monthly inspections of the workplace.

However, while the employer/operator performs day-to-day inspections, the municipality as owner still has legal duties under the OHSA, such as ensuring that any structural, mechanical, or electrical work complies with safety regulations.

Neither the MacKay Centre for Seniors nor the Library is operated by the Town of Goderich. They therefore fall outside the requirements of JHSC inspections to be conducted by the Town of Goderich JHSC. The Town, however, shall continue to review the sites from an owner/maintenance perspective.

Similarly, the Pickleball Court AED and Bannister Park AED are inspected monthly by Town recreation and/or facilities staff from a maintenance and operational perspective. They are not Town worksites. Therefore, they have been removed from the formal JHSC inspection schedule.

The Town of Goderich JHSC inspection sites are now arranged into two (2) groups instead of four (4) groups, each group being inspected monthly, in a more efficient manner.

**Linkage to the Corporate Strategic Plan (Choose all that apply):**

☒ No. 1 Safe and Reliable Infrastructure
☐ No. 2 Welcoming and Caring Community
☐ No. 3 Strong Local Economy
☒ No. 4 Good Government
☐ No. 5 Environmental Stewardship

**Linkage to Asset Management Plan:**

| This staff report is related to the following within the Town's Asset Management Program (Choose one): | And directly impacts (Choose all that apply): |
|---|---|
| ☐ Road Network | ☐ State of Good Repair/Replacement |
| ☐ Water Network | ☐ Municipal Levels of Service |
| ☐ Sanitary Network | ☐ Risk Management |
| ☐ Storm Network | ☐ Growth Impacts |
| ☐ Fleet | ☐ Financial Strategy |
| ☐ Facilities | |
| ☐ Land Improvements | |
| ☐ Machinery and Equipment | |

**Financial Impacts and/or Source of Funding:**
No financial impact is associated with this report.

**Consulted With:**
Town of Goderich Joint Health and Safety Committee
Janice Hallahan, Chief Administrative Officer

**Approved By:**
Janice Hallahan, Chief Administrative Officer
Andrea Fisher, Director of Legislative Services/Clerk

**APPENDIX B**

# JOINT HEALTH & SAFETY COMMITTEE

# TERMS OF REFERENCE

## April ~~8, 2024~~ ___, 2026

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## 1. PREAMBLE

This document sets out the structure of the Joint Health & Safety Committee for the Town of Goderich. The Committee is established pursuant to requirements of the Ontario Occupational Health and Safety Act, R.S.O. 1990, c.O.1 (OHSA).

The JHSC, as set out herein, is established under Section 9 of *OHSA*.

## 2. INTRODUCTION

Under the provisions of the OHSA, Workers (as defined below) and Employers must share the responsibility for occupational health and safety. OHSA sets up an internal responsibility system that involves everyone, from individual employees to the Town's Department Heads.

OHSA provides for the establishment of a Joint Health and Safety Committee ("JHSC" or "Committee"), composed of people who represent the Workers and the Employer. Together, they are committed to improving health and safety conditions in the workplace.

The Committee is an advisory body that helps recognize workplace risks and then recommends solutions and helps stimulate awareness of occupational health and safety issues.

Except where it is modified by virtue of ministerial approval of these terms of reference under subsection 9(4) of *OHSA,* OHSA applies to the JHSC described herein.

## 3. DEFINITIONS (PURSUANT TO OHSA)

**3.1. Certified Member** – means a JHSC member who is certified under section 7.6 of OHSA; The Chief Prevention Officer of the Prevention Council for the Ontario Ministry of Labour may:

(a) establish training and other requirements that a Committee member shall fulfill in order to become a certified member; and

(b) certify a Committee member who fulfills the requirements described in clause (a) above.

**3.2. Critical Injury** - Section 1 of Ontario Regulation 834 under OHSA defines "critical injury" as an injury of a serious nature that,

(a) places life in jeopardy,

(b) produces unconsciousness,

(c) results in substantial loss of blood,

(d) involves the fracture of a leg or arm but not a finger or toe,

(e) involves the amputation of a leg, arm, hand or foot but not a finger or toe,

(f) consists of burns to a major portion of the body, or

(g) causes the loss of sight in an eye.

**3.3. Employer** means a person who employs one or more Workers or contracts for the services of one or more Workers and includes a contractor or subcontractor who performs work or

supplies services and a contractor or subcontractor who undertakes with an owner, constructor, and constructor to perform work or supply services. This term also includes an Employer representative.

**3.4. Supervisor** means a person who has charge of his or her workplace or authority over his or her Workers.

**3.5. Occupational Illness** means a condition that results from exposure in a workplace to a physical, chemical or biological agent to the extent that the normal physiological mechanisms are affected and the health of the Worker is impaired thereby and includes an occupational disease for which a Worker is entitled to benefits under the *Workplace Safety and Insurance Act, 1997* (the "WSIA").

**3.6. Worker** means any of the following, but does not include an inmate of a correctional institution or like institution or facility who participates inside the institution or facility in a work project or rehabilitation program:

(a) a person who performs work or supplies services for monetary compensation;

(b) a secondary school student who performs work or supplies services for no monetary compensation under a work experience program authorized by the school board that operates the school in which the student is enrolled;

(c) a person who performs work or supplies services for no monetary compensation under a program approved by a college of applied arts and technology, university, private career college or other post-secondary institution; and

(d) such other persons as may be prescribed who perform work or supply services to an employer for no monetary compensation.

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

## 4. HEALTH & SAFETY MANAGER

The CEMC, Accessibility and Health & Safety Manager (the "H&S Manager") will be responsible for overseeing the implementation of the Town of Goderich Health and Safety Program (the "H&S Program") in every work location. Subsequently, the H&S Manager will be responsible for promoting a safe and healthy workplace for all Workers and will develop and implement policies and procedures that meet legislated requirements for the Province of Ontario.

## 5. JOINT HEALTH AND SAFETY COMMITTEE

### 5.1. Composition of the Joint Health and Safety Committee (JHSC)

The following guidelines shall apply to the composition of the JHSC as per s.9 of the *Occupational Health and Safety Act*:

- The committee shall consist of at least four members.
- The committee must consist of Worker members and Management members.

- At least half of the members must be Worker members.
- The Worker members must be selected by the workers at the workplace who do not exercise managerial functions.
- The Management members are selected by the Chief Administrative Officer.
- The JHSC shall strive to ensure that there is an equitable representation of the various departments that sit as members of the JHSC, whether they are Worker members or Management members.

The Town's JHSC shall be comprised of nine members: 5 Worker members and 4 Management members:

- 1 Worker member from Town Hall (Departments include: Clerks Department, Treasury, Building, Planning, Asset Management, Tourism, and Municipal Law Enforcement)
- 1 Worker member from the Childcare Centre
- 1 Worker member from Public Works/Airport
- 1 Worker member from Recreation
- 1 Worker member from Parks
- 3 Management Members to be appointed by the Chief Administrative Officer
- 1 H&S Manager

### 5.2. Chairs

The JHSC has two co-chairs: one is a Worker member who is appointed by the Worker members of the Committee and the other co-chair is a Management member who is appointed by the Management members of the Committee.

Each co-Chair's term of office is one calendar year, renewable. An election takes place annually at the first meeting of the calendar for co-Chair positions.

## 6. FUNCTIONS OF THE JOINT HEALTH AND SAFETY COMMITTEE

### 6.1. Membership and Term of Office

Under the OHSA, Chapter O.1, Part II, Section 9, Subsection 8, the members of the JHSC who represent Workers shall be selected by the Workers they are to represent or, by the union they represent. The term of each Worker representative shall be 3 years and may be renewed by the selection of the workers of the workplace. Worker members shall be selected on a rotating basis as follows, so as to provide continuity in the JHSC:

Year 1: Child Care Centre, Parks

Year 2: Airport/Public Works, Recreation

Year 3: Town Hall and Tourism

The appointment of Management members will be conducted by the Chief Administrative Officer. The Management members shall be confirmed, or removed, or replaced annually, or at the discretion of the Chief Administrative Officer.

**6.2. Town Work Centres and Non-Union/Union Labour Status**

Airport - Unionized – CUPE #4907 and Non-Union

Child Care Centre – Non-Union

Custodial –Non-Union

Fire Department –Non-Union

Goderich Public Library – Town owned facility, however staff are County employees

McKay Centre – Town owned facility, however managed independently

Parks/Cemetery –Unionized – CUPE #4907

Public Works –Unionized – CUPE #4907

Tourism – Non-Union

Town Hall – Non-Union

Recreation – Non-Union

**6.3. Vacancies**

If a member of the JHSC is no longer employed by the Town or has resigned during their term, their replacement will be selected as follows:

(a) In the case of a Worker member, the replacement Worker representative for the JHSC shall be selected by the Workers, or by the union representing the Workers, they are to represent;

(b) In the case of a Management member, the Chief Administrative Officer will appoint a new Management representative to the JHSC.

When a member of the JHSC is on medical or other leave from work and, as a result, such member is unable to attend at least one meeting or conduct the workplace inspections as set out in these Terms of Reference, and such absence leave the JHSC without quorum and unable to perform inspections or be effective in its function, the JHSC may choose a temporary replacement member who will be selected as follows:

(a) In the case of a Worker member, the replacement Worker representative for the JHSC shall be selected by the Workers, or by the union representing the Workers, they are to represent;

(b) In the case of a Management member, the Chief Administrative Officer may choose to either appoint a new Management representative to the JHSC or leave the position vacant pending the Management member's return.

Such temporary appointment shall be immediately and automatically repealed on the return to work of the original JHSC member, so long as the original JHSC member is returning during their 3-year term.

**6.4. Functions of the Committee**

The JHSC is predominantly responsible for **(i)** identifying potential sources of danger or hazards, **(ii)** evaluating these potential hazards, **(iii)** recommending corrective action, **(iv)** following-up with implemented recommendations, and **(v)** advising and assisting management and Workers in the development, implementation and operation of the H&S Program.

Duties include:

- Assisting and advising in the development, implementation and operation of the H&S Program**.**
- Assisting and advising in the development of specific health and safety standards and procedures.
- Advising on accident investigation and reporting and in determining and implementing proper corrective action.
- Obtaining and distributing safety information and material**.**
- Identifying conditions that may be a source of danger or hazard to Worker through Workplace inspections.
- Making recommendations to the employer for the establishment, maintenance and monitoring or programs, standards and procedures for the health and safety of Workers.
- Compiling and reviewing accident statistics, health and safety training records and making recommendations to the employer and the Workers for the improvement of the health and safety of Workers.
- Receiving reports, recommendations, etc. from the Health & Safety Steering Committee and acting upon the same.

One copy of the JHSC minutes shall be posted in a prominent place in the Workplace in accordance with Form TG15 – Checklist for Posted Health and Safety Materials (Town of Goderich Health & Safety Program binder), within one week of the meeting and where possible remain posted for not less than one month after the next meeting.

A copy of the Workplace inspection shall be included with the minutes and any recommendations/ communication as a result of injury/incident investigations.

The JHSC shall post all reports or surveys conducted by management on the Safety Bulletin Board as well as any Ministry of Labour notice of visits or non-compliance orders.

### 6.5. Recommendations

Where one of the committee member's makes a recommendation regarding a health and safety matter, the recommendation shall be recorded in the minutes of the corresponding meeting and the Management Co-Chair shall forward said recommendation to the Health & Safety Steering Committee. Within 21 days of receipt of the recommendation, the Health & Safety Steering Committee shall respond in writing to the Management Co-Chair.

The response may contain a timetable for implementing the recommendation or give reasons for their disagreement with the recommendation and why it is not accepted.

## 7. WORKPLACE INSPECTIONS

### 7.1. Inspection Schedule

An inspection schedule will be created in November/December of each year identifying two teams consisting of 2 Worker members each, to conduct an independent inspection of two of the following Site locations each month:

> **A Sites** which include the Fire Hall, Parks, Child Care Centre, Public Works, and the ~~Tourist Booth and seasonally, the Cemetery.~~ Tourism Centre.
>
> **B Sites** which include the ~~Facilities Shop~~Town Hall, Airport~~, MacKay Centre~~ and ~~Town Hall.~~
>
> ~~**C Sites** which include~~ the Maitland Recreation Centre~~, the Parks Department, and seasonally, the Pickleball Court AED~~.
>
> ~~**D Sites** which include Memorial Arena, the Fire Hall, the Library and seasonally, the Bannister Park AED~~

Each month, a Management member of the JHSC will be designated to carry out an independent inspection of one of the ~~remaining two~~ Sites as well.

### 7.2. Interruption to Schedule

Should the JHSC be unable to perform the inspection schedule as set out above, each Worker member of the JHSC shall inspect their respective work location(s) on a monthly basis until such time as it is appropriate to resume the inspection schedule, for instance if employees are social distancing.

### 7.3. Inspection Form

The members conducting the inspection shall complete and sign a TG17 - Workplace Inspection Form. All health and safety concerns raised during an inspection shall be recorded on the Workplace Inspection Form. JHSC members should encourage the Worker(s) to complete form TG28 – Formal Written Recommendation to a Safety Concern (see the H&S Program).

The completed Workplace Inspection Form shall be forwarded to the H&S Manager. The H&S Manager, without undue delay, shall distribute the white copy of the Workplace Inspection Form to the appropriate Senior Leadership Team member to resolve deficiencies noted from the inspection.

### 7.4. Department Head/Supervisor Response

The responsible Senior Leadership Team member will conduct the corrective action, sign, date and return the form to the H&S Manager within 2 weeks, noting the action taken.

### 7.5. Other Inspections and Audits

The H&S Manager will perform random field inspections/safety audits.

From time to time, Ministry of Labour inspectors will show up at a Workplace, unannounced, to perform a physical inspection of the Workplace. The JHSC member for that respective department, will contact their immediate supervisor to report the impromptu inspection. That same JHSC member and will accompany the Ministry of Labour inspector during the physical inspection. Upon conclusion of the inspection, the supervisor (or their designate) and the JHSC member for the respective department, will review the inspector's findings.

## 8. CERTIFIED MEMBERS

A certified member is a Committee member who is certified by the Workplace Safety and Insurance Board under the *Workplace Safety and Insurance Act (WSIA).*

Certified members are entitled to exercise the rights and are required to perform the duties under the OHSA representing Workers [see Section 9(15), *OHSA*] and representing the employer [see Section 9(16), *OHSA*].

Only designated certified members can exercise stop work authority.

A designated certified member has the right to investigate complaints that dangerous circumstances exist. He or she will initiate and assist in the investigation of a bilateral work stoppage.

### 8.1. Bilateral Work Stoppage

A certified member who has reason to believe that **Dangerous Circumstances**, as defined in the OHSA, exist in a Workplace, may request that a supervisor investigate the matter, and the supervisor shall promptly do so, in the presence of the certified member. The certified member may request that a second certified member representing the other Workplace party investigate the matter if the first certified member has reason to believe that Dangerous Circumstances continue after the supervisor's investigation and remedial actions, if any, are taken. The second certified member shall promptly investigate the matter in the presence of the first certified member [see Sections 45(1), 45(2) and (3) of the *OHSA*].

If both certified members find that a Dangerous Circumstance exists, the certified members may direct the Employer or the constructor to stop the work or to stop the use of any part of a Workplace or of any equipment, machine, device, article or thing [see Section 45(4) of the *OHSA*].

If the certified members do not agree whether Dangerous Circumstances exist, either certified member may request that the H&S Manager investigate the matter, and the H&S Manager shall do so and provide the certified members with a written decision [see Section 45(6) of the *OHSA*].

After taking steps to remedy the Dangerous Circumstances, the Employer may request the certified member or the H&S Manager to cancel the direction [see Section 45(7) of the *OHSA*]. The certified

members who issued a direction may jointly cancel it or the H&S Manager may cancel it [see Section 45(8) of the *OHSA*].

### 8.2. Dangerous Circumstances

Dangerous circumstances, as defined in the OHSA, means a situation in which:

a) a provision of the OHSA or the regulations [related to OHSA] is being contravened;

b) the contravention poses a danger or a hazard to a Worker; and

c) the danger or hazard is such that delay in controlling it may seriously endanger a Worker [see Section 44(1) of the *OHS Act*].

## 9. MEETINGS OF THE COMMITTEE

### 9.1. Schedule of Meetings

The Committee shall meet no less than every 3 months. The meeting dates for the following calendar year will be determined at the last meeting of the year. The meeting schedule may be changed for valid reasons by agreement of the two chairs or at the direction of the H&S Manager. The Meeting Schedule will be posted on the Health & Safety board in each department building.

### 9.2. Quorum

In order that a meeting of the Committee be properly constituted for the conduct of business, the following individuals must be present:

- at least three Worker members;
- at least one Management~~ appointed~~ member; and
- at least one of the two co-chairs~~; and~~
- ~~the H&S Manager.~~ .

### 9.3. Agendas

Agendas will be assembled and distributed by the H&S Manager ~~in consultation with the Chairs~~ one (1) week prior to the meeting.

### 9.4. Chairing a Meeting

The two chairs of the Committee shall chair meetings in alternation or as otherwise agreed upon by the co-chairs. If the person scheduled to chair a meeting is absent, the other co-chair shall chair the meeting.

### 9.5. Consensus and Voting

Committee business shall normally be dealt with by consensus. Voting shall take place only where consensus is not possible. In the event of a vote, the number of votes for and against, and the number of abstentions, will be recorded.

### 9.6. Invited Persons

A co-chair may, with the consent of the other co-chair, invite any persons to attend the meeting to provide information and comment, but such persons shall not participate in the regular business of the meeting. The H&S Manager shall be notified of the invitation at least one week prior to the meeting.

### 9.7. Minutes of Meetings

Minutes will be taken by the H&S Manager. Names of Committee members present, absent or excused will be identified in the minutes. The minutes will also identify who chaired the meeting, and individuals responsible for action items.

Every concern brought to the attention of a Committee member using TG28 – *Formal Written Recommendations to a Safety Concern* (H&S Program), shall be reported at a Committee meeting and recorded in the minutes.

Every concern that is raised and resolved shall be recorded in the minutes. The minutes shall also report every agenda item that was not resolved in the course of the meeting.

The H&S Manager will type and distribute the minutes and maintain the JHSC records. Correct minutes shall be approved by the co-Chairs and shall be forwarded to Committee members. One copy of the JHSC minutes shall be posted at the Health & Safety Boards in each workplace, in accordance with Form TG15 – *Checklist for Posted Health and Safety Materials* (H&S Program), within one week of the meeting and where possible remain posted for not less than one month after the next meeting.

## 10. REPORTING HEALTH AND SAFETY CONCERNS

### 10.1. General

A health and safety concern which is essentially of a maintenance nature should be reported to the Worker's immediate supervisor.

### 10.2. Health and Safety Concern in the Area where the Worker Normally Works

For a health and safety concern in the area where the Worker normally works, the matter should be reported to the Worker's immediate supervisor. The supervisor will deal with the matter and may, if appropriate, contact the appropriate Senior Leadership Team member, or may inform the Worker that no action appears necessary.

After the health and safety concern is corrected, the Worker's immediate supervisor shall send a brief written report of the health and safety concern using TG28 – *Formal Written Recommendation to a Safety Concern* (H&S Program), and the steps taken to correct it, and then a copy of Form TG28 will be provided to the H&S Manager, to the JHSC Worker member representing the area in question and to the Worker who reported the problem.

If the Worker who reported the health and safety concern is not satisfied that the problem has been adequately dealt with, the Worker should report this to the JHSC member representing the area in question, or to any other member of the JHSC. In the case of the Worker reporting the

concern is the Worker member of the JHSC for that respective department, then that Worker should report it to one of the chairs of the JHSC.

### 10.3. Health and Safety Concerns Outside the Area where the Worker Normally Works

A health and safety concern outside of the area where the Worker normally works should be reported to the Worker member of the JHSC for that respective department, if the concern is of a local nature. In the case of a concern which may extend beyond the scope of the JHSC, or may have policy implications, it should be reported to the supervisor of that respective department immediately.

### 10.4. Notification of Outcome

Where a Worker reports a health and safety concern to a member of the JHSC or to a co-chair of the JHSC, and the matter is brought before the JHSC, the Management co-chair shall notify the Worker who reported the concern of the decision taken or recommendation made by the JHSC or the Health & Safety Steering Committee in response to said concern.

### 10.5. Unresolved Concerns

Where a health and safety complaint by a Worker cannot be resolved by the procedures set out herein [see Sections 6.1, 6.2, 6.3, 6.4, 6.5 of the *OHSA*], the Worker or the Management representative of the respective department shall meet with the Health & Safety Steering Committee to resolve the issue. The Health & Safety Steering Committee will diligently exhaust all internal procedures to resolve the issue, such as hiring external consultant, or in some cases as per the collective agreements, mediation or arbitration. If the complaint still cannot be resolved, the Worker or the appropriate member of the Senior Leadership Team may contact the Ministry of Labour.

## 11. ACCIDENT/INCIDENT INVESTIGATIONS

An investigation usually refers to seeking out the facts about an injury, illness, or fatality after it has occurred. It can also refer to investigating incidents that could have caused injury, illness or death (e.g., structural collapse). The purpose is to determine the causes and to prevent injuries and illnesses in the future. Injuries and illnesses are costly to Employers and employees alike. For Employers, there are not only direct costs (such as Ministry of labour fines or WSIB surcharges), but also indirect costs such as paying substitute Workers and loss of production.

When an accident/incident occurs, the following steps will take place:

1. Provide medical aid to any injured parties and/or call 911. This also includes speaking to them, when possible, about what happened.
2. Determine if the needs to be held/locked down – see critical injury definition. Eliminate or control remaining dangers.
3. Contact will now be made to the immediate supervisor/department manager to inform them of the accident.
4. If a person, whether a Worker or not, has been critically injured or killed at the workplace, the Employer and the constructor, if any, must immediately notify the Ministry of Labour Health &

Safety Contact Centre - Toll-free 1-877-202-0008, the JHSC and the union, if there is one. This notice must be by telephone or other direct means. Within 48 hours, the Employer must also notify, in writing, a director of the Ministry of Labour, giving the circumstances of the occurrence and any information that may be prescribed [see Section 51(1) of the *OHSA*].

5. If a Worker has been critically injured or killed at the workplace, the Chief Administrative Officer will contact legal counsel at this point.
6. If an accident, explosion or fire occurs, or if there is an incident of workplace violence, and a Worker is disabled or requires medical attention, the Employer must notify the JHSC and the union, if any, within four days of the incident. This notice must be writing and must contain any prescribed information [see Section 52(1) of the *OHSA*]. If required by an inspector, this notice must also be given to a director of the Ministry of Labour.
7. If an Employer is told that Worker has an occupational illness or that a claim for an occupational illness has been filed with the Workplace Safety and Insurance Board, the Employer must notify a director of the Ministry of Labour, the JHSC and the union, if any, within four days. This notice must be in writing and must contain any prescribed information [see Section 52(2) of the *OHSA*]. The duty to notify applies not only to current Workers but also to former ones [see Section 52(3) of the *OHSA*].
8. Even if no one is hurt, written notice of an accident or unexpected event that could have caused an injury at a construction site is required from the constructor of the project. This notice must be given to a director of the Ministry of Labour, the JHSC and the trade union, if any, within two days and must contain any prescribed information [see Section 53 of the *OHSA*].
9. The members of the JHSC who represent Workers must designate one or more Worker members to investigate cases in which a Worker is killed or critically injured at a workplace. The designated member(s) may [subject to subsection 51(2) of the *OHSA*] inspect the place where the accident occurred and any machine, device, etc. and report his or her findings to a Ministry of Labour Director and the JHSC [see Subsection 9(31) of the *OHSA]*. The Town of Goderich may also consider bringing in outside assistance in the form of a safety consultant or law firm. This can often be a better solution considering the trauma internal staff may experience if a co-Worker is killed or critically injured. This can often lead to the investigation wrapping up quicker.

The investigating team together with the H&S Manager, will take the Accident/Incident Investigation Toolkit (located in the H&S Manager's office) to the place where the accident occurred. The team will may use any of the items in this Toolkit for their investigation together with any other tools they may feel are necessary or helpful.

A) **Accident Scene** - Examine the scene of the accident/incident and any involved equipment. This includes reviewing maintenance records, manufacturers or operator's manuals, pre-use inspection forms and any prior Ministry of Labour visit reports.

   Once this initial examination has been completed, the Town will be able to determine if it needs to bring in a professional to assist with the investigation. This could be necessary if the cause of

the accident/incident does not seem readily apparent and the inclusion of an engineer or forensic investigator, with their technical knowledge, would be able to provide insight.

B) **Visuals** - Take photographs of the scene. In addition to the photographs, it is useful to take as many measurements as possible. These measurements can be used to create diagrams of the scene, which should also include all the people in the area and what they were doing.

C) **Witnesses** - It is necessary to speak to all witnesses to the incident. This not only means speaking to those who were present at the time of the accident/incident, but also those who may have information that can round out what may have happened. These potential witnesses include those with the same job or role as the injured party, any supervisor or trainers, or those who have relevant health and safety-related knowledge. As an added step, get each witness to sign his or her statement.

D) **Review** - Review the collection of documents to round out the investigation. Review the training records of the injured party, as well as those of other Workers who perform the same job and other Workers who were involved in the incident. The review should also extend to identifying and correcting any relevant workplace policies and procedures, including proof of any third-party training or licensing.

Finally, the investigation should review internal health and safety steps, including JHSC minutes to see if anything relevant to the accident/incident had been discussed in the past.

E) **Develop an Investigation Report** - Once the investigation is complete, a report is often drawn up that will outline the investigation's findings. This report will contain valuable information for the Town, as well as valuable information for any government inspector investigating the accident/incident. The report is marked privileged.

F) **Confidentiality** - There are two types of privileges that can be applied: contemplated litigation privilege and solicitor-client privilege.

Contemplated litigation privilege does not need a lawyer to be invoked, while solicitor-client privilege does.

Both privileges enable the Town to keep the information in the report confidential, but for different reasons. As evidenced by the name, contemplated litigation privilege can be invoked when the information is being compiled in anticipation of legal proceedings.

Solicitor-client privilege is invoked in two ways. The first is when legal counsel requests a report be prepared. The second is when an already-prepared report is sent to legal counsel for review.

The benefit to making the report privileged is that, in the event the Town faces charges as a result of the workplace accident/incident, the prosecution cannot use the report to strengthen its case. The report may include information that can lead to more charges against the Town, as well as provide the prosecution with leads it may not have followed.

It can be a great assistance to a prosecutor who has never been to the site, likely never will be to the scene of the accident/incident and is relying entirely on the report or the information gathered by the government inspector or officer (Ministry of Labour).

With the foregoing in mind, it is integral the privilege be maintained, which is done by limiting who has access to the report. In most cases, the only people who should have access to it are legal counsel, respective department heads and the persons who prepared the report. Furthermore, there should only be as many copies as necessary, and all kept in a secure place.

It is important to realize that privilege is not absolute, and that it can be waived both explicitly and by conduct. Since privilege can be considered to be waived simply by disseminating the report to those who are not covered by the privilege, it is critical the report is not made widely available.

## 12. CHANGES TO THE TERMS OF REFERENCE

The JHSC Terms of Reference will be reviewed annually, preferably at a Spring JHSC meeting. Any and all amendments to the Terms of Reference will be recorded in the minutes. Amendments, deletions or additions to the Terms of Reference shall be voted upon by the JHSC.

## 13. RESOURCES OF THE JOINT HEALTH AND SAFETY COMMITTEE

### 13.1. Town of Goderich Health & Safety Program

An entire copy of the H&S Program can be found at each Town department's Health & Safety Board, on the Intranet, or may be obtained from the H&S Manager.

### 13.2. Ontario Occupational Health & Safety Act and Regulations "The Green Book"

"The Green Book" can be found in the immediate vicinity of each Town department's Health & Safety Board or, may be obtained from the H&S Manager.

### 13.3. Occupational Health & Safety Act and Regulations for Industrial Establishments

The *Occupational Health & Safety Act and Regulations for Industrial Establishments* can be found at the Safety Boards for both the Parks and Public Works or a copy may be obtained from the H&S Manager.

## 14. HEALTH & SAFETY MANAGER

The H&S Manager will communicate regularly internally with staff at all levels of the Town while auditing and communicating health and safety issues/programs and provide training in these programs to staff at all levels within the Town.

The H&S Manager can be reached at 519.524.8344, Ext. 212, or 226-963-1372 (cell).

# Staff Report

**To**: Mayor Bazinet and Members of Council
**Report From**: Michaela Johnston, CEMC, Accessibility and Health & Safety Manager
**Meeting Date**: April 13, 2026
**Subject**: 2026 Emergency Preparedness Week – Public Education
**Attachment(s):** None

**Recommendation:**
That Goderich Town Council receive this report for information.

**Report Summary:**
Emergency Preparedness Week takes place May 3 to 9, 2026. It is an annual event that educates communities across Canada about actions people can take to prepare for emergency situations. This year's theme is "**Prepared Together**" and highlights how being prepared works best when we all support one another and work together.

An information table will be placed in the foyer at Town Hall with various emergency preparedness resources for the public. In addition, social media posts will be posted on the Town's corporate Facebook page throughout the week, an advertisement will be placed in the Goderich Sun, and radio announcements will be secured for at least one local radio station.

**Background and Analysis:**
Emergency Preparedness Week is typically the first week of May each year. Emergency Management Ontario as well as the Government of Canada provide emergency planning resources and social media ideas mid-May to assist municipalities with their individual campaigns. Once these resources are made public, the Town's CEMC will review and select social media messages that are most suitable and relevant.

**Linkage to the Corporate Strategic Plan (Choose all that apply):**
☐ No. 1 Safe and Reliable Infrastructure
☐ No. 2 Welcoming and Caring Community
☐ No. 3 Strong Local Economy
☒ No. 4 Good Government
☐ No. 5 Environmental Stewardship

**Linkage to Asset Management Plan:**

| This staff report is related to the following within the Town's Asset Management Program (Choose one): | And directly impacts (Choose all that apply): |
|---|---|

- ☐ Road Network
- ☐ Water Network
- ☐ Sanitary Network
- ☐ Storm Network
- ☐ Fleet
- ☐ Facilities
- ☐ Land Improvements
- ☐ Machinery and Equipment
- ☐ State of Good Repair/Replacement
- ☐ Municipal Levels of Service
- ☐ Risk Management
- ☐ Growth Impacts
- ☐ Financial Strategy

**Financial Impacts and/or Source of Funding:**
Is this cost budgeted for? Yes: ☒ No: ☐

Budget: $1,000

Actual: Staff will ensure the advertising costs for radio and newspaper ads combined will be less than $1,000, as cost is dependent on the number of radio slots and size of newspaper advertisement secured.

Difference: $0

Proposed funding source for unbudgeted costs: n/a

**Consulted With:**
None

**Approved By:**
Janice Hallahan, Chief Administrative Officer
Andrea Fisher, Director of Legislative Services/Clerk

# Staff Report

**To**: Mayor Bazinet and Members of Council
**Report From**: Michaela Johnston, CEMC, Accessibility and Health & Safety Manager
**Meeting Date**: April 13, 2026
**Subject**: RT04 Partnership Program Application – AccessOutdoors Program
**Attachment(s):** RT04 Partnership Program Guide

**Recommendation:**
That Goderich Town Council approves staff to submit an application to the RT04 Partnership Program's "AccessOutdoors Program", to map and assess the Goderich boardwalk and Main Beach with an accessibility lens, and to publish the results on the AccessNow platform;

And That if the application is approved, the Town's contribution be funded from the Community Safety and Well-Being for Huron Plan initiatives line in the approved 2026 Health and Safety and Accessibility Budget – 1040.

**Report Summary:**
RT04 supports the tourism sector across Perth County, Huron County, Waterloo Region, and Wellington County. They work in partnership with local tourism organizations, destinations, and operators to strengthen the economic and cultural impact of tourism in the region. Through their Partnership Program, municipalities can apply to several funding streams. One funding stream is the "AccessOutdoors Program". The deadline to apply is April 22, 2026.

The AccessOutdoors Program is designed to help parks and trail organizations map and assess accessibility, and share information to support visitors with diverse access needs. Using the AccessOutdoors collector tool, they conduct a mapping assessment and publish the results on the AccessNow platform. Visitors using the AccessNow platform can access the information collected to help reduce anxiety and risk of experiencing barriers, promoting safe and inclusive adventures for all. An example of a mapped, accessible trail prepared in partnership with RT04 is the Guelph OAC Centennial Arboretum Centre:
https://map.accessnow.com/details/4e70278f-3faa-40bf-bd55-2db0d7019897/local/?lng=%lngCode%

A similar virtual map would be prepared for the boardwalk and Main Beach. RT04 has advised the cost would be approximately $5,000.00 to map this area. If approved, application will be made for the total sum of $6,000 to ensure sufficient funding is received. If successful, funding in the sum of 50% of the total cost of the project would be provided by RT04.

**Background and Analysis:**

The Town of Goderich has a welcoming, accessible boardwalk and main beach area which includes Mobi-Mats, a waterwheels or floating wheelchair, a beach access chair, and accessible washrooms. The AccessNow platform provides unique insight about trails including accessibility reviews regarding slope, terrain, access points, points of interest, amenities and more. By uploading a virtual map of the boardwalk and main beach, individuals with accessibility concerns can be assured that visiting Goderich's waterfront will be a welcoming and inclusive experience.

**Linkage to the Corporate Strategic Plan (Choose all that apply):**

☐ No. 1 Safe and Reliable Infrastructure
☒ No. 2 Welcoming and Caring Community
☐ No. 3 Strong Local Economy
☐ No. 4 Good Government
☐ No. 5 Environmental Stewardship

**Linkage to Asset Management Plan:**

| This staff report is related to the following within the Town's Asset Management Program (Choose one): | And directly impacts (Choose all that apply): |
|---|---|
| ☐ Road Network | ☐ State of Good Repair/Replacement |
| ☐ Water Network | ☒ Municipal Levels of Service |
| ☐ Sanitary Network | ☐ Risk Management |
| ☐ Storm Network | ☐ Growth Impacts |
| ☐ Fleet | ☐ Financial Strategy |
| ☐ Facilities | |
| ☐ Land Improvements | |
| ☐ Machinery and Equipment | |

**Financial Impacts and/or Source of Funding:**

Is this cost budgeted for? Yes: ☒ No: ☐

Budget: $6,000.00

Actual: $3,000.00

Difference: $3,000.00

RT04 will provide 50% of the cost of the mapping, or $3,000.00. The Town would then be responsible for the remaining 50%, of $3,000.00. Council has approved the sum of $6,000 for Community Safety and Well-Being initiatives in the 2026 Health and Safety and Accessibility Budget (1040), which will cover the cost of this endeavour.

**Consulted With:**
Janice Hallahan, Chief Administrative Officer
Charlotte Moore, RT04 Tourism Innovation

**Approved By:**
Janice Hallahan, Chief Administrative Officer
Andrea Fisher, Director of Legislative Services/Clerk

# RTO4 Partnership Program

## Application Guide

Spring 2026

RTO4 tourism INNOVATION

Ontario

# Table of Contents

This Partnership Program is designed for tourism operators, such as attractions, museums, festivals and events, and for tourism supporters, such as Organizations (DMOs), Municipalities, BIAs, and Chambers of Commerce.


4 Route/Trail Development

6 Destination Level Signage

8 AccessOutdoors Program

10 Indigenous Signage

12 Indigenous Programming

14 New Experience Marketing

16 Tourism Resarch

# Introduction

## RTO4's Partnership Program is a co-investment initiative designed to foster tourism across our region, which includes Huron, Perth and Wellington Counties as well as Waterloo Region.

The program offers funding streams tailored to support businesses and organizations that are part of the tourism ecosystem such as attractions, accommodations, festivals and events, DMOs, Municipalities, BIAs and Chambers of Commerce.

**To be eligible for funding, applicants must demonstrate their business or project attracts visitors from at least 40 km away and their proposed initiative will contribute to drawing more visitors or enhancing their experiences in a meaningful way.**

We are looking for sound and innovative ideas supported by a strong case for investment and a clear demonstration of need. Equally important is the confirmation that no conflicts of interest are present.

While the specific goals and formats of partnership projects may vary, RTO4 supports destination development projects that reflect the diversity of our region and contribute to long-term community benefit.

## All successful applications will demonstrate alignment with the following principles:

- **Community Relevance and Reach:** Projects should reflect the spirit of the place and invite a wide range of visitors to engage meaningfully with the destination.
- **Responsible Use of Resources:** Partnerships should use resources wisely, drawing on local suppliers, providers, workers, and settings to create authentic and sustainable experiences.
- **Enduring Impact:** Partnerships that leave a lasting footprint—through learning, capacity building, or repeatable models—are encouraged.

# Route/Trail Development

**Please contact karen@rto4.ca to discuss your application prior to submission.**

**Minimum Request:** $2,500

**Maximum Request:** $10,000

**Applicant Contribution:** at least 50% of final costs

**Timeline:** Project should be completed by December 31, 2026

## Overview

RTO4 is making funds available for the support and execution of new route or trail developments.

Tourism route development involves creating themed trails or multi-stop itineraries to enhance visitor experiences, boost regional visitation, and stimulate economic growth. It's about connecting attractions and businesses to offer unique, visitor-focused journeys that align with broader destination goals.

Examples of tourism routes:

- **Wine routes** - Offering tours and tastings at vineyards and wineries.
- **Cultural routes** - Highlighting historical sites, museums, and cultural events.
- **Culinary trails** - Showcasing local restaurants, farmers' markets, and food producers.
- **Scenic drives** - Providing itineraries that highlight natural landscapes and points of interest.

Key aspects of tourism route development:

- Building strong partnerships between tourism operators.
- Creating experiences that are engaging and relevant to the target audience.
- Highlighting the unique aspects of the region and its communities.
- Developing routes around specific themes (e.g., culinary, cultural, historical) to attract niche markets.

## Types of support available:

- Research
- Marketing (photo, video, influencer)
- Graphic design

## Application Questions

1. What is your concept for a trail theme?
2. How will you share your trail (online or print)?
3. What is your target demographic? Do you have data to support this demographic's interest in your route?
4. What stage of the project are you in?
5. What support are you looking for?
6. Who would be involved in the trail?
7. What is the proposed timeline including estimated start and completion date?
8. How will you measure the success or impact of the program? Can you name the KPIs you will use?
9. Provide a detailed budget, including partner contributions and requested funding using the template provided.

# Applications are due:

April 22, 2026

# Apply Here:

https://forms.gle/6E3h2YU4jJ7QmgHEA

# Destination Level Signage

**Please contact karen@rto4.ca to discuss your application prior to submission.**

**Minimum Request:** $5,000

**Maximum Request:** $35,000

**Applicant Contribution:** at least 50% of the final costs

**Consultation Period:** Installation must be completed by December 31, 2026

## Overview

RTO4 is making funds available for the execution of signage and wayfinding strategies within the region.

These funds are targeting the fabrication/installation of permanent signage and wayfinding infrastructure (traditional or creative) from an existing signage plan or specifications manual. Multiple partners can contribute to and support the project.

Signage does not have to be in a traditional format. It can be more interpretive in nature, but it must still clearly delineate a path that would guide individuals from one location to another. Interpretive signs often include maps, photos, and illustrations to provide information on local culture, history, and nature.

## Eligibility Requirements

1. **Status:** This stream is open only to municipalities, DMOs, community groups (BIAs, Chambers of Commerce, trail and conservation organizations).
2. **Readiness:** Applicants must have an existing Wayfinding Signage Standards & Specifications Manual to guide the project.
3. **Completeness:** A sample of the manual, specifications, or design must be submitted with the application, along with a detailed description or map showing proposed sign locations.
4. **Timeliness:** All signage must be fabricated and installed by December 31st, 2026.

All selected participants must submit a final report after the installation and launch of their projects, along with copies of receipts for the investment amount.

## Application Questions

- **Existing Wayfinding Signage Plan:** Confirm a Wayfinding Signage Plan is in place. Attach the document or provide a link to the signage design/specifications guide/manual.
- **Signage Details:** Specify the type and quantity of signage to be installed (e.g., gateway, amenities, directional).
- **Installation Locations:** Describe the location(s) where signs will be installed or include a map via attachment or link.
- **Previous Installations:** State whether any wayfinding signs have been previously installed based on the provided signage manual.
- **Multi-Year Plan:** Indicate if there is a multi-year plan for installing additional wayfinding signs.
- **Approvals and Permits:** Confirm that the project has received necessary approvals and permits from relevant authorities.
- **Project Timeline:** Outline key activities, critical deadlines (milestones), and the individuals or teams responsible for each activity.
- **Supporting Materials:** Submit any supporting documentation, such as quotes from third-party suppliers. Quotes are not required at this stage, but they would be helpful.
- **Total Project Budget:** Provide the overall project budget using the template provided, including the amount your organization will contribute and the funding requested from RTO4.

# Applications are due:

April 22, 2026

# Apply Here:

https://forms.gle/mLzcixnU2kiE5sfW9

# AccessOutdoors Program

## Please contact karen@rto4.ca to discuss your application prior to submission.

**Value:** $5000

**Contribution from Application:** $2500 (50% of the total cost)

**Application Deadline:** April 22, 2026

**Consultation Period:** April 2026-November 2026. Majority of projects would occur between Spring-Fall with the exception of snow or winter-related locations.

## Overview

Through this stream, you gain access to AccessNow's AccessOutdoors Program, a comprehensive initiative designed to support parks and trail organizations in creating more inclusive outdoor spaces. The program provides tools and guidance to help map and assess accessibility features, engage local communities and collaborators, and share critical information with the public. By doing so, it empowers organizations to better serve visitors with diverse needs. While the AccessNow app is crowdsourced, the AccessOutdoors Program is verified and mapped directly by AccessNow staff. This process ensures that the information is accurate and safety-focused, giving users confidence and peace of mind when planning their visits to outdoor spaces.

Accessnow is an accessibility organization based in Toronto, ON, dedicated to increasing accessibility awareness and information worldwide. Through its community-driven platform, AccessNow helps people discover accessible locations by highlighting places with specific accessibility features, while enabling users to rate and review public spaces based on real experiences.

Accessible, accurate information plays a vital role in reducing uncertainty and anxiety for individuals with disabilities or specific access needs. It helps minimize the risk of encountering unexpected barriers, allowing for safer, more confident, and inclusive outdoor adventures for everyone.

## The Process:

1. AccessNow will meet with you to gather information about the size and complexity of your property.
2. Using the AccessOutdoors collector tool, they will conduct a comprehensive mapping assessment on site.
3. The results will be reviewed to better uncover all aspects of accessibility.
4. The verified results will be published on the AccessNow platform to begin engaging visitors to discover your area through the AccessNow app as well as shareable for promotion online through a website or listing.

## Eligibility:

This stream is open to

- Tourism operators and organizations
- Municipalities and regional partners
- Not-for-profits working in tourism, culture, trails, or conservation

## Expression of Interest Submission:

1. Contact information
2. Name of trail or area
3. Address
4. Confirmation of partnership support.

# Applications are due:

April 22, 2026

# Apply Here:

https://forms.gle/nfeTQFiSaTvkJGmd9

Follow the link to familiarize yourself with an example of an AccessNow Otudoors listing:

Example of a AccessOutdoors listing for a Trail: The Saigon Trail in Richmond Hill
Example of an AccessOutdoors listing for a Trail that includes a park: Trans Richmond Trail

# Indigenous Signage (and Related Resarch)

**Please contact karen@rto4.ca to discuss your application prior to submission.**

**Minimum Request:** $500

**Maximum Request:** $15,000

**Applicant Contribution:** at least 50% of final costs

**Timeline:** Project must be completed by December 31, 2026

## Overview

This stream supports projects that promote deeper awareness and recognition of Indigenous presence, language, and history in the region through signage and related initiatives. While physical signs are one potential outcome, this stream also encourages preparatory work—such as research, consultation, and relationship-building—that contributes to respectful and accurate representation of Indigenous places and stories in tourism contexts.

The goal is to foster visibility of Indigenous worldviews and contributions across the landscape, whether on trails, in parks, at attractions, or online.

Sample Projects:

- Installation of bilingual signage using Indigenous and colonial place names
- Research into the original names and uses of rivers, hills, settlements, or landmarks
- Collaborative workshops with local First Nations or Métis communities on cultural interpretation
- Creation of interpretive signage that includes Indigenous agricultural practices or seasonal knowledge
- Development of digital maps or audio stories based on Indigenous knowledge of the region
- Restoration of Indigenous names and languages on existing visitor-facing materials

## Eligibility:

Eligible Applicants

- Tourism operators, cultural institutions, festival and heritage organizations
- Municipalities and regional partners
- Not-for-profits working in tourism, culture, trails, or conservation

Additional Eligiblility Criteria

- Applicants must demonstrate a commitment to respectful engagement with Indigenous knowledge and communities

## Application Questions:

1. Description of the project. What aspect of Indigenous language, place-naming, or storytelling does your project aim to share?
2. Have you consulted or do you plan to consult with Indigenous communities or knowledge keepers? If so, how?
3. What format(s) will your project take–signage, interpretation, mapping, digital content, or other?
4. How will this project support greater public awareness or connection to Indigenous perspectives in the region?
5. How will your project ensure cultural safety, accuracy, and ongoing respect for Indigenous contributions?
6. Evaluation: How will you measure the success or impact of the program?
7. Proposed timeline including estimated start and completion date?
8. Provide a detailed budget, including partner contributions and requested funding using the template provided.

# Applications are due:

April 22, 2026

# Apply Here:

https://forms.gle/U1GtiLrDN7bLqhXs5

# Indigenous Programming

## Please contact karen@rto4.ca to discuss your application prior to submission.

**Minimum Request:** $500

**Maximum Request:** $5,000

**Applicant Contribution:** at least 50% of final costs

**Timeline:** Project must be completed by December 31, 2026

## Overview

The Indigenous Programming stream supports the creation, development, or enhancement of tourism experiences led by, co-created with, or meaningfully engaging Indigenous communities, artists, knowledge holders, and entrepreneurs.

This stream is designed to contribute to cultural diversity and the visitor experience in the RTO4 region by fostering authentic representation and sustainable tourism opportunities that celebrate Indigenous languages, histories, and worldviews.

Projects should contribute to

- Cultural Inclusion – Creating space for Indigenous perspectives, narratives, and voices.
- Visitor Education – Offering respectful, accurate, and engaging opportunities for visitors to connect with Indigenous knowledge and heritage.

**Sample Projects**

- Guided cultural experiences, workshops, or seasonal activities grounded in Indigenous knowledge
- Co-created festivals, performances, or exhibits featuring Indigenous artists, storytellers, or knowledge keepers
- Interpretive programming connected to land-based learning, traditional ecological knowledge, or Indigenous foodways
- Digital storytelling or media campaigns showcasing Indigenous-led tourism experiences
- Collaborative programs between Indigenous operators and non-Indigenous tourism businesses
- Development of new Indigenous tourism experiences or events

## Eligibility

Open to tourism operators, cultural institutions, festival/event organizations, Indigenous businesses, co-operatives, and not-for-profits working in tourism, culture, trails, or conservation.

Projects should be new, and if they are not brand-new, they should be enhaced in some significant way.

We ask that projects be developed with Indigenous partners, not just about them. This means that we are looking for respectful engagement and confirmation of the intent to collaborate.

Respectful Engagement – Taking time to connect early, listening to community perspectives, following cultural protocols, acknowledging contributions, and ensuring people are fairly compensated for their time and knowledge.

Confirmed Collaboration – Having a shared understanding of how you'll work together. This could be a letter of support, an email confirming the partnership, or a simple work plan you've developed together. It's also about checking in and agreeing on how stories, images, and cultural content will be shared.

You do not need to have formal documents in place to apply—what is most important is that there is genuine relationship-building and mutual agreement about the project.

## Application Questions

1. Project Overview: Describe your Indigenous tourism program or experience. What makes it unique?
2. Cultural Engagement: With which Indigenous communities or partners are you working?
3. Collaboration Evidence: Please attach any letters of support, Memoranda of Understanding (MOUs), or confirmation emails showing involvement.
4. Engagement Process: Describe how you have engaged your Indigenous partners in the development of this project.
5. Format & Delivery: What format(s) will your programming take (e.g., guided tour, performance, workshop, digital content)?
6. Impact: How will your project support public awareness, appreciation, or connection to Indigenous perspectives?
7. Proposed timeline including estimated start and end date?
8. Evaluation: How will you measure the success or impact of the program? Can you name the KPIs you will use?
9. Provide a detailed budget, including partner contributions and requested funding using the template provided.

## Applications are due:

April 22, 2026

## Apply Here:

https://forms.gle/rUJFYke2j4co8DLq5

# New Experience Marketing Support

**Please contact karen@rto4.ca to discuss your application prior to submission.**

**Minimum Request:** $500

**Maximum Request:** $5,000

**Applicant Contribution:** at least 50% of final costs

**Timeline:** Project must be completed by December 31, 2026

## Overview

Are you an operator who has recently launched a new experience, or are in the process of launching one? If your experience has launched since the start of the year and occurs on a regular basis—or is scheduled to launch soon—you may be eligible for our New Experience Marketing Support Stream.

An "experience" is an immersive and interactive activity that moves beyond simple sightseeing to foster a deeper connection to a place, its culture, and its people. Examples are eco-tours, farm-to-table dining experiences, culinary or artisan workshops.

RTO4 is happy to collaborate to market new experiences within the RTO4 Region. These funds help amplify your new tourism offering by sharing the cost of digital storytelling assets with a focus on promoting unique new experiences.

The stream is designed for experiences that include:
- Hands-on activities;
- Workshops or classes;
- Special events or festivals;
- Tourism Trails or Routes
- Agritourism experiences.

The content can be used for marketing, promotional campaigns, and social media.

If your experience does not fall neatly into one of these categories but is new and unique, feel free to reach out to see if it qualifies.

**Example Projects Include**

- Videography
- Photography
- Graphic Design
- Website Design
- Virtual Tours (Google 360)

## Process

1. Complete your application.
2. If approved, choose a service.
3. Schedule your shoot
4. Coordinate directly with the chosen professional to set a date that works best for your experience.
5. Receive your assets
6. Submit a final report outlining your experience and how the assets will be used.

## Eligibility

Eligible Applicants

- Within the RTO4 region (Waterloo, Wellington, Huron and Perth)
- Destination marketing organizations (DMOs)
- Tourism Organizations and Businesses
- Festivals and Events
- Business Improvement Areas (BIAs) or Chambers of Commerce

Additional Eligibility Conditions

- Experience must launch between January 1st, 2026 and September 30th, 2026 and occur on a regular basis.
- Applicant should have experience launching successful creative content or have a plan in place to ensure the success of this content through digital platforms
- Three Quotes Required
- Expenses cannot be claimed retroactively

## Application Questions

1. Describe your new experience.
2. When did or will your experience launch?
3. Proposed Timeline. Estimated Start and Completion Date
4. What type of digital content do you hope to capture/create?
5. How will the content captured be used in your promotional strategy?
6. Evaluation: How will you measure the success or impact of the program? Can you name the KPIs you will use?
7. Provide a detailed budget, including partner contributions and requested funding using the template provided.

# Applications are due:

April 22, 2026

# Apply Here:

https://forms.gle/u8NrkBf7FK9CdgqU8

# Tourism Research

**Please contact karen@rto4.ca to discuss your application prior to submission.**

**Minimum Request:** $2,500

**Maximum Request:** $25,000

**Applicant Contribution:** at least 50% of final costs

**Timeline:** Project must be completed by December 31, 2026

## Overview

RTO4 is making funds available for research projects to help obtain the required data and information for future data-driven decision making and for establishing benchmarks to improve tourism. Examples Below. If you do not see your research project idea below, please discuss with us.

**Sample Projects**

- Economic Impact Studies
- Feasibility Studies
- Resident Sentiment Surveys
- Risk Management Plans
- Visitor Attendance Studies
- Visitor Satisfaction Surveys
- Tourism Management Plans

## Eligibility

Eligible Applicants

- Organizations located within the RTO4 region (Waterloo, Wellington, Huron and Perth)
- Destination marketing organizations (DMOs)
- Tourism Organizations and Businesses
- Festivals and Events
- Business Improvement Areas (BIAs) or Chambers of Commerce

Additional Eligiblity Conditions

- Eligible expenses include third-party expertise to conduct research studies.
- Multiple partners may provide support for the project.
- Depending on project size and scope, an RFP may be issued by RTO4 for the research project.

## Application Questions

1. Describe the research project you are applying for. How will the research help with future tourism projects or initiatives?
2. What are the intended outputs for the research project? E.g. presentations, reports etc.
3. Please state the name of your partners if partnering on the research project.
4. Proposed Timeline. Estimated Start and Completion Date
5. Provide a detailed budget, including partner contributions and requested funding using the template provided.
6. Submit supporting materials (this should include quotes from third party suppliers).

# Applications are due:

April 22, 2026

# Apply Here:

https://forms.gle/9pGgMa1RxUboQMAMA

tourism INNOVATION

Ontario

# Staff Report

| | |
|---|---|
| **To**: | Mayor Bazinet and Members of Council |
| **Report From**: | Jason Dykstra and Building Services Manager/CBO |
| **Meeting Date**: | April 13, 2026 |
| **Subject**: | Heritage Permit Application - 16 Courthouse Square – Fascia Sign |
| **Attachment(s):** | 1) Heritage Application No. 2026-002 |

**Recommendation:**
That Goderich Town Council approve Heritage Permit Application No. 2026-003 as submitted.

**Report Summary:**
16 Courthouse Square is located within the Heritage District. All signage within the Heritage District is reviewed to ensure the signage meets the Heritage District Plan and Guidelines. In the opinion of the Building Services Manager/CBO, the sign meets the guidelines.

**Background and Analysis:**
16 Courthouse Square historically has had a fascia sign on the front of the building. Due to new ownership, the artwork and name on the sign are changing; however, the size of the sign is remaining relatively the same. Due to the existing sign being removed and the new sign meeting the Heritage Guidelines and being relatively the same size, there are no concerns.

**Linkage to the Corporate Strategic Plan (Choose all that apply):**
☐ No. 1 Safe and Reliable Infrastructure
☒ No. 2 Welcoming and Caring Community
☒ No. 3 Strong Local Economy
☐ No. 4 Good Government
☐ No. 5 Environmental Stewardship

**Linkage to Asset Management Plan:**

| This staff report is related to the following within the Town's Asset Management Program (Choose one): | And directly impacts (Choose all that apply): |
|---|---|
| ☐ Road Network | ☐ State of Good Repair/Replacement |
| ☐ Water Network | ☐ Municipal Levels of Service |
| ☐ Sanitary Network | ☐ Risk Management |
| ☐ Storm Network | ☐ Growth Impacts |
| ☐ Fleet | ☐ Financial Strategy |
| ☐ Facilities | |

☐ Land Improvements
☐ Machinery and Equipment

**Financial Impacts and/or Source of Funding:**
There is no financial impact associated with this report.

**Consulted With:**
N/A

**Approved By:**
Janice Hallahan, Chief Administrative Officer
Andrea Fisher, Director of Legislative Services/Clerk

A. – **Property and Applicant Information**

Property Address: 16 Courthouse Square, Goderich ON N7A 1M3

**Owner Contact Information:**

Name: Heather Blackman

Address & Postal Code: 16 Courthouse Square, Goderich, ON N7A1M3

Phone No.: b: 519-524-6901, c: 587-986-1262 Email: beeskneesbookshop@gmail.com

**Agent Contact Information (if applicable)**

Name:

Address & Postal Code:

Phone No. Email:

**B – Heritage Permit Application Summary**

**Heritage Designation:**

Part IV (Individual Property)_____ Part V (Heritage Conservation District) X

- [ ] Alterations to Building
- [ ] New Construction
- [ ] Landscaping
- [ ] Demolition
- [x] Signage/Lighting

Explain the reasons for undertaking the proposed work

Store front sign. The storefront sign area above our first floor doors and shop window is currently empty. Sign will fill the exact space left empty by removal of sign by previous business owner.

Clearly describe the changes you are undertaking to alter the property-attach pictures showing pre and post appearance of the building. Attached samples of building material and/or colour

Rendering attached. We intent to place a sign in the existing blank space that spans our storefront and above the door to our upper lever apartment. The full width of the store. We also intend to install gooseneck lights above the sign for evening illumination, in a style to match neighbourhood.

**C – Product and Manufacturer Details**

| Item(s) to be changes | Is work new or restoration | Type of Material | Colour | Other product details |
|---|---|---|---|---|
| Cladding (siding, brick, stucco etc.) | | | | |
| Roof | | | | |
| Foundation Walls | | | | |
| Trim | | | | |
| Doors | | | | |
| Windows | | | | |
| Porch/Verandah | | | | |
| Fencing | | | | |
| Landscaping | | | | |
| Signage/Lighting | Replacing old sign | faux wood | Dark Green with golden yellow lettering | Gooseneck lighting |

**D – Declaration and Signature**

I hereby declare that the statements made herein are, to the best of my belief and knowledge, a true and complete representation of the purpose and intent of this application.

I have reviewed the submission requirements and understand that incomplete applications may be defined pending additional information.

I understand that the proposal must comply with all other applicable legislation and By-Laws and other approvals.

I acknowledge that any change to the approved drawings, however small, may require an amendment to the permit and may require resubmission for approval. Failure to reveal these changes to the Municipal & Marine Heritage Committee may result in a work stoppage.

I acknowledge that the Town of Goderich staff and members of the Municipal & Marine Heritage Committee may visit the property that is the subject of this application for the purpose of evaluating the merits of this application.

I acknowledge that personal information on this form is collected under the authority of the Ontario Heritage Act and will be used to process Heritage Permit Applications and the information will become public.

| | |
|---|---|
| Owner's Signature | 27-MAR-2026<br>Date |
| Agent's Signature | Date |

**E – Municipal & Marine Heritage Committee Recommendation to Council:**

The application is:

____Recommended for approval without conditions

____Recommended for approval with conditions as listed below

a)_____

b)_____

c)_____

____Recommended for refusal

Reason:

_____

_____

_____ _____

Municipal & Marine Heritage Committee Chair Date

**F. – Council Decision**

The application is:

____Approved without conditions

____Approved with conditions as listed below

a)_____

b)_____

c)_____

____Refused

Reason:

_____

_____

_____ _____

Clerk Date

**Note:** Recommendations/approvals are granted on the express condition that the work to be carried out shall conform to the provisions of all building codes and By-Laws passed by the Town of Goderich. The heritage application process does not replace building permits under the Ontario Building code Act, or other required permits for signage, demolition, etc. It is also noted that Council can pursue legal action if the required permits and permissions have not been granted or guidelines have not been followed.

**Affidavit and Sworn Declaration of Owner or Applicant**

I agree that all work submitted in support of this application may be made available for public review, pursuant to the Municipal Freedom of Information and Protection of Privacy Act. I agree to reimburse the Town of Goderich for any costs associated with the preparation of studies required to evaluate the application by qualified consultants, and any costs which may be incurred before the courts and tribunals arising from the disposition of this application.
I hereby certify that all statements contained within this application are true and agree to allow Town staff reasonable access to the property.

| | | |
|---|---|---|
| | Heather Blackman | 27-MAR-2026 |
| **OWNER** | **APPLICANT** | **DATE** |

## RESOURCES

### General Information:

General Information and Heritage Resources Materials:
http://www.goderich.ca/en/Heritage/municipalandmarineheritagehomepage.asp

### Funding Sources:

Community Improvement Plan
http://www.goderich.ca/en/townhall/resources/goderichcip.pdf

Goderich Heritage Enhancement Fund
http://www.goderich.ca/en/Heritage/PropertyDocumentsforDownload.asp

Tax Refund Program for Designated Heritage Properties By-Law
http://www.goderich.ca/en/townhall/resources/104-2016-heritage-tax-break.pdf

Tax Refund Program for Designated Heritage Properties Application Form
http://www.goderich.ca/en/townhall/resources/heritage-tax-refund-program-application---final.pdf

# The Sign Depot Inc. 1-519-894-0890

This Artwork is copyright of The Sign Depot Inc.
Use of this artwork by any other party other than The Sign Depot Inc. for any purpose is prohibited without a signed release from The Sign Depot Inc.

Goose Neck Light Example

**Finish Schedule**
material: Faux Wood Backer
single sided
date : March 2026
Estimate # : 15431

- [x] Border
- [x] Faux Wood Panels - Painted Green
- [x] 0.5" PVC Cut Out Letters
- [x] Edges - Painted Green
- [x] Goose Neck Lighting - Electrical By Others
- [ ]
- [ ]
- [ ] Install Method :

Notes :

Contact : Heather Blackman <beeskneesbookshop@gmail.com>

# Staff Report

**To**: Mayor Bazinet and Members of Council
**Report From**: Jason Dykstra, Building Services Manager/Chief Building Official
**Meeting Date**: April 13, 2026
**Subject**: Month End Report - March 2026
**Attachment(s):** N/A

**Recommendation:**
That Goderich Town Council receives this report for information purposes.

**Report Summary:**
For the month of March 2026, the Building Department has completed the following:

**Building/Demolition & Plumbing Permits:**

| Permit Type | # of Permits Issued | Value of Permit |
|---|---|---|
| Residential Demolition | 0 | $ |
| Residential | 5 | $ 793,000.00 |
| Residential Plumbing | 4 | $ 345,000.00 |
| Commercial Demolition | 0 | $ |
| Commercial | 3 | $ 30,500.00 |
| Commercial Plumbing | 0 | $ |
| Industrial Demolition | 0 | $ |
| Industrial | 0 | $ |
| Industrial Plumbing | 0 | $ |
| Gov't & Institutional Demolition | 0 | $ |
| Gov't & Institutional | 0 | $ |
| Gov't & Institutional Plumbing | 0 | $ |
| **Total** | 12 | $ 1,168,500.00 |

**Committee Of Adjustment Meetings:**
There were no Committee of Adjustment meetings held this month.

**Zoning Reports:**
There were two (2) zoning reports issued during the month of March.

**Background and Analysis:**

**Year to Date Comparison:**

| 2025 Permits March | # of Permits Issues | Value of Permit | Permit Fee |
|---|---|---|---|
| Residential Demolition | 0 | $ | $ |
| Residential | 18 | $ 5,748,000.00 | $ 45,921.80 |
| Residential Plumbing | 10 | $ 304,500.00 | $ 8,385.65 |
| Commercial Demolition | 1 | $ 20,000.00 | $ 158.00 |
| Commercial | 5 | $ 648,000.00 | $ 4,500.88 |
| Commercial Plumbing | 3 | $ 67,000.00 | $ 1,380.83 |
| Industrial Demolition | 0 | $ | $ |
| Industrial | 1 | $ 1,550,000.00 | $ 17,595.50 |
| Industrial Plumbing | 0 | $ | $ |
| Gov't & Institutional Demolition | 0 | $ | $ |
| Gov't & Institutional | 1 | $ 1,150,000.00 | $ 3,285.84 |
| Gov't & Institutional Plumbing | 1 | $ 4,000.00 | $ 271.12 |
| **Total** | **40** | **$ 9,491,500.00** | **$ 81,499.62** |

| 2026 Permits February | # of Permits Issues | Value of Permit | Permit Fee |
|---|---|---|---|
| Residential Demolition | 0 | $ | $ |
| Residential | 18 | $ 2,788,000.00 | $ 38,787.21 |
| Residential Plumbing | 15 | $ 505,000.00 | $ 11,798.89 |
| Commercial Demolition | 0 | $ | $ |
| Commercial | 6 | $ 150,500.00 | $ 1,662.60 |
| Commercial Plumbing | 1 | $ 500.00 | $ 303.15 |
| Industrial Demolition | 0 | $ | $ |
| Industrial | 0 | $ | $ |
| Industrial Plumbing | 0 | $ | $ |
| Gov't & Institutional Demolition | 0 | $ | $ |
| Gov't & Institutional | 2 | $ 448,000.00 | $ 1,984.50 |
| Gov't & Institutional Plumbing | 1 | $ 20,000.00 | $ 469.00 |
| **Total** | **43** | **$ 3,912,000.00** | **$ 55,005.35** |

**Linkage to the Corporate Strategic Plan (Choose all that apply):**

☐ No. 1 Safe and Reliable Infrastructure
☐ No. 2 Welcoming and Caring Community
☐ No. 3 Strong Local Economy
☐ No. 4 Good Government
☐ No. 5 Environmental Stewardship

**Linkage to Asset Management Plan:**

| This staff report is related to the following within the Town's Asset Management Program (Choose one): | And directly impacts (Choose all that apply): |
|---|---|
| ☐ Road Network<br>☐ Water Network<br>☐ Sanitary Network<br>☐ Storm Network<br>☐ Fleet<br>☐ Facilities<br>☐ Land Improvements<br>☐ Machinery and Equipment | ☐ State of Good Repair/Replacement<br>☐ Municipal Levels of Service<br>☐ Risk Management<br>☐ Growth Impacts<br>☐ Financial Strategy |

**Financial Impacts and/or Source of Funding:**
There is no financial impact associated with this report.

**Consulted With:**
N/A

**Approved By:**
Janice Hallahan, Chief Administrative Officer
Andrea Fisher, Director of Legislative Services/Clerk

# Staff Report

**To**: Mayor Bazinet and Members of Council
**Report From**: Kyle Williams, Community Services and Operations Manager
**Meeting Date**: April 13, 2026
**Subject**: Main Beach Screening RFP Results

**Recommendation:**
That Goderich Town Council awards the Request for Proposal to Lavis Contracting for $72,981.16.

**Report Summary:**
Staff issued a Request for Proposals for the 2026 Main Beach Sand Screening and received a total of two (2) submissions. The submissions have been reviewed for compliance with the project requirements.

Submissions as follows:
- Lavis Contracting: $72,981.16
- Roubos Farm Service: $107,537.24

Staff recommends proceeding with Lavis Contracting for a total cost of $72,981.16.

**Background and Analysis:**
Beach screening remains an important operational service that contributes to the overall condition, safety, and presentation of the Main Beach. Given the significance of the waterfront to the community and tourism activity, it is important that this service be delivered in a reliable manner before the busy summer season.

The receipt of two (2) submissions indicates a competitive response and provides staff with the opportunity to evaluate multiple proponents based on qualifications, relevant experience, availability, and cost.

**Linkage to the Corporate Strategic Plan (Choose all that apply):**
☐ No. 1 Safe and Reliable Infrastructure
☒ No. 2 Welcoming and Caring Community
☒ No. 3 Strong Local Economy
☐ No. 4 Good Government
☐ No. 5 Environmental Stewardship

**Linkage to Asset Management Plan:**

| This staff report is related to the following within the Town's Asset Management Program (Choose one): | And directly impacts (Choose all that apply): |
|---|---|
| ☐ Road Network | ☒ State of Good Repair/Replacement |
| ☐ Water Network | ☒ Municipal Levels of Service |
| ☐ Sanitary Network | ☒ Risk Management |
| ☐ Storm Network | ☐ Growth Impacts |
| ☐ Fleet | ☐ Financial Strategy |
| ☐ Facilities | |
| ☒ Land Improvements | |
| ☐ Machinery and Equipment | |

**Financial Impacts and/or Source of Funding:**

Is this cost budgeted for? Yes: ☒ No: ☐

Budget: $150,000.00

Actual: $72,981.16

Difference: $77,018.84

Proposed funding source for unbudgeted costs: N/A

**Consulted With:**

Sean Thomas, Director of Community Services, Infrastructure and Operations

**Approved By:**

Janice Hallahan, Chief Administrative Officer
Andrea Fisher, Director of Legislative Services/Clerk

# Staff Report

**To**: Mayor Bazinet and Members of Council
**Report From**: Kyle Williams, Community Services and Operations Manager
**Meeting Date**: April 13, 2026
**Subject**: Rotary Cove Arches

**Recommendation:**
That Goderich Town Council approve the demolition of the Rotary Cove Arches in the amount of $25,000;

And That the demolition be funded from the Waterfront Reserve Fund.

**Report Summary:**
Due to the condition of the Rotary Cove Arches and the operational need to address the structure before the peak summer season, staff are bringing forward this report for Council's consideration regarding the removal of the arches and potential next steps.

Staff began discussions with the Rotary Club of Goderich to determine whether the organization would have interest in contributing funding should Council wish to proceed with a future rebuild of the arches. Staff and representatives of the Rotary Club had a positive and collaborative discussion, during which the Rotary Club expressed strong interest in contributing funding if the Town of Goderich ultimately decides to reconstruct the arches.

As part of those discussions, staff and Rotary representatives agreed that the arches should be dismantled before the busy summer season begins in order to address safety, operational, and site-use considerations. It was also agreed that, where feasible, materials should be retained and refurbished for possible future reuse in order to reduce costs and preserve elements of the existing structure while allowing time for Council to determine whether the arches should be rebuilt.

**Background and Analysis:**
At this time, staff have received preliminary budget estimates of $25,000 plus HST for the removal of the arches. This estimate provides Council with an initial understanding of the anticipated cost to dismantle the structure and secure the site. Should Council wish to consider reconstruction at a later date, staff can return with further information regarding scope, design considerations, funding contributions, and overall project costs.

From an operational perspective, proceeding with dismantling now would allow the Town to address the concern in a timely manner while preserving Council's ability to make a future

decision regarding reconstruction. This approach balances site management, public use, cost control, and the opportunity for continued collaboration with the Rotary Club of Goderich.

**Linkage to the Corporate Strategic Plan (Choose all that apply):**

☒ No. 1 Safe and Reliable Infrastructure
☒ No. 2 Welcoming and Caring Community
☐ No. 3 Strong Local Economy
☒ No. 4 Good Government
☐ No. 5 Environmental Stewardship

**Linkage to Asset Management Plan:**

| This staff report is related to the following within the Town's Asset Management Program (Choose one): | And directly impacts (Choose all that apply): |
|---|---|
| ☒ Road Network | ☒ State of Good Repair/Replacement |
| ☐ Water Network | ☐ Municipal Levels of Service |
| ☐ Sanitary Network | ☒ Risk Management |
| ☐ Storm Network | ☐ Growth Impacts |
| ☐ Fleet | ☒ Financial Strategy |
| ☐ Facilities | |
| ☐ Land Improvements | |
| ☐ Machinery and Equipment | |

**Financial Impacts and/or Source of Funding:**

Is this cost budgeted for? Yes: ☐ No: ☒

Budget: $0

Actual: $25,000 + HST

Difference: $25,000 + HST

Proposed funding source for unbudgeted costs: Waterfront Reserve Fund

**Consulted With:**

Sean Thomas, Director of Community Services, Infrastructure and Operations
Deanna Hastie, Director of Corporate Services/Treasurer
Jason Dykstra, Building Services Manager/Chief Building Official

**Approved By:**

Janice Hallahan, Chief Administrative Officer
Andrea Fisher, Director of Legislative Services/Clerk

# Staff Report

| | |
|---|---|
| **To**: | Mayor Bazinet and Members of Council |
| **Report From**: | Deanna Hastie, Director of Corporate Services/Treasurer<br>Jessica Clapp, Asset Management and Environmental Services Manager |
| **Meeting Date**: | April 13, 2026 |
| **Subject**: | 2025 Asset Management Plan |
| **Attachment(s):** | 1) Draft 2025 Asset Management Plan<br>2) Compliance Review Table<br>3) 2025 Asset Management Plan Supporting Slides |

**Recommendation:**
That Goderich Town Council receives the 2025 Asset Management Plan report for information;

And That Goderich Town Council approves the 2025 Asset Management Plan, attached to this report, fulfilling the regulatory requirements under Ontario Regulation 588/17: Asset Management of Planning for Municipal infrastructure;

And That Goderich Town Council directs staff to submit the 2025 Asset Management Plan to the Ministry of Infrastructure, and to publish the document on the Town of Goderich website to ensure transparency and public accessibility;

And That Goderich Town Council adopt the following level of service target range for roads (by road class):

- Connecting Link: maintain a Pavement Condition Index (PCI) of 50+
- Urban Collector and Semi-Urban Roads: maintain a PCI of 40+
- Urban Local High Class and Low Class (residential streets): maintain a PCI of 30+
- Low Class Bituminous (Cemetery Road) and Gravel Roads: maintain a PCI of 20+

And That Goderich Town Council adopt a level of service target of fair (40+) for all remaining assets;

And Further That Goderich Town Council accepts the Proposed Level of Service Scenario #3 outlined in the Financial Strategy, including implementation of an annual 1.5% tax increase for tax-funded services and a 2.5% rate increase for rate-funded services, to be confirmed annually through the budget process.

**Report Summary:**
To inform Goderich Town Council of the updates made to the municipality's Asset Management Plan to remain in compliance with *Ontario Regulation 588/17: Asset Management Planning for*

*Municipal Infrastructure*. A full compliance review is attached, outlining each requirement under O. Reg 588/17 and identifying where it is addressed within the Town of Goderich 2025 Asset Management Plan.

**Background and Analysis:**
To meet the requirements of *Ontario Regulation 588/17: Asset Management Planning for Municipal Infrastructure*, and maintain eligibility for government funding programs (e.g., the Canada Community Building Fund and the Ontario Community Infrastructure Fund), the municipality must adopt an updated Asset Management Plan.

The Town of Goderich has taken a forward-looking approach to infrastructure planning, beginning its asset management program in 2013. In 2022, the Town brought the development of the Asset Management Plan in-house to strengthen its understanding of the program, the supporting data, and the internal processes used to develop and maintain the Plan. Over time, the plan has evolved to reflect improved data collection, expanded condition assessments, risk analysis, and financial forecasting. This year, it also incorporates proposed level of service scenarios, in accordance with regulatory requirements. Collectively, these enhancements strengthen decision-making, support compliance with provincial legislation, and help ensure the sustainable delivery of municipal services.

The purpose of updating Asset Management Plans is to:

1. Meet regulatory requirements under Ontario Regulation 588/17, which mandates that municipalities regularly assess the state of their infrastructure and define current and proposed levels of service.
2. Ensure data accuracy as assets age, new information becomes available, and community needs evolve.
3. Support long-term financial planning by aligning lifecycle costs, funding strategies, and service delivery objectives.
4. Mitigate risks and prepare for external pressures, including climate change, population shifts, and economic uncertainty.
5. Guide investment decisions and maintain service levels while optimizing limited financial resources.

The 2025 Asset Management Plan presents an overview of the Town of Goderich's municipal infrastructure, with a total replacement value of approximately $685 million. The Plan reflects the best available asset condition information (a combination of age-based and field-assessed data) and financial forecasts as of December 31, 2024. The Plan was developed to meet the requirements of O. Reg 588/17 and to advance the Town's asset management objectives of delivering safe and reliable services, demonstrating responsible stewardship of public assets, supporting environmental sustainability and climate resilience, and enabling transparent, fiscally responsible capital investment.

**State of the Infrastructure (Section 3.0):**

As of December 31, 2024, approximately 58% of municipal assets are in good to very good condition, approximately 24% are in fair condition, and approximately 18% are in poor to very poor condition.

Within the State of the Infrastructure (Sections 3.2 through 3.9), the Plan analyzes the following for each asset category, as required under O. Reg 588/17: inventory summary, replacement costs, average age, and condition.

Section 3.10 of the 2025 Asset Management Plan also advances the integration of green infrastructure into the Town's overall asset portfolio, recognizing that natural and nature-based features can provide important municipal services alongside traditional "grey" infrastructure. The Town intends to expand the inclusion of green infrastructure assets over time, supported by a phased urban tree inventory that began in 2025.

**Public Engagement (Section 4.1.5):**

To comply with O. Reg. 588/17 and the Town's Asset Management Policy, the Town collected public input on service expectations through two Council-approved Municipal Levels of Service surveys (Core and Non-Core), available from December 2, 2024 to February 28, 2025. The surveys were broadly promoted online and through multiple outreach channels and received strong participation, with respondents generally satisfied with current municipal services. Results were presented to Council on May 20, 2025 and were used, along with follow-up departmental stakeholder sessions, to identify service gaps and inform the proposed levels of service target in the 2025 Asset Management Plan.

**Financial Strategy (Section 6.0) and Proposed Levels of Service (Sections 4.2 and 6.5):**

The annual funding requirement is the amount that the Town should ideally allocate on an annual basis to meet replacement needs, prevent backlogs, achieve proposed level of service targets and long-term financial sustainability.

The proposed level of service target for all asset services, with the exception of roads, is to maintain all assets at a fair condition and above (40+). For roads, unique targets are set as follows:

- Connecting Link: maintain a Pavement Condition Index (PCI) of 50+
- Urban Collector and Semi-Urban Roads: maintain a PCI of 40+
- Urban Local High Class and Low Class (residential streets): maintain a PCI of 30+
- Low Class Bituminous (Cemetery Road) and Gravel Roads: maintain a PCI of 20+

Setting these service levels directly influences the timing of asset replacement and long-term financial planning by driving the annual funding requirement.

For tax-funded services (airport, cemetery, facilities, fire, medical centre, parks, public works, recreation, roads and storm, waterfront):

- **Annual funding requirement (tax-funded):** $11.8 million
- **Current available funding:** $4.0 million
- **Annual deficiency:** $7.8 million

For rate-funded services (water and sanitary sewer):

- **Annual funding requirement (rate funded assets):** $5.35 million
- **Current available funding:** $2.6 million
- **Annual deficiency:** $2.75 million

To address the annual deficiency and meet the proposed level of service, three funding scenarios were analyzed (Section 6.5.3):

1. **Scenario #1 - Maintain existing funding levels (tax-funded and rate funded services)**: While this option is fiscally neutral in the short term, this approach would result in an escalating infrastructure backlog, deferred critical capital investments, more frequent service disruptions, and increased reliance on grant funding. This scenario also does not enable the municipality to meet its proposed level of service target (Fair 40+). For these reasons, the 2025 Asset Management Plan does not recommend proceeding with this scenario.

2. **Scenario #2 - Implement an annual 2.5% Tax Increase (tax-funded services) and an annual 3.5% rate increase (rate-funded services) to achieve the annual requirement:** While Scenario #2 would enable the municipality to achieve its proposed levels of service target (40+) over the forecast period, it is the most expensive option analyzed and would require a gradual, phased implementation. Under this approach, annual funding requirements would not be fully achieved until approximately 2045 for tax-funded services, 2041 for sanitary sewer services, and 2048 for water services. Key risks include backlog growth during the extended phase-in period and missed efficiency opportunities if lifecycle approaches are not updated. The scale and pace of the proposed tax and rate increase are also a concern in the current economic climate. For these reasons, the 2025 Asset Management Plan does not recommend proceeding with this scenario.

3. **Scenario #3 - Implement an annual 1.5% Tax Increase (tax-funded services) and an annual 2.5% rate increase (rate-funded services) to achieve the annual requirement:**

Scenario #3 allows the municipality to maintain its proposed levels of service target (40+) throughout the forecast period, while reducing the financial impact and making measurable progress toward the recommended funding levels. However, it requires a longer phase-in to reach annual funding requirements (approximately 2060 for tax-funded services, 2045 for sanitary sewer services, and 2055 for water services) and carries risks, including backlog growth from deferred renewals, missed efficiency opportunities, and greater reliance on external/conditional funding over time. In selecting Scenario #3, the Town considered these risks and determined that, in the context of maintaining reasonable tax and utility rates, this is an acceptable risk. Given the scale and pace of the increases, the 2025 Asset Management Plan considers Scenario #3 reasonable and achievable and recommends proceeding with this scenario.

**Continuous Improvement of the Asset Management Plan**

The Town's Asset Management Plan is a living document that will be strengthened through ongoing data improvements, regular condition assessment cycles, and continued annual reporting to Council to support evidence-based prioritization and long-term financial sustainability.

- **Keep asset data current:** maintain the asset inventory to reflect replacements, upgrades, disposals, and updated condition results
- **Expand proactive management:** expand preventive maintenance planning to extend asset life and reduce long-term costs
- **Prioritize by risk and condition:** use risk/criticality and condition to focus investments where they are most needed
- **Improve condition assessment coverage:** continue regular assessments for key asset networks (e.g., sanitary sewers, roads, sidewalks, facilities) and expand assessed condition assessments to additional asset networks/categories, where possible
- **Integrate green infrastructure:** incorporate natural assets into the asset portfolio and reporting
- **Ongoing public engagement:** implement targeted, service-specific engagement tools (e.g., surveys by service area) available year-round to track satisfaction and expectations over time
- **Build organizational capacity:** continue education for Council and staff to support implementation of the asset management and financial strategy, and consistent project prioritization
- **Annual reporting and monitoring:** staff will develop annual asset management "report cards" to present key asset data and trends in a clear, consistent format as part of the annual asset management update to Council
- **Continue water and wastewater financial plans (regulatory):** continue updating the Water and Wastewater Financial Plans on a regular cycle (typically every five (5) years) to support sustainable user rates and maintain compliance with the Town's Municipal Drinking Water License and Ontario Regulation 453/07

- **Continue to assess growth impacts:** continue growth-related studies (including the Development Charges Background Study update planned for 2026) to ensure growth-related capital needs and funding strategies are reflected in long-term asset and financial planning

The 2025 Asset Management Plan is both a regulatory requirement and a critical roadmap for the Town of Goderich's long-term infrastructure and financial planning. It reflects a deepening commitment to proactive planning, responsible stewardship and transparent reporting.

By endorsing Scenario #3 of the proposed level of service scenarios presented in the 2025 Asset Management Plan, Council acknowledges the financial constraints and priorities of the community, while making measurable progress toward addressing the infrastructure funding gap. This approach will support more resilient service delivery and ensure that infrastructure investment decisions are data-informed and strategically aligned.

The 2025 Asset Management Plan identifies an annual funding shortfall of approximately $7.8 million for tax-funded services and approximately $2.75 million to meet the proposed levels of service. The recommended financial strategy (Scenario #3) proposes gradual increases of 1.5% annually for taxes and 2.5% annually for water and sanitary sewer rates to close the funding gap over time, with available capital funding projected to approach the annual requirement by approximately 2060 for tax-funded services, 2045 for sanitary sewer services, and 2055 for water services.

Therefore, it is recommended that Goderich Town Council approve the attached 2025 Asset Management Plan to satisfy the requirements of Ontario Regulation 588/17, and direct staff to submit the approved Plan to the Ministry of Infrastructure and publish the document on the Town of Goderich website. It is further recommended that Goderich Town Council adopt the selected level of service target range for roads as follows: Connecting Link, PCI 50+; Urban Collector and Semi-Urban, PCI 40+; Urban Local High Class and Low Class, PCI 30+; and Low Class Bituminous and Gravel, PCI 20+. It is also recommended that Council adopt a level of service target of fair (40+) for all remaining assets and approve the Proposed Levels of Service Scenario #3. Scenario #3 includes an annual 1.5% tax increase for tax-funded services and an annual 2.5% rate increase for rate-funded services to achieve the annual funding requirement, subject to annual confirmation through the budget process.

**Linkage to the Corporate Strategic Plan (Choose all that apply):**

☒ No. 1 Safe and Reliable Infrastructure
☐ No. 2 Welcoming and Caring Community
☐ No. 3 Strong Local Economy
☒ No. 4 Good Government
☐ No. 5 Environmental Stewardship

**Linkage to Asset Management Plan:**

| This staff report is related to the following within the Town's Asset Management Program (Choose one): | And directly impacts (Choose all that apply): |
|---|---|
| ☒ Road Network | ☒ State of Good Repair/Replacement |
| ☒ Water Network | ☒ Municipal Levels of Service |
| ☒ Sanitary Network | ☒ Risk Management |
| ☒ Storm Network | ☒ Growth Impacts |
| ☒ Fleet | ☒ Financial Strategy |
| ☒ Facilities | |
| ☒ Land Improvements | |
| ☒ Machinery and Equipment | |

**Financial Impacts and/or Source of Funding:**
Proposed tax and rate increase to be confirmed annually during the budget process.

Is this cost budgeted for? Yes: ☐ No: ☐

Budget:

Actual:

Difference:

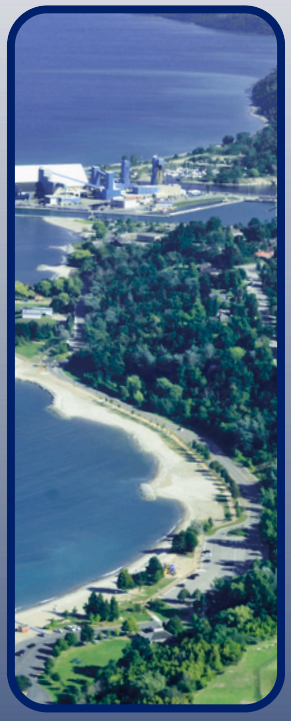
Proposed funding source for unbudgeted costs:

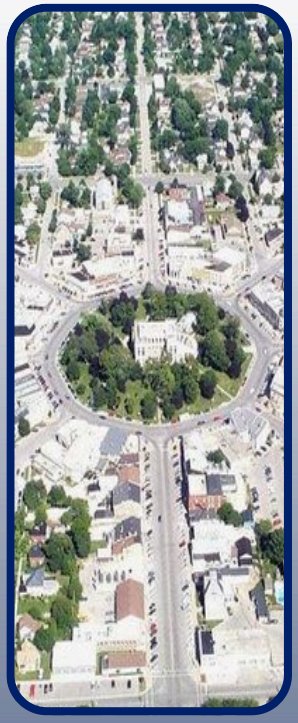
**Consulted With:**
Deanna Hastie, Director of Corporate Services/Treasurer

**Approved By:**
Janice Hallahan, Chief Administrative Officer
Andrea Fisher, Director of Legislative Services/Clerk

GODERICH
Canada's Prettiest Town

# Town of Goderich
# 2025 Asset Management Plan





# TOWN OF GODERICH

# 2025 ASSET MANAGEMENT PLAN

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# 1.0 EXECUTIVE SUMMARY

Reliable, well-maintained infrastructure assets are essential for the delivery of critical core and non-core municipal services. The goal of asset management is to provide a framework to deliver expected levels of service in the most cost-effective manner. This is achieved by implementing asset management strategies, collecting and analyzing asset data, considering risk and criticality, and developing a long-term financial plan.

This Asset Management Plan is provided to achieve compliance with the requirements of *Ontario Regulation 588/17: Asset Management Planning for Municipal Infrastructure* (O. Reg. 588/17) and is considered in conjunction with the Town's Asset Management Policy. The plan encompasses all categories of infrastructure assets owned by the Town. Data within the plan represents a snapshot in time as of December 31, 2024.

The plan includes the following elements:

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

### *State of Infrastructure*

Overall, the Town's infrastructure assessment indicates that approximately 58% of assets are in good to very good condition, approximately 24% are in fair condition, and approximately 18% are in poor to very poor condition.

Asset condition is a key driver of lifecycle activities like maintenance strategies and the timing of asset replacement. The Town's plan includes assessed condition data for the sanitary sewer network, roads and sidewalks. In the absence of assessed condition, age is used as an estimate for condition. Many municipalities have the same information gap regarding condition assessment and are working toward expanding the proportion of assets with assessed condition as an element of plan improvement over time.

The total replacement value of the Town's infrastructure assets is $685,526,565 (Figure 1). Replacement cost is based on two estimation methods: current purchase prices/contracts or historic cost incremented annually by the Consumer Price Index (CPI). The Town updates the replacement cost of its roads, water and sewer linear assets each year to reflect current costing assisted by the Town engineers. The replacement cost of most other assets is calculated at inflated cost.

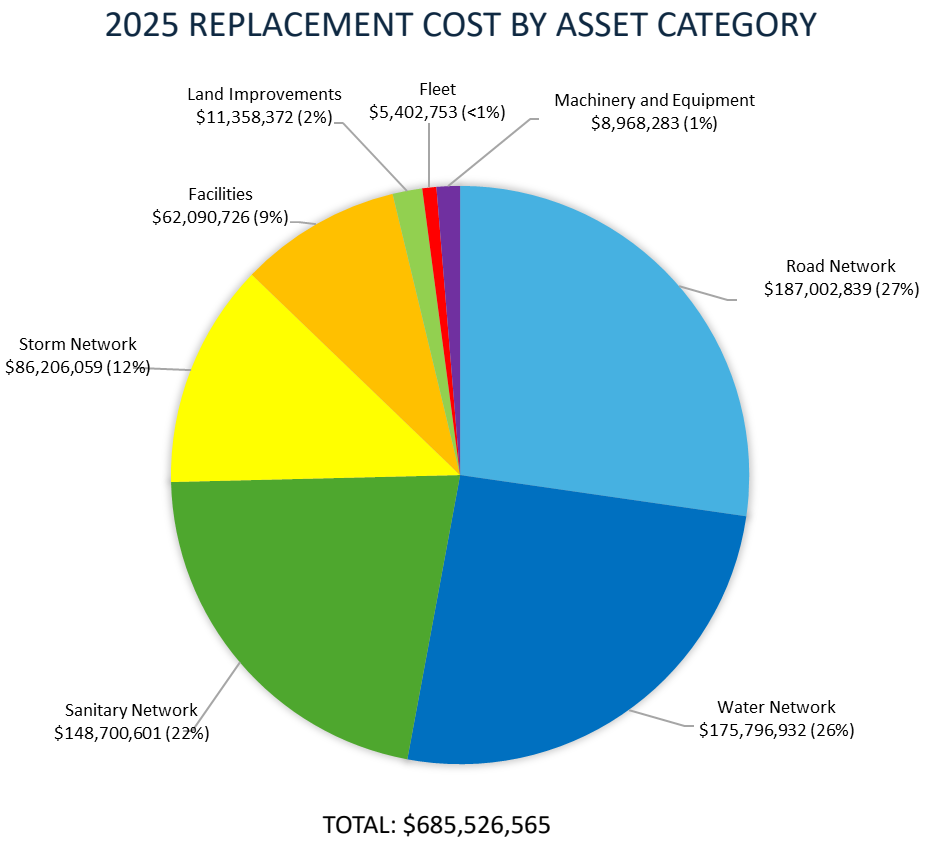



**Figure 1**. The 2025 total replacement value of the eight asset categories that represent the Town of Goderich's asset inventory is $685,526,565. Replacement cost is calculated by using a cost per unit calculation, or by using CPI Tables.

### *Asset Management Strategies*

Establishing a lifecycle management strategy is important to proactively manage asset deterioration and maximize the service potential of municipal assets. These strategies assist the Town in making the right investment in the right asset at the right time. They include maintenance plans to monitor and manage assets, often extending useful life, as well as planning for eventual replacement. The Asset Management Plan outlines the strategies currently in place for each asset category. Overall, these approaches are intended to maintain current levels of service and mitigate risk while minimizing cost.

### *Level of Service*

The Town's Asset Management Plan identifies key qualitative and technical level of service (LoS) factors used to assess asset performance. A public engagement survey was conducted to gather input on satisfaction with current service levels, which helped inform service targets.

In developing the Plan, the Town has set a proposed LoS target of 40+ (fair condition) for the majority of its infrastructure assets, with a broader range of condition targets for the road network to reflect the various road classes. These targets directly influence the required annual investment and are intended to support the continuation of current service levels.

### *Financial Strategy*

The optimal annual investment required to financially sustain the Town's infrastructure and meet capital replacement needs is currently $17,128,229. Currently, the Town allocates $6,607,374 in annual funding to infrastructure, resulting in an annual funding shortfall of $10,520,855.

The 2025 Asset Management Plan recommends a phased approach to reach optimal annual investment level over several years, balancing asset management needs with manageable impact on the community. A 30-year phase-in is proposed for water and sewer, supported by a 2.5% annual rate increase. For all other assets, the recommended phase-in period is 34 years, supported by a 1.5% annual tax increase. This approach is intended to maintain infrastructure assets at an overall fair condition over the long term. However, it carries higher risk in the near term when available funding remains limited and unexpected failures may occur. Asset risk and criticality analysis will therefore be essential for prioritizing projects and allocating funds.

The municipality will also continue to advocate for additional support from other levels of government, emphasizing the scale of municipal infrastructure responsibilities and limited local revenue tools. While grants are not identified as a dedicated funding source in the Plan, pursuing grant opportunities may still help advance priority projects.

### *Next Steps*

The Plan is based on the best data and technology currently available and will continue to evolve. Effective asset management requires ongoing data updates and sustained resourcing. The Plan will be updated regularly to enable the Town to re-evaluate the condition of its infrastructure and to track the progress and effectiveness of its asset management strategies and long-term financial plan.

This Asset Management Plan is a critical tool for advancing the Town's strategic priorities and supporting long-term service delivery. It enables evidence-based decision-making to optimize investment and provides a sustainable approach to managing approximately $685 million in infrastructure. The Plan also provides a roadmap for addressing aging assets, climate change, and community growth and expectations, while maintaining fiscal responsibility.

# 2.0 INTRODUCTION

## 2.1 What Is Asset Management?

Asset management is an ongoing and long-term process that allows municipalities to make the best possible investment decisions for their infrastructure assets. This integrated business approach minimizes the lifecycle costs of owning, operating, maintaining, and replacing assets, with an acceptable level of risk, while continuously delivering expected levels of service for present and future residents.

Asset management includes the planning, construction, operation, maintenance, renewal, replacement, and disposal of infrastructure used to provide municipal services. Infrastructure needs can be prioritized over time by utilizing asset management planning, while also ensuring timely investments to minimize repair and rehabilitation costs in order to maintain current municipal assets.

The foundation of asset management planning involves seven key questions, as outlined within the Federation of Canadian Municipalities' National Guide for Sustainable Municipal Infrastructure:

1. What assets do you own? (Inventory)
2. What are the assets worth? (Valuation/Replacement Cost)
3. What is the asset's condition and expected service life? (Function/Performance)
4. What needs to be done to the assets to meet the level of service expectation? (Maintain/Rehabilitate/Replace)
5. What is the time frame for preventative maintenance, rehabilitation and/or replacement of the asset? (Useful Life Analysis)
6. How much will the remedial works cost and what is the acceptable level of risk? (Investment Requirements)
7. What are the long-term financing needs? (Long-Term Financial Plan)

## 2.2 Importance of Infrastructure and Asset Management Planning

Ontario municipalities own more of the public sector infrastructure assets than both the provincial and federal government combined. These assets provide services that are essential to economic prosperity, health, and quality of life.

The Town of Goderich is responsible for a diverse array of capital assets essential to the delivery of services to residents, businesses, and visitors. The operation, maintenance, renewal, rehabilitation, and replacement of such infrastructure has always been a very significant responsibility for the Town of Goderich. Asset management is vital to address current infrastructure and funding challenges. As an example, a large portion of the Town's underground infrastructure network was installed prior to the 1930's, 1940's and 1950's, and

are now approaching the end of useful life. As a result, the Town of Goderich is faced with ever increasing infrastructure needs and limited financial resources.

## 2.3 Asset Management Plan Overview

The 2025 Town of Goderich Asset Management Plan addresses all municipal assets used in the delivery of services with associated inventory information, risk assessment, level of service, asset management strategies and funding strategies required for a sustainable long-term plan. The Town's Asset Management Plan is a living document, with asset information being stored on Citywide software; the Town's asset management database. Evaluation of the Town's Asset Management Plan is required at least every (5) years, with updates to Council annually, as mandated under Ontario Regulation 588/17 *Asset Management Planning for Municipal Infrastructure*.

## 2.4 Purpose of the Asset Management Plan

The purpose of the Town of Goderich Asset Management Plan is to provide a detailed scope of the Town's current infrastructure (including replacement needs and annual funding requirements), how the Town manages its assets to satisfy desired service levels and how the Town plans to invest in its assets for future needs. The Town of Goderich is constantly updating its asset data to be more comprehensive, improving risk analysis capabilities, which result in better decision making, financial planning and long-term sustainability.

## 2.5 Development of the Asset Management Plan

The 2025 Asset Management Plan was developed following the requirements outlined in Ontario Regulation 588/17 *Asset Management Planning for Municipal Infrastructure*. Information regarding the current infrastructure was compiled from current asset inventory information maintained in Citywide software. This software aids in calculating replacement costs, amortization, tracking condition and lifecycle events, analyzing risk, and calculating funding scenarios. The 2025 Asset Management Plan has been developed by the Director of Corporate Service/Treasurer and Asset Management/Environmental Services Manager. However, since this plan involves an overview of all municipal services, support for this plan was provided across all departments, with particular emphasis on Operations and Environmental Services.

## 2.6 Supporting the Asset Management Policy

The Town of Goderich Asset Management Policy was passed by Council in December of 2018, as required under Ontario Regulation 588/17 *Asset Management Planning for Municipal Infrastructure*. The Town's 2025 Comprehensive Asset Management Plan supports the policy statements, goals and principles outlined within the Asset Management Policy. The Town of Goderich follows an asset capitalization threshold outlined within the asset management policy to determine which assets are to be included within its asset management plans.

Additionally, financial forecasting, climate change resiliency and community planning are all considered as part of the asset management planning process. As outlined in the policy, Goderich Town Council and staff are committed to utilizing asset management tools for decision making to improve the Town's infrastructure assets.

## 2.7 Linkages to Strategic Documents

The Town of Goderich strives to maintain a safe community, a healthy environment, and sustainable growth, which requires aligning the municipality's many concurrent initiatives. This alignment ensures that the levels of service supported by existing and planned assets remain consistent with the Town's asset management goals set out in the Asset Management Policy.

Asset management planning should be undertaken in the context of the Town's broader plans and policies. An integrated approach helps ensure asset management plans are practical and aligned with the community's priorities, expectations, and accountability requirements.

- **Town of Goderich Strategic Plan -** the Strategic Plan provides overall direction for the activities of the municipality, which are supported by municipal assets
- **Town of Goderich Official Plan -** the Official Plan outlines regulatory criteria and can provide parameters surrounding asset decision making practices, specifically allocation of land use and provision of municipal services and facilities.
- **Town of Goderich Emergency Management Plan -** the Emergency Management Plan involves the usage of assets specifically designed for use in times of emergency. It is vital for these assets to meet regulatory compliance and meet all maintenance requirements.
- **Town of Goderich Energy Conservation and Demand Management Plan -** the Energy Conservation and Demand Management Plan is a strategy for the Town to implement energy efficiency measures within its facilities and infrastructure, as well as improve energy conservation through green procurement and other awareness measures.
- **Town of Goderich Operational and Capital Budgets -** the Town's capital budget focuses on infrastructure needs and financing of future projects, whereas the Town's operating budget aligns municipal priorities with service delivery and operations, both are crucial to asset management outcomes.
- **Town of Goderich By-Laws, Policies and Department Plans –** there are numerous by-laws, policies and departmental plans that directly and indirectly effect Town infrastructure. Specifically, the Town's Tangible Capital Asset Policy states the cost threshold for assets that are included within the Asset Management Policy and reflected in the asset management database. Further, the Preventative Maintenance Policy is a proactive plan to inspect, service, repair and rehabilitate infrastructure to prevent unexpected failures, reduce downtime and extend asset life.

## 2.8 Supporting the Town of Goderich's Vision, Mission, and Priorities

The development of the 2025 Asset Management Plan follows the vision, mission, and approach outlined in the Town of Goderich Strategic Plan 2023-2027[1].

> **Vision:** *Live, work and play in a progressive, welcoming, and vibrant community.*
>
> **Mission:** *To provide sustainable services, be environmental leaders and to promote and maintain an exceptional quality of life.*
>
> **Approach:** *Recognize past experiences, progressively face current challenges, and prepare for future opportunities and growth.*

Within the Town of Goderich Strategic Plan, priorities and activities of the municipality are categorized under five goals, found below:

1. **Goal 1: Safe & Reliable Infrastructure**- Build, maintain, and continuously improve our municipally owned infrastructure.
2. **Goal 2: Welcoming & Caring Community**- Strengthen a sense of belonging among everyone who makes Goderich home.
3. **Goal 3: Strong Local Economy**- Build a strong and resilient local economy by retaining and attracting economic investment and jobs.
4. **Goal 4: Good Government**- Provide citizen-focused services in an effective, transparent, and responsible manner, and provide an exceptional working environment for all our employees.
5. **Goal 5: Environmental Stewardship-** Take care of our natural resources demonstrating environmental leadership and providing opportunities for healthy living.

These goals are both directly and indirectly linked to asset management planning, which further supports the linkage between asset management and corporate strategic planning for the municipality.

## 2.9 Climate Change

Climate change presents a significant challenge and an essential focus for municipal asset management programs. For the Town of Goderich, integrating climate change considerations into decision-making processes and project prioritization is vital to enhance sustainability and resilience. Some examples of how climate change is considered in strategic planning and operations include:

- **Energy-Efficient Replacements**: Prioritizing the procurement of energy-efficient equipment to reduce overall energy consumption and emissions.

[1] Information obtained from the Town of Goderich 2023-2027 Strategic Plan prepared by Linton Consulting Services Inc.

- **Transition to Electric Equipment**: Shifting from gas-powered tools to electric alternatives, where feasible, to lower greenhouse gas emissions and support clean energy goals.
- **Electric Vehicle Integration**: Incorporating electric vehicles into the municipal fleet to minimize reliance on fossil fuels and decrease the fleet's carbon footprint.
- **Low Impact Development (LID) and Natural-Based Solutions**: Emphasizing LID practices and natural-based solutions in project planning to manage stormwater, reduce urban heat effects, and enhance ecological integrity.
- **Protection of Natural Assets**: the municipality manages and maintains numerous street and park trees, as well as urban forests. Other responsibilities include shoreline and bluff stabilization, water quality protection and invasive species management, to name a few.

The incorporation of climate change priorities into asset management reflects a commitment to environmental stewardship and adaptation. It ensures that infrastructure investments and operational activities not only meet current needs but also contribute to a sustainable and resilient future. By embedding these considerations into municipal plans, policies, and programs, the Town of Goderich can better anticipate and mitigate climate-related risks, demonstrating leadership in sustainable urban management.

## 2.10 Growth and Demand

Growth is a critical driver for most municipal services. Accordingly, the Town of Goderich accounts for the lifecycle cost of its existing asset inventory, as well as any assets needed for forecasted growth-related capital projects, usually addressed within Development Charge Study updates. The Town of Goderich has experiences slow growth since the mid 1980's[2], and the municipality's infrastructure investments and expansion of services over time reflect this trend.

[2] Growth information obtained from the 2021 Development Charges Background Study prepared by B. M. Ross & Associates.

# 3.0 STATE OF THE INFRASTRUCTURE

The Town of Goderich is located in southwestern Ontario, along the coast of Lake Huron, with a population of approximately 8,000 people. A portion of the Town's infrastructure assets, specifically its underground infrastructure, were installed prior to the 1970's and are now approaching the end of useful life. As a result, the Town of Goderich is faced with ever increasing infrastructure needs and limited financial resources.

This section provides a summary of the key elements within the Town of Goderich's eight asset categories. This includes a detailed outline of the asset inventory, historical cost, estimated useful life, replacement cost, condition of the assets and risk assessment. Where assessed condition data (i.e., by an engineer or third-party contractor) was unavailable, age-based condition was used to estimate the condition of the asset.

## 3.1 Approach

### 3.1.1 Objective and Scope

**Objective:** to identify the current state of the Town of Goderich's infrastructure and the projected state in the future if the current funding levels and management practices remain status quo.

**Scope:** within the state of the local infrastructure section, a high-level review will be undertaken of the following asset classes:

- **Road Network:** roads, sidewalks, streetlights, and traffic signals
- **Water Network:** watermains, fire hydrants, water treatment plant, booster pumping station and water tower
- **Sanitary Network:** sanitary sewer mains, pollution control plant and sewage pumping stations
- **Storm Network:** storm water mains and stormwater management
- **Facilities:** all Town-owned buildings
- **Land Improvements:** runways, driveways, walkways, parking lots, park lights, fencing, guiderails, recreation amenities, archways, pillars, walls and concrete structures, entrance features and signs
- **Fleet:** all Town-owned motor vehicles
- **Machinery and Equipment:** furniture, appliances, fire equipment, medical equipment, recreation equipment, playground equipment, operating equipment, computer equipment, off-road vehicles and generators

Although the asset classes above reflect the current asset inventory and known condition for this Asset Management Plan, the Town is constantly updating its asset information. Therefore, the Town of Goderich will update infrastructure data on an annual basis, as more detailed condition assessments and attribute data become available.

### 3.1.2 Asset Hierarchy

The Town of Goderich's asset inventory consists of eight major classes: road network, water network, sanitary network, storm network, facilities, land improvements, fleet, as well as machinery and equipment. The asset hierarchy below (Figure 2) illustrates the relationship between each of the asset categories or groups that make up an asset class. Asset categories can be further broken down to the individual asset level. Figure 2 shows the expansive network of assets the Town of Goderich manages and maintains to provide services for its residents.

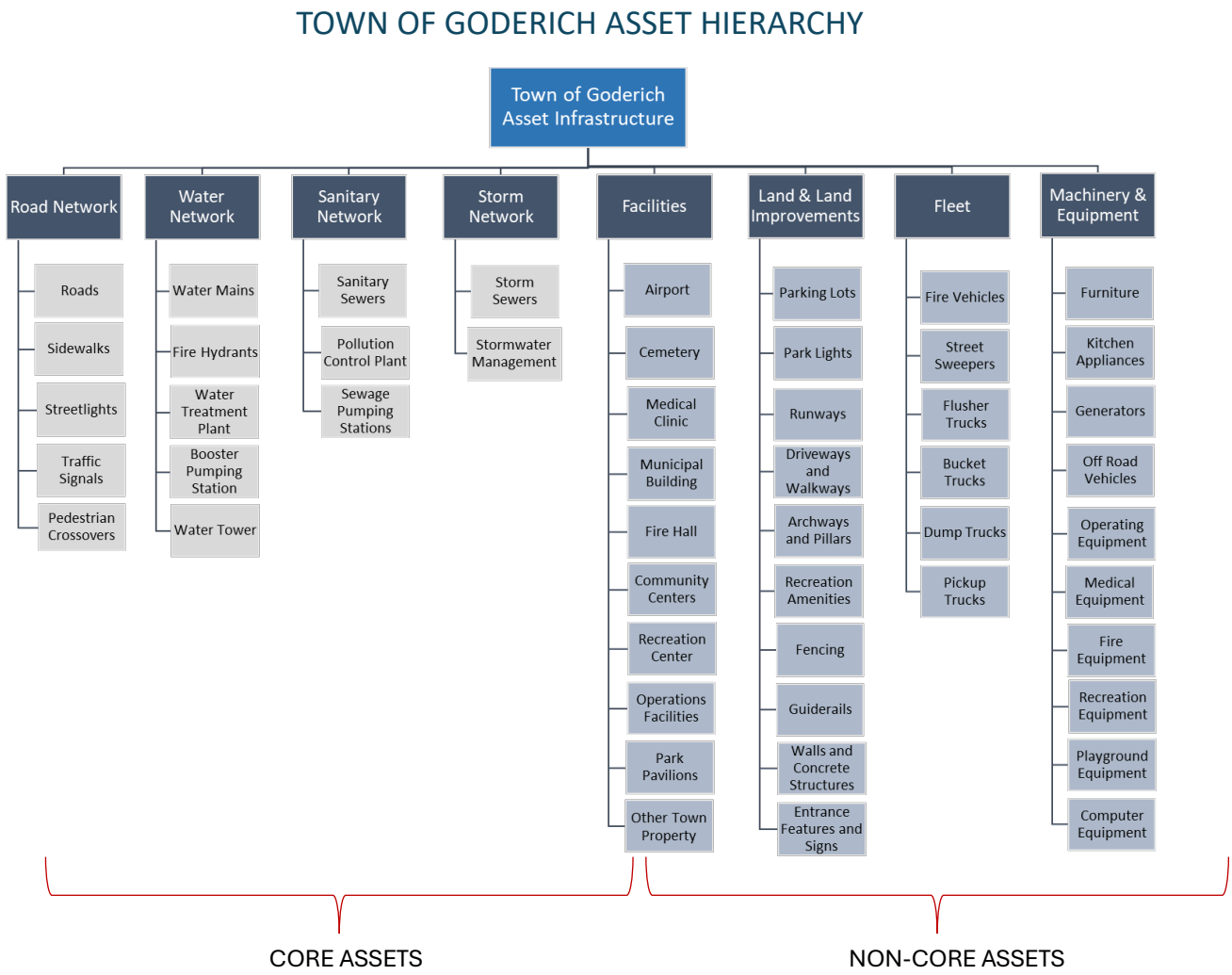



**Figure 2.** Town of Goderich asset hierarchy of the eight (8) asset classes, further organized into respective asset categories (or groups) nested below each asset class. The road, water, sanitary, and storm asset classes are often referred to as core assets, while the remaining asset classes are referred to as non-core assets.

### 3.1.3 Useful Life and Condition

The estimated useful life of an asset is the projected lifespan of which an asset is likely to remain in service. Using the age of an asset is usually the starting point to estimate an asset's

remaining years of service and performance. In many cases, asset age does not accurately reflect how an asset is actually performing, which is why assessed condition is a more accurate indicator of asset performance and remaining service life. Particularly, infrastructure assets undergo a continual process of repair, rehabilitation and refurbishment in order to maintain their intended use. Therefore, assessing the condition of the asset will be a more suitable indicator of how the asset is performing and future asset management planning. Condition assessments have been completed as follows: facilities completed in 2017, water treatment plant and booster pumping station completed in 2019, pollution control plant and sewage pumping stations completed in 2020, all roads and sidewalks completed in 2020, and approximately 78% of the sanitary sewer mains throughout Town have been assessed by the end of 2024 (a portion assessed every year as a standing budget item).

A condition assessment rating system provides a standardized descriptive framework that allows comparative benchmarking across the municipality's asset inventory. Table 1 below outlines the condition rating system used by the Town of Goderich to determine asset condition. When assessed condition data is not available, service life remaining (asset age) is used to approximate asse condition.

## CONDITION RATING SCALE

| Condition | Description | Criteria | Service Life Remaining |
|---|---|---|---|
| Very Good (80-100) | Fit for the future | Well maintained, very good condition, new or recently rehabilitated | ≥80% of service life remaining |
| Good (60-79) | Adequate for now | Acceptable condition, generally approaching mid-stage of expected service life | 60%-79% of service life remaining |
| Fair (40-59) | Requires attention | Signs of deterioration, some elements exhibit deficiencies | 40%-59% of service life remaining |
| Poor (20-39) | Increasing potential of affecting service | Approaching end of service life, condition below standard, large portion of system exhibits significant deterioration | 20%-39% of service life remaining |
| Very Poor (0-19) | Unfit for sustained service | Near or beyond expected service life, widespread signed of advanced deterioration, some assets may be unusable | 0%-19% of service life remaining |

**Table 1**. Condition rating scale used to determine asset condition. Table adapted from PSD Citywide.

In 2025, the Town of Goderich completed a Road and Sidewalk Condition Assessment Study to update the pavement condition index (PCI) and sidewalk condition index (SCI) from previous road and sidewalk data, respectively. As part of this study, consultants will also be completing condition assessments of municipal parking lots, as well as capturing a portion of the municipally owned boulevard trees as the Town begins to build its municipal tree inventory.

Additionally, in 2026, the Town of Goderich is completing condition assessments of its municipally owned buildings (excluding sheds, gazebos, rental properties, and facilities within the Water Network (i.e., Water Treatment Plant, Booster Pumping Station, Water Tower) and the Sanitary Network (i.e., all Wastewater Treatment Plant buildings)). The 2025 (Phase 1) and 2026 (Phase 2) Facilities Condition Study will assess the structural components of each building, as well as the mechanical, electrical and plumbing components as well. Finally, the Town of Goderich is continuing its annual sanitary sewer condition assessments, with the hopes to assess the sanitary sewer assets that have not yet been assessed.

### 3.1.4 Risk Analysis

Municipalities generally take a 'worst-first' approach to infrastructure replacement and spending. Rather than prioritizing assets based on their importance to service delivery, assets in the worst condition (i.e., poor to very poor age-based on performance-based condition rating) are replaced first, regardless of their criticality. However, not all assets are equally important to the community, and some assets pose a greater risk to service delivery if they fail. For example, a road with a high volume of traffic that provides access to critical services poses a higher risk compared to a low volume residential street servicing a handful of properties. Asset risk and criticality is a key component of both short and long-term planning.

***Risk Rating*** = *Probability of Failure* x *Consequence of Failure*

Risk within the asset management industry is often defined as the probability (likelihood) of failure multiplied by the consequence of that failure. The likelihood of failure relates to the current performance of each asset, whether they are in excellent, good, fair, poor or critical condition, as this is a good indicator regarding their future risk of failure. The consequence of failure relates to the magnitude, or overall effect, that an asset's failure will cause. Consequence of failure is assessed based on the impact that failure would have on the following metrics:

- Economic development
- Environment
- Finance
- Operational
- Health and safety

Each asset is assigned a probability of failure score and consequence of failure score, based on available asset attribute data. Analysis of this data, as well as adding weights to each probability of failure and consequence of failure score allows each asset to be given a risk value that can assist the Town of Goderich in decision-making and project prioritization. These risk scores can be used to prioritize maintenance, rehabilitation, and replacement strategies for critical assets.

Risk matrices are useful tools to not only visualize risk across a group of assets but also explore various strategies to extend the useful life of assets at reasonable costs and ensure service

delivery is being optimized (Figure 3). Risk matrices for each asset network within the Town of Goderich asset inventory can be found in Section 5.0: Asset Management Strategy.

RISK HEAT MAP EXAMPLE

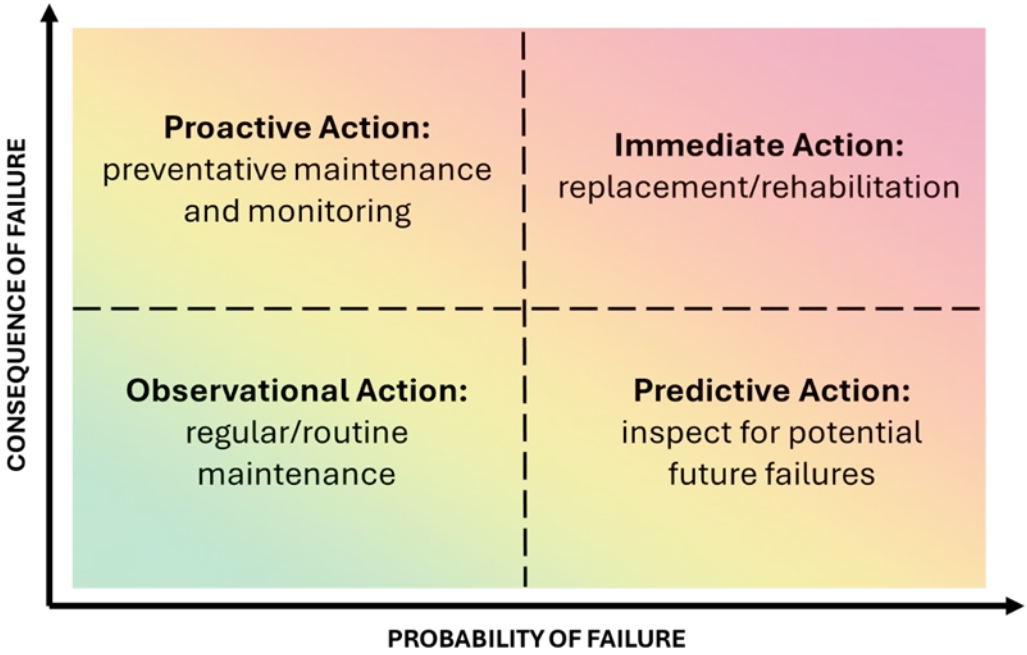



**Figure 3**. An example of a risk heat map for a group of assets based on probability of failure and consequence of failure scores. Each asset is given a risk rating that can be used to prioritize the maintenance, rehabilitation, and replacement strategies based on criticality. Figure adapted from PSD Citywide.

### 3.1.5 Lifecycle Optimization

Lifecycle management refers to how assets are managed over their useful lives from construction to disposal. Determining and implementing the optimal type and timing of proactive maintenance, repair, renewal and rehabilitation treatments maximizes the value of the asset at its lowest possible cost over its life span. Eventually, the asset will require replacement and disposal once it reaches the end of its useful service life. Table 2 summarizes these lifecycle activities.

LIFECYCLE MANAGEMENT ACTIVITIES

| Activity Type | Description |
|---|---|
| Condition / Performance Indicators | Includes reports, inspections or examinations that inform operating budgets, communications to relevant departments when work is completed, as well as potential adjustments to service levels |
| Maintenance | Regular scheduled inspections and preventative maintenance, or repair activities associated with unexpected events |
| Renewal and Rehabilitation | Major repairs designed to extend asset life, restore level of service and/or defer the need for replacement |
| Replacement | Replacement is expected to occur when the asset has reached the end of its useful life and renewal and/or rehabilitation activities are no longer considered an option |
| Expansion | Includes planned activities that are required to extend or expand services to enhance service levels or meet growth demands |
| Disposal | Includes activities associated with disposing of an asset |

**Table 2**. Lifecycle activities to maximize the value of an asset at the lowest cost over its life span.

Asset lifecycle optimization is important to determine operational and cost impacts related to the implementation of these maintenance, renewal, rehabilitation, replacement, disposal and expansion activities. Proper life cycle assessment improves the ability to predict, plan and include the necessary activities into the municipal budget for short- and long-term financial planning. Further information regarding asset lifecycle management can be found in Section 5.2.

Ontario Regulation 588/17 *Asset Management Planning for Municipal Infrastructure* requires that life cycle management be considered in asset management planning, as well as life cycle activities, options and estimated costs to maintain current and future service levels at lowest possible costs. The Town of Goderich will continue to consider life cycle options including, expanding preventative maintenance and repair treatments, replacement when assets come due, re-examining useful life assumptions, and technical assessments as compared to using age to determine condition ratings.

## 3.2 Road Network

### 3.2.1 Inventory

The Town of Goderich's Road Network consists of five categories: roads, sidewalks, streetlights, traffic signals, and pedestrian crossovers. A detailed breakdown of each category can be found in Table 3. The Town of Goderich owns and maintains approximately 76 center lane kilometers of roadway (excluding rural legally open assets), of which approximately 94% is considered urban roadways (i.e., connecting link, urban collector, semi-urban, urban local high class and low class) and 6% is considered rural roadways (i.e., low class bituminous and rural gravel). Figure 4 shows the percentage breakdown of all road and sidewalk categories found within the Town of Goderich. Please note that these quantities do not yet reflect the assets being disposed

and/or replaced as part of the 2025 Suncoast Drive Road Reconstruction Project and Rebuilding Downtown Infrastructure Project.

## ROAD NETWORK INVENTORY

| Asset Class | Asset Category | Quantity |
|---|---|---|
| Road Network | Roads: Connecting Link | 4.86 km |
| | Roads: Urban Collector | 3.66 km |
| | Roads: Semi-Urban | 2.07 km |
| | Roads: Urban Local H.C. | 58.00 km |
| | Roads: Urban Local L.C. | 3.16 km |
| | Roads: L.C. Bituminous | 4.00 km |
| | Roads: Rural Gravel | 0.48 km |
| | Roads: Rural Legally Open | 2.63 km |
| | Sidewalks: Concrete | 64.52 km |
| | Sidewalks: Asphalt | 1.03 km |
| | Sidewalks: Paving Stone | 1.51 km |
| | Sidewalks: Wood | 1.75 km |
| | Streetlights | 1,481 units |
| | Traffic Signals | 33 units |
| | Pedestrian Crossovers | 2 units |

**Table 3**. Fifteen (15) asset categories that encompass the Road Network inventory with quantity displayed in center lane kilometers or units.

## ROAD AND SIDEWALK PERCENT DISTRIBUTION

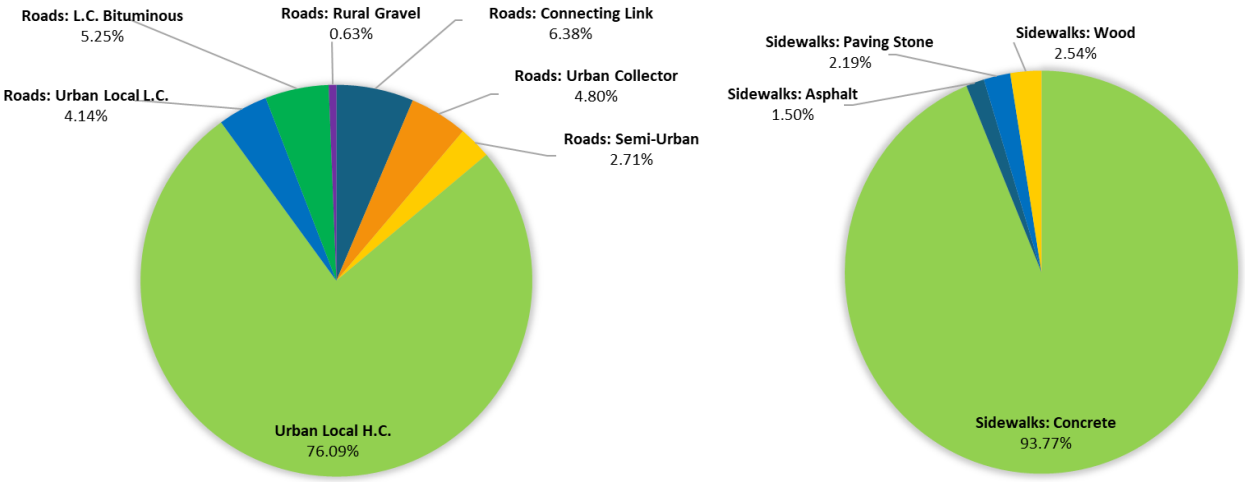



**Figure 4**. The road distribution within the Town of Goderich consists of connecting link (6.38%), urban collector (4.80%), semi-urban (2.71%), urban local high-class (76.09%), urban local low-class (4.14%), low-class bituminous (5.25%) and rural gravel (0.63%) roads. Rural legally open roads have been excluded as these green spaces are land assets with potential planning for roadways in the future. The Town of Goderich sidewalk distribution consists of concrete (93.77%), asphalt (1.50%), paving stone (2.19%), and wood (2.54%) sidewalks.

### 3.2.2 Valuation and Replacement Cost

The road network consists of segments of road divided into land, subgrade, and topcoat assets, with replacement values given for subgrade and topcoat only (land assets are not planned for replacement and non-amortized). Similarly, sidewalks are divided into segments consisting of land assets and concrete, asphalt, paving stone, or wood assets. Table 4 displays the estimated useful life (EUL), average age and approximate replacement cost of all categories within the road network. The Town uses replacement cost projections from B.M. Ross & Associates for road and concrete sidewalk assets, while consumer price inflation (CPI) tables are used as the replacement cost method for the remaining sidewalks assets, streetlighting, traffic signals, and pedestrian crossovers. Total replacement cost of the road network is approximately $187,002,839 (Figure 5). Please note that these replacement costs do not yet reflect the assets being disposed and/or replaced as part of the 2025 Suncoast Drive Road Reconstruction Project and Downtown Rebuilding Infrastructure Project.

#### ROAD NETWORK ESTIMATED USEFUL LIFE AND REPLACEMENT COST

| Asset Category | EUL (Yrs.) | Avg Age (Yrs.) | Replacement Cost Method | Replacement Cost | Percent Distribution |
|---|---|---|---|---|---|
| Roads: Connecting Link | 30 | 21 | Cost/Unit | $11,907,000 | 6.36% |
| Roads: Urban Collector | 30 | 35 | Cost/Unit | $9,127,925 | 4.88% |
| Roads: Semi-Urban | 30 | 41 | Cost/Unit | $5,059,250 | 2.71% |
| Roads: Urban Local H.C. | 30 | 31 | Cost/Unit | $137,112,038 | 73.32% |
| Roads: Urban Local L.C. | 15 | 30 | Cost/Unit | $7,023,600 | 3.76% |
| Roads: L.C. Bituminous | 15 | 26 | Cost/Unit | $820,000 | 0.44% |
| Roads: Rural Gravel | 100 | 133 | Cost/Unit | $1,077,600 | 0.58% |
| Sidewalks: Concrete | 50 | 47 | Cost/Unit | $9,049,771 | 4.84% |
| Sidewalks: Asphalt | 30 | 21 | CPI Tables | $173,753 | 0.09% |
| Sidewalks: Paving Stone | 50 | 34 | CPI Tables | $527,847 | 0.28% |
| Sidewalks: Wood | 25 | 11 | CPI Tables | $1,944,399 | 1.04% |
| Streetlights | 30 | 10 | CPI Tables | $2,285,582 | 1.22% |
| Traffic Signals | 25 | 16 | CPI Tables | $790,685 | 0.43% |
| Pedestrian Crossovers | 50 | 1 | CPI Tables | $103,389 | 0.06% |
| **TOTAL** | | | | **$187,002,839** | **100%** |

**Table 4**. Complete road network inventory with estimated useful life (EUL) in years, average age in years, estimated replacement cost, percent distribution and method used to obtain replacement cost.

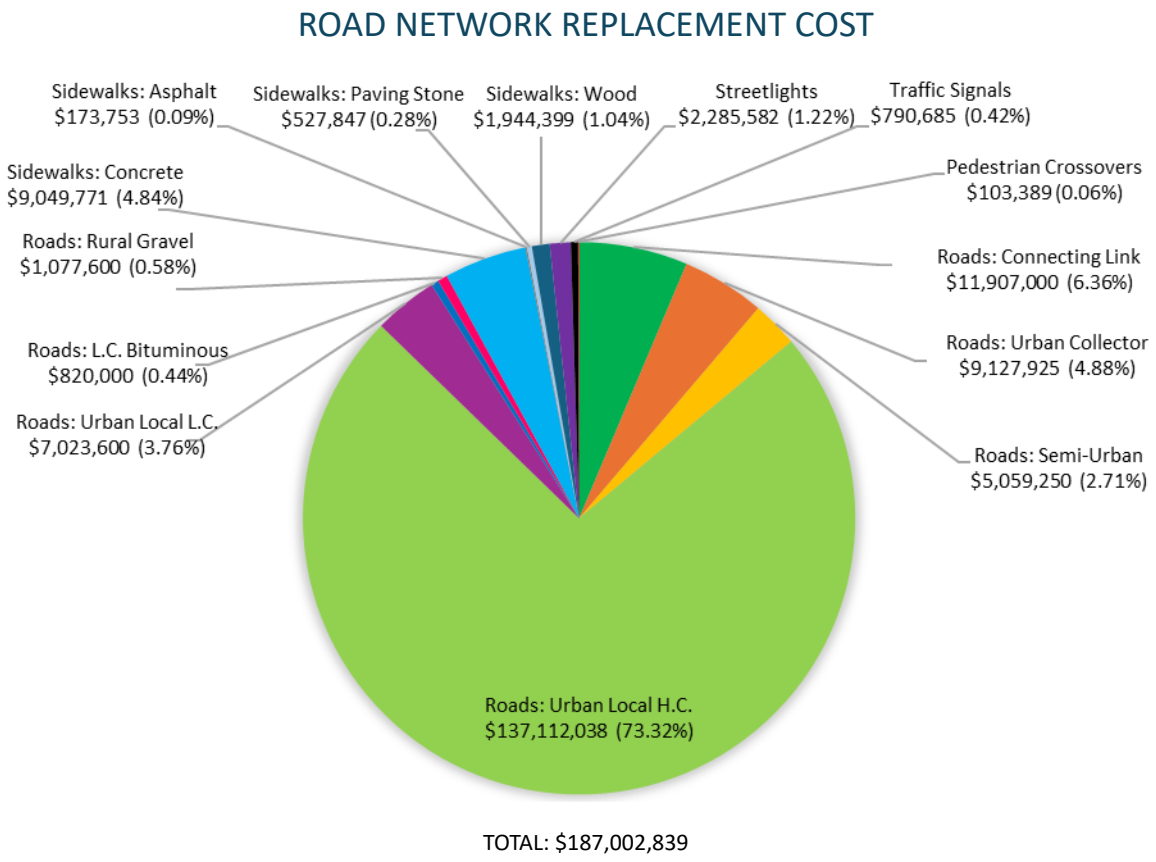



**Figure 5**. Estimated replacement cost broken down by asset category within the road network. Total replacement value of all road network assets is valued at approximately $187,002,839.

### 3.2.3 Condition

The Town of Goderich completed a road and sidewalk network condition assessment in 2020, with condition data represented in Figure 6. The Town of Goderich is currently undergoing a condition assessment of the road and sidewalk network. The results from the 2025 road and sidewalk condition assessment will be incorporated into the next version of the Town's Asset Management Plan. To keep the Town's assessed condition data accurate, the Town of Goderich aims to complete condition studies for its road and sidewalk networks on an ongoing basis, with public works completing road patrols every week for Class 3 roads, and biweekly for Class 4, 5 and 6 roads, as per minimum maintenance standards. Furthermore, annual sidewalk inspections and streetlight inspections are completed once every year by public works staff, as per minimum maintenance standards. Table 5 shows each asset category within the road network, how condition has been determined and the average condition pertaining to each category.

## ROAD NETWORK AVERAGE CONDITION

| Asset Class | Asset Category | Condition Type | Average Condition |
|---|---|---|---|
| Road Network | Roads: Connecting Link | Assessed | 68 - Good |
| | Roads: Urban Collector | Assessed | 51 - Fair |
| | Roads: Semi-Urban | Assessed | 25 - Poor |
| | Roads: Urban Local H.C. | Assessed | 56 - Fair |
| | Roads: Urban Local L.C. | Assessed | 19 - Very Poor |
| | Roads: L.C. Bituminous | Assessed | 45 - Fair |
| | Roads: Rural Gravel | Assessed | 31 - Poor |
| | Sidewalks: Concrete | Assessed | 77 - Good |
| | Sidewalks: Asphalt | Assessed | 72 - Good |
| | Sidewalks: Paving Stone | Assessed | 71 - Good |
| | Sidewalks: Wood | Age-Based | 80 - Very Good |
| | Streetlights | Age-Based | 60 - Good |
| | Traffic Signals | Age-Based | 38 - Poor |
| | Pedestrian Crossovers | Age-Based | 98 - Very Good |

**Table 5**. Average condition of each road asset category within the road network. The assessed condition for the roads and sidewalks is using the pavement condition index (PCI) data from the condition assessment completed in 2016, while the condition of the Town's wood staircases, streetlights and traffic signals use an age-based condition metric. Updated condition data for the roads and sidewalks was collected during the summer of 2025, which will be incorporated in the next version of the Town's Asset Management Plan.

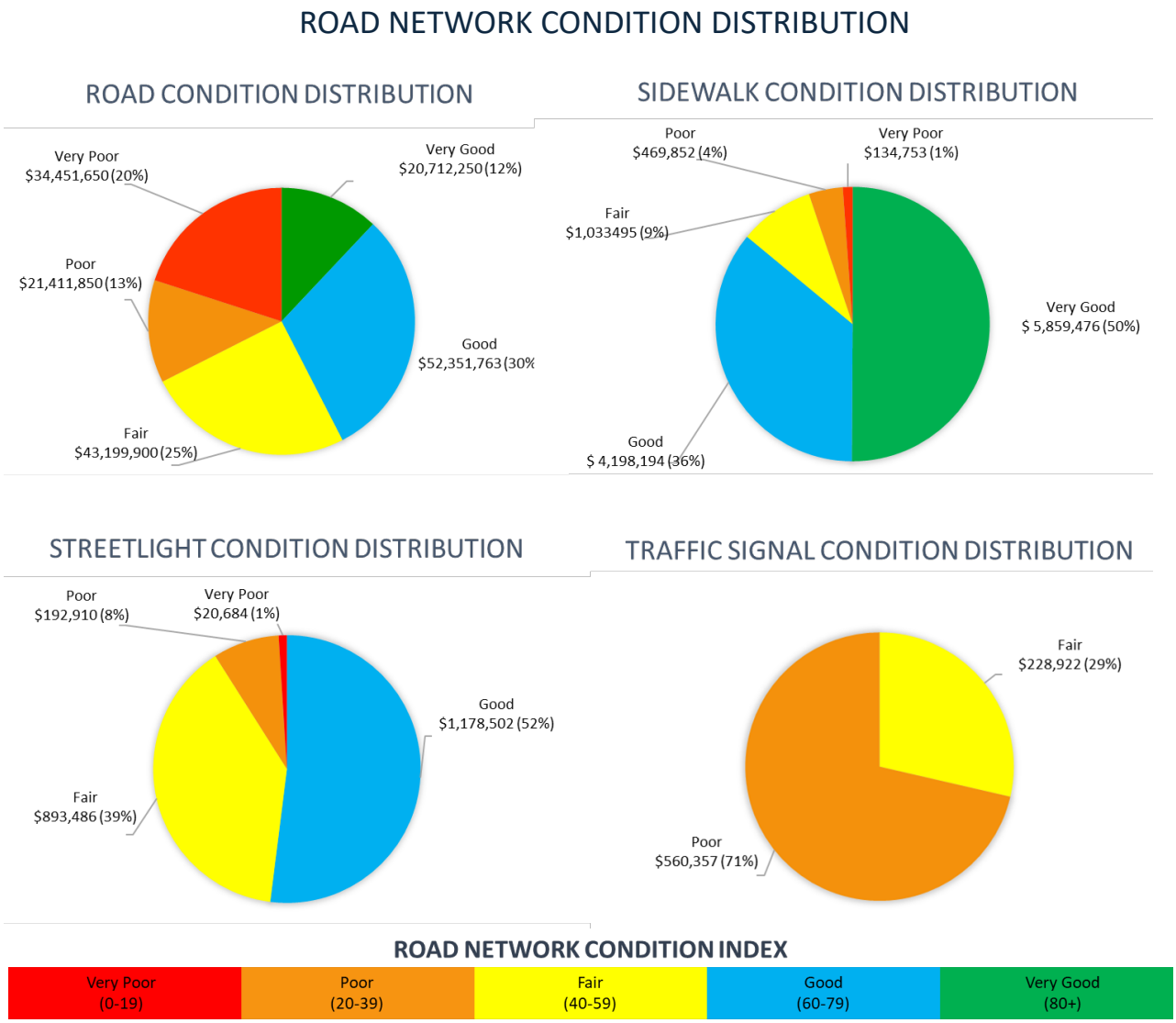



**Figure 6**. Road condition is measured by the pavement condition index (PCI). Approximately 42% of municipally owned roads have a PCI of 60 or greater (good to very good condition). Approximately 33% of roads have a PCI of 39 or below (poor to very poor condition). Sidewalk condition is measured by the sidewalk condition index (SCI). Approximately 86% of sidewalks have a SCI of 60 or greater (good to very good condition). The majority of the Town's streetlights have a condition rating between 60 and 79 (good condition), while approximately 70% of the traffic signals have a condition rating between 20 and 39 (poor condition). It should be noted that the condition data obtained for the streetlight and traffic signal asset categories is based on asset age. Pedestrian crosswalks have not been included in the above condition graphs as both assets were constructed in 2024 and are in very good condition.

## 3.3 Water Network

### 3.3.1 Inventory

The Town of Goderich water network consists of four main categories: watermains, fire hydrants, booster pumping station (BPS) and water treatment plant (WTP). A detailed breakdown of each category can be found in Table 6. The Town of Goderich owns approximately 70 km of watermains,

of which approximately 42% are PVC, 35% are ductile iron, 22% are cast iron and less than 1% are steel material. The Town of Goderich contracts water treatment and distribution to an Operating Authority, who maintain the Town's water treatment plant, booster pumping station, water tower, watermains and fire hydrant assets.

WATER NETWORK INVENTORY

| Asset Class | Asset Category | Quantity |
|---|---|---|
| Water Network | Watermains: PVC | 29.52 km |
| | Watermains: Steel | 0.17 km |
| | Watermains: Ductile Iron | 24.70 km |
| | Watermains: Cast Iron | 15.35 km |
| | Fire Hydrants | 282 units |
| | Water Treatment Plant: Building Components | 18 units |
| | Water Treatment Plant: Concrete Tankage | 8 units |
| | Water Treatment Plant: Mechanical Equipment | 25 units |
| | Water Treatment Plant: Pumps and Motors | 21 units |
| | Water Treatment Plant: Electrical Power | 9 units |
| | Water Treatment Plant: Electrical Controls | 12 units |
| | Water Treatment Plant: Sitework | 3 units |
| | Booster Pumping Station: Building Components | 4 units |
| | Booster Pumping Station: Concrete Tankage | 7 units |
| | Booster Pumping Station: Mechanical Equipment | 2 units |
| | Booster Pumping Station: Pumps and Motors | 7 units |
| | Booster Pumping Station: Electrical Power | 2 units |
| | Booster Pumping Station: Electrical Controls | 2 units |
| | Booster Pumping Station: Sitework | 2 units |

**Table 6**. Nineteen (19) asset categories that comprise the water network inventory with quantity displayed in kilometers or units.

### 3.3.2 Valuation and Replacement Cost

The Town of Goderich Water Network consists of the water treatment plant (WTP) and its components (which includes the water tower), the booster pumping station (BPS) and its components, as well as segments of watermains that form the drinking water distribution system. The Town obtains replacement cost data from B.M. Ross & Associates for watermain assets (based on pipe diameter), while CPI tables are used as the replacement cost method for the water treatment plant, water tower and booster pumping station components, as well as the fire hydrants. Table 7 displays the estimated useful life (EUL), average age and approximate replacement cost of all categories within the water network. Total replacement cost of the Town of Goderich Water Network is approximately $175,796,932 (Figure 7).

## WATER NETWORK ESTIMATED USEFUL LIFE AND REPLACEMENT COST

| Asset Category | EUL (Yrs.) | Avg Age (Yrs.) | Replacement Cost Method | Replacement Cost | Percent Distribution |
|---|---|---|---|---|---|
| Watermains: PVC | 100 | 20 | Cost/Unit | $60,734,507 | 34.55% |
| Watermains: Steel | 100 | 45 | Cost/Unit | $560,521 | 0.32% |
| Watermains: Ductile Iron | 100 | 41 | Cost/Unit | $53,866,196 | 30.64% |
| Watermains: Cast Iron | 100 | 73 | Cost/Unit | $34,004,069 | 19.34% |
| Fire Hydrants | 50 | 30 | CPI Tables | $1,744,264 | 0.99% |
| WTP: Building Components | 100 | 53 | CPI Tables | $3,793,409 | 2.16% |
| WTP: Concrete Tankage | 100 | 52 | CPI Tables | $4,457,429 | 2.54% |
| WTP: Mechanical Equipment | 100 | 32 | CPI Tables | $3,803,477 | 2.16% |
| WTP: Pumps and Motors | 25 | 42 | CPI Tables | $708,814 | 0.40% |
| WTP: Electrical Power | 60 | 52 | CPI Tables | $2,307,523 | 1.31% |
| WTP: Electrical Controls | 25 | 44 | CPI Tables | $2,592,052 | 1.47% |
| WTP: Sitework | 100 | 41 | CPI Tables | $4,406,598 | 2.51% |
| BPS: Building Components | 100 | 39 | CPI Tables | $904,678 | 0.51% |
| BPS: Concrete Tankage | 100 | 18 | CPI Tables | $760,410 | 0.43% |
| BPS: Mechanical Equipment | 100 | 27 | CPI Tables | $222,933 | 0.13% |
| BPS: Pumps and Motors | 25 | 24 | CPI Tables | $241,277 | 0.14% |
| BPS: Electrical Power | 60 | 27 | CPI Tables | $208,264 | 0.12% |
| BPS: Electrical Controls | 25 | 27 | CPI Tables | $117,909 | 0.07% |
| BPS: Sitework | 100 | 27 | CPI Tables | $362,602 | 0.21% |
| **TOTAL** | | | | **$175,796,932** | **100%** |

**Table 7.** Complete water network inventory with estimated useful life (EUL) in years, average age in years, estimated replacement cost, percent distribution and method used to obtain replacement cost.

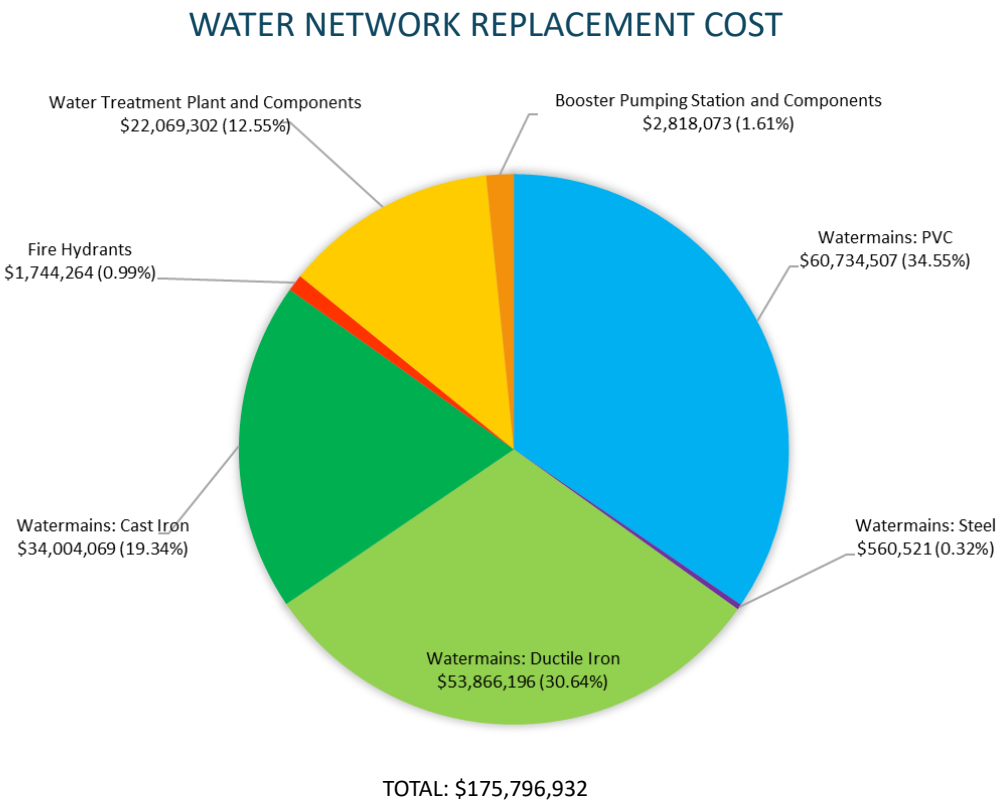



**Figure 7**. Estimated replacement cost broken down by asset category within the water network. Components of the water treatment plant and booster pumping station have been combined for easier visualization. Total replacement value of all Town of Goderich Water Network is valued at approximately $175,796,932.

### 3.3.3 Condition

The water treatment plant and booster pumping station were assessed for performance in 2019 by B.M. Ross & Associates (Figure 8). To keep the Town's assessed condition data accurate, the Town of Goderich aims to complete condition studies for its water treatment plant and booster pumping station on an ongoing basis. All watermain assets follow an age-based condition rating (Figure 8). Table 8 shows each asset category within the water network, the condition assessment method, and the average performance rating pertaining to each category.

## WATER NETWORK AVERAGE CONDITION

| Asset Class | Asset Category | Condition Type | Average Condition |
|---|---|---|---|
| Water Network | Watermains: PVC | Age-Based | 80 - Very Good |
| | Watermains: Steel | Age-Based | 36 - Poor |
| | Watermains: Ductile Iron | Age-Based | 58 - Fair |
| | Watermains: Cast Iron | Age-Based | 32 - Poor |
| | Fire Hydrants | Age-Based | 46 - Fair |
| | WTP: Building Components | Assessed | 54 - Fair |
| | WTP: Concrete Tankage | Assessed | 63 - Good |
| | WTP: Mechanical Equipment | Assessed | 47 - Fair |
| | WTP: Pumps and Motors | Assessed | 39 - Poor |
| | WTP: Electrical Power | Assessed | 51 - Fair |
| | WTP: Electrical Controls | Assessed | 45 - Fair |
| | WTP: Sitework | Assessed | 48 - Fair |
| | BPS: Building Components | Assessed | 74 - Good |
| | BPS: Concrete Tankage | Assessed | 74 - Good |
| | BPS: Mechanical Equipment | Assessed | 54 - Fair |
| | BPS: Pumps and Motors | Assessed | 43 - Fair |
| | BPS: Electrical Power | Assessed | 50 - Fair |
| | BPS: Electrical Controls | Assessed | 36 - Poor |
| | BPS: Sitework | Assessed | 63 - Good |

**Table 8**. Average condition of each asset category within the water network. The condition of the Town's water treatment plant and booster pumping station were assessed in 2019, while the condition of the Town's watermains and fire hydrants use an age-based condition metric.

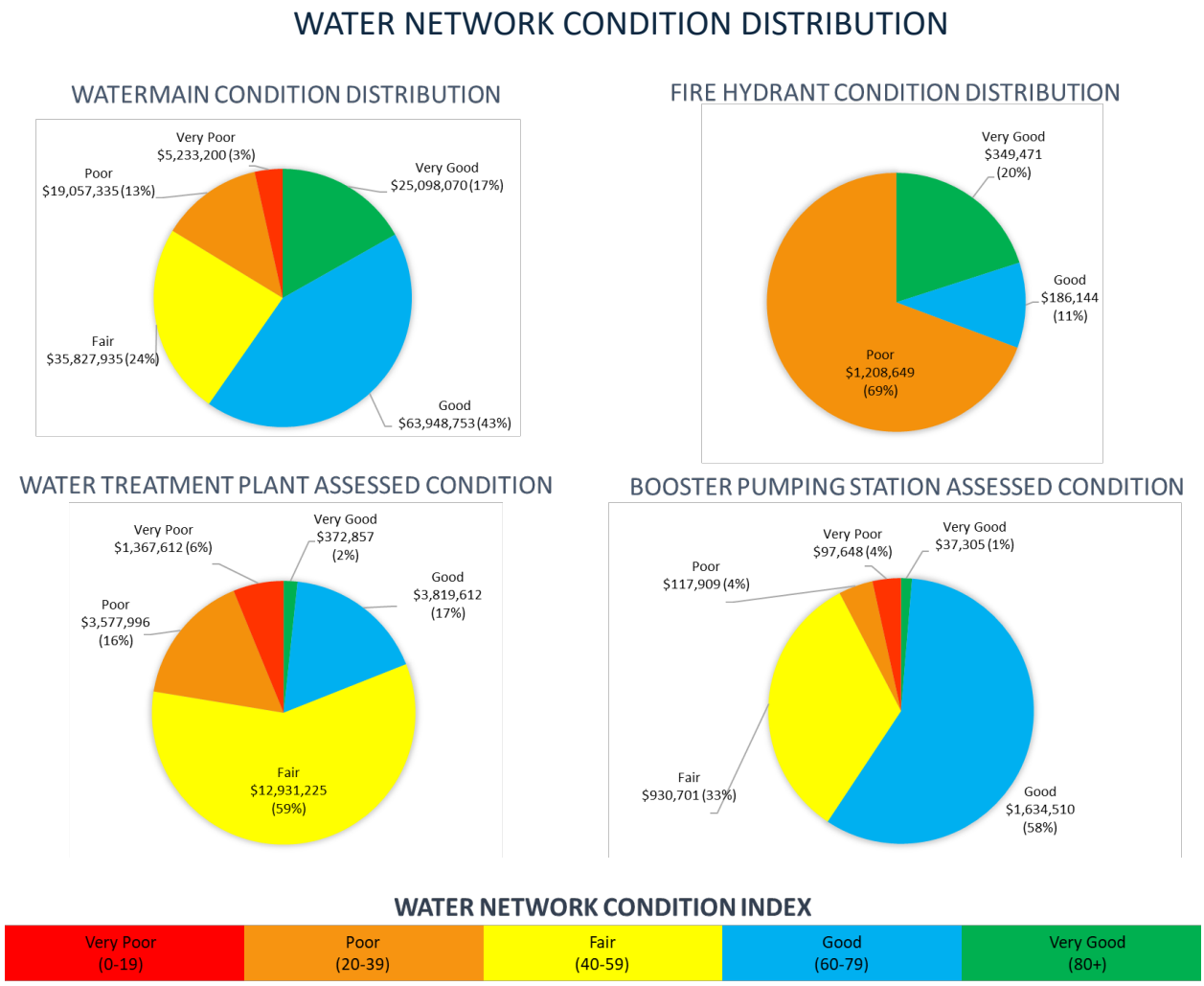



**Figure 8**. Approximately 60% of watermain assets have a condition rating of 60 or greater (good to very good condition), while approximately 69% of the municipal fire hydrants have a condition rating between 20 and 39 (poor condition). The condition of the water treatment plant indicates approximately 59% of its components are in fair condition, while 59% of the booster pumping station components have a performance rating of 60 or greater (good to very good condition). It should be noted that the condition rating for both the watermains and fire hydrants is based on asset age.

## 3.4 Sanitary Network

### 3.4.1 Inventory

The Town of Goderich sanitary network consists of three main categories: sanitary sewer mains, six sewage pumping stations and a pollution control plant. A detailed breakdown of each category can be found in Table 9. The Town of Goderich owns approximately 59 km of sanitary sewer mains, of which approximately 43% are vitrified clay, 33% are PVC, 15% are asbestos cement, 9% are concrete and less than 1% are ductile iron sewer mains. The Town of Goderich contracts wastewater collection and treatment to its Operating Authority, who maintain the Town's wastewater treatment plant and sewage pumping stations, while the Town's operations staff maintain all sanitary sewer mains.

## SANITARY NETWORK INVENTORY

| Asset Class | Asset Category | Quantity |
|---|---|---|
| Sanitary Network | Sanitary Sewer: PVC | 19.32 km |
| | Sanitary Sewer: Concrete | 5.62 km |
| | Sanitary Sewer: Vitrified Clay | 25.38 km |
| | Sanitary Sewer: Ductile Iron | 0.21 km |
| | Sanitary Sewer: Asbestos Cement | 8.87 km |
| | Sanitary Sewer: Manhole Liners | 2 units |
| | Pollution Control Plant: Building Components | 16 units |
| | Pollution Control Plant: Concrete Tankage | 16 units |
| | Pollution Control Plant: Mechanical Equipment | 27 units |
| | Pollution Control Plant: Pumps and Motors | 33 units |
| | Pollution Control Plant: Electrical Power | 23 units |
| | Pollution Control Plant: Electrical Controls | 25 units |
| | Pollution Control Plant: Sitework | 25 units |
| | Sewage Pumping Stations: Concrete Tankage | 7 units |
| | Sewage Pumping Stations: Mechanical Equipment | 7 units |
| | Sewage Pumping Stations: Pumps and Motors | 7 units |
| | Sewage Pumping Stations: Electrical Power | 7 units |
| | Sewage Pumping Stations: Electrical Controls | 7 units |
| | Sewage Pumping Stations: Sitework | 7 units |

**Table 9**. Nineteen asset categories that comprise the sanitary network inventory with quantity displayed in kilometers or units.

### 3.4.2 Valuation and Replacement Cost

The Town of Goderich Sanitary Network consists of the wastewater treatment plant (WWTP) and its components, six sewage pumping stations (SPS) and their components, as well as segments of sanitary sewer mains that form the wastewater collection system. The Town obtains replacement cost data from B.M. Ross & Associates for sanitary sewer assets (based on pipe diameter), while CPI tables are used as the replacement cost method for the wastewater treatment plant and sewage pumping station components. Table 10 displays the estimated useful life (EUL), average age and approximate replacement cost of all categories within the sanitary network. Total replacement cost of the Town of Goderich Sanitary Network is approximately $148,700,601 (Figure 9).

## SANITARY NETWORK ESTIMATED USEFUL LIFE AND REPLACEMENT COST

| Asset Category | EUL (Yrs.) | Avg Age (Yrs.) | Replacement Cost Method | Replacement Cost | Percent Distribution |
|---|---|---|---|---|---|
| Sanitary Sewer: PVC | 100 | 17 | Cost/Unit | $39,738,891 | 26.72% |
| Sanitary Sewer: Concrete | 100 | 69 | Cost/Unit | $13,338,269 | 8.97% |
| Sanitary Sewer: Vitrified Clay | 100 | 115 | Cost/Unit | $55,793,353 | 37.52% |
| Sanitary Sewer: Ductile Iron | 100 | 47 | Cost/Unit | $425,952 | 0.29% |
| Sanitary Sewer: Asbestos Cement | 100 | 49 | Cost/Unit | $18,067,614 | 12.15% |
| Sanitary Sewer: Manhole Liners | 80 | 1 | CPI Tables | $43,912 | 0.03% |
| WWTP: Building Components | 100 | 38 | CPI Tables | $1,998,612 | 1.34% |
| WWTP: Concrete Tankage | 100 | 40 | CPI Tables | $7,854,674 | 5.28% |
| WWTP: Mechanical Equipment | 100 | 37 | CPI Tables | $3,581,316 | 2.41% |
| WWTP: Pumps and Motors | 25 | 33 | CPI Tables | $632,108 | 0.43% |
| WWTP: Electrical Power | 60 | 42 | CPI Tables | $1,327,542 | 0.89% |
| WWTP: Electrical Controls | 25 | 39 | CPI Tables | $753,439 | 0.51% |
| WWTP: Sitework | 100 | 39 | CPI Tables | $3,072,825 | 2.07% |
| SPS: Concrete Tankage | 100 | 24 | CPI Tables | $441,781 | 0.30% |
| SPS: Mechanical Equipment | 100 | 19 | CPI Tables | $207,774 | 0.14% |
| SPS: Pumps and Motors | 25 | 24 | CPI Tables | $405,209 | 0.27% |
| SPS: Electrical Power | 60 | 24 | CPI Tables | $399,094 | 0.27% |
| SPS: Electrical Controls | 25 | 19 | CPI Tables | $155,470 | 0.10% |
| SPS: Sitework | 100 | 24 | CPI Tables | $462,766 | 0.31% |
| **TOTAL:** | | | | **$148,700,601** | **100%** |

**Table 10**. Complete sanitary network inventory with estimated useful life (EUL) in years, average age, estimated replacement cost, percent distribution and method used to calculate replacement cost.

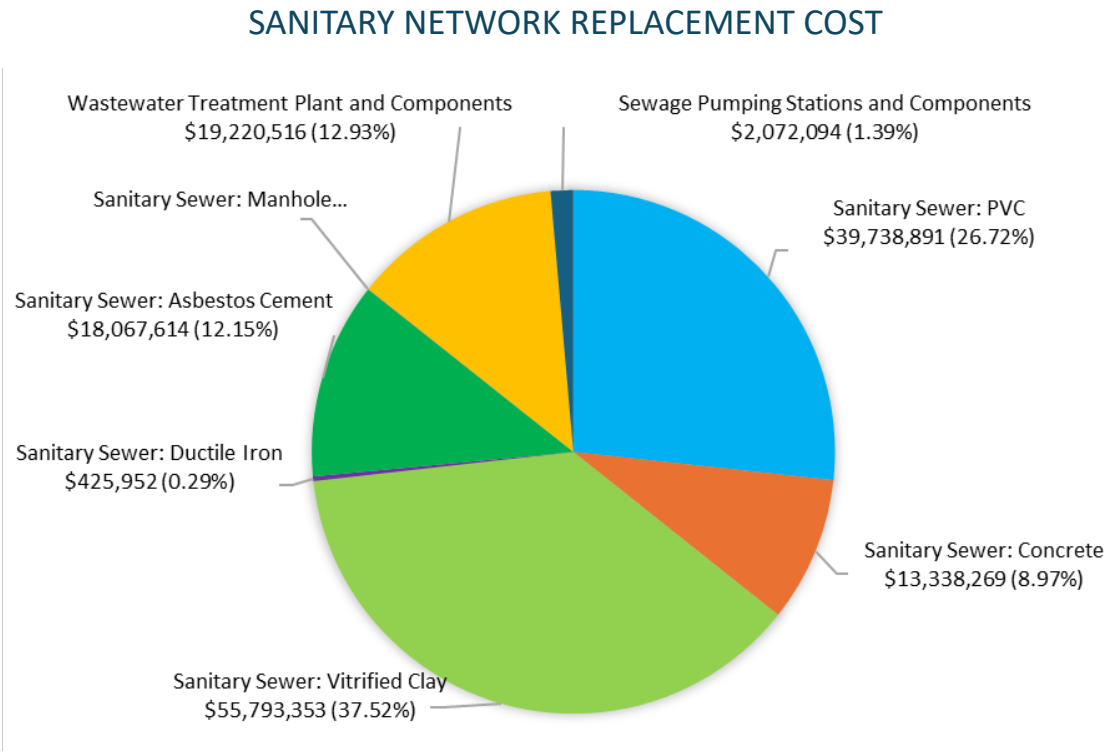



**Figure 9**. Estimated replacement cost broken down by asset category within the sanitary network. Components of the wastewater treatment plant and sewage pumping stations have been combined for easier visualization. Total replacement value of all Town of Goderich Sanitary Network is valued at approximately $148,700,601.

### 3.4.3 Condition

The wastewater treatment plant and sewage pumping stations were assessed for performance in 2020 by B. M. Ross & Associates (Figure 10). To keep the Town's assessed condition data accurate, the Town of Goderich aims to complete condition studies for its wastewater treatment plant and sewage pumping stations on an ongoing basis.

The municipality has been budgeting for a portion of its sanitary sewer mains to be assessed over the past eight (8) years. To date, assessed condition has been obtained for approximately 78% of the Town's sanitary sewer mains (Figure 10). The municipality will continue budgeting for sanitary sewer condition assessments on an annual basis to complete the entire network. Table 11 shows each asset category within the sanitary network, the condition assessment method and the average performance rating pertaining to each category.

## SANITARY NETWORK AVERAGE CONDITION

| Asset Class | Asset Category | Condition Type | Average Condition |
|---|---|---|---|
| Sanitary Network | Sanitary Sewer: PVC | Assessed | 86 - Very Good |
| | Sanitary Sewer: Concrete | Assessed | 77 - Good |
| | Sanitary Sewer: Vitrified Clay | Assessed | 62 - Good |
| | Sanitary Sewer: Ductile Iron | Assessed | 90 - Very Good |
| | Sanitary Sewer: Asbestos Cement | Assessed | 69 - Good |
| | Sanitary Sewer: Manhole Liners | Age-Based | 99 - Very Good |
| | WWTP: Building Components | Assessed | 55 - Fair |
| | WWTP: Concrete Tankage | Assessed | 67 - Good |
| | WWTP: Mechanical Equipment | Assessed | 58 - Fair |
| | WWTP: Pumps and Motors | Assessed | 43 - Fair |
| | WWTP: Electrical Power | Assessed | 66 - Good |
| | WWTP: Electrical Controls | Assessed | 41 - Fair |
| | WWTP: Sitework | Assessed | 69 - Good |
| | SPS: Concrete Tankage | Assessed | 70 - Good |
| | SPS: Mechanical Equipment | Assessed | 81 -Very Good |
| | SPS: Pumps and Motors | Assessed | 54 - Fair |
| | SPS: Electrical Power | Assessed | 71 - Good |
| | SPS: Electrical Controls | Assessed | 70 - Good |
| | SPS: Sitework | Assessed | 62 - Good |

**Table 11**. Average condition of each sanitary asset category within the sanitary network. The condition of the Town's wastewater treatment plant and sewage pumping stations were assessed in 2020, while the condition of the Town's sanitary sewers have been assessed on an on-going basis over the past eight (8) years.

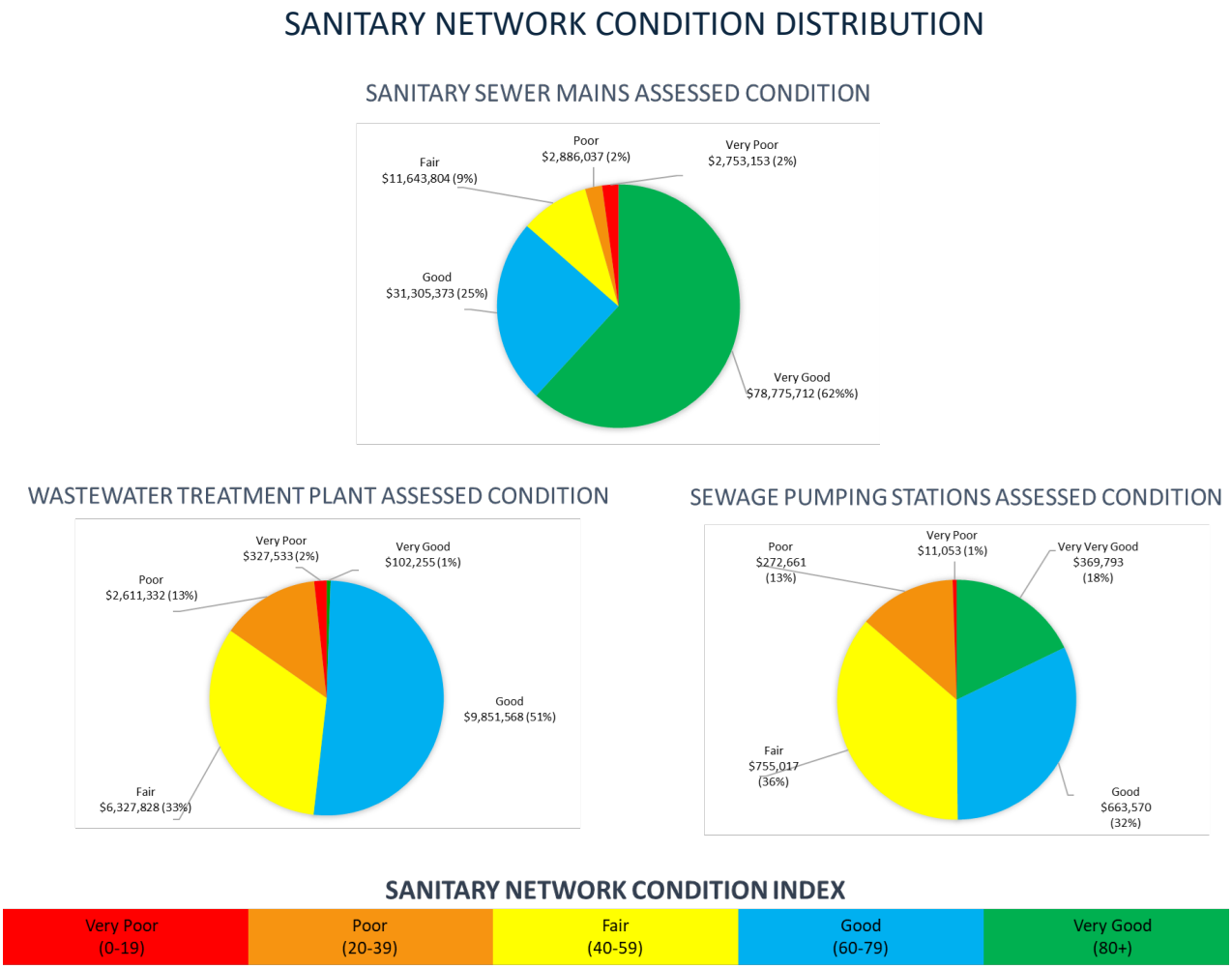



**Figure 10**. Approximately 87% of the sanitary sewer assets have a NASSCO condition rating of 2.99 or less (good to very good condition), with approximately 4% of the sanitary sewer mains falling within the poor to very poor category. The condition data for the wastewater treatment plant indicate 52% of its components have a condition rating of 60 or greater (good to very good condition). Approximately 36% of the sewage pumping station components have a fair condition rating, with approximately 50% of sewage pumping station components falling in the very good to good condition rating.

## 3.5 Storm Network

### 3.5.1 Inventory

The Town of Goderich storm network consists of six types of storm sewers: PVC, concrete, clay, steel, asbestos cement, and open ditch. A detailed breakdown of each category can be found in Table 12. The Town of Goderich owns approximately 52 km of storm sewers, of which approximately 78% are concrete, 17.5% are PVC, 4% are steel, and the combination of clay, asbestos cement and open ditch make up the remaining 0.5%. Town operations staff maintain all storm sewer assets.

## STORM NETWORK INVENTORY

| Asset Class | Asset Category | Quantity |
|---|---|---|
| Storm Network | Storm Sewer: PVC | 9.16 km |
| | Storm Sewer: Concrete | 40.73 km |
| | Storm Sewer: Clay | 0.023 km |
| | Storm Sewer: Steel | 2.23 km |
| | Storm Sewer: Asbestos Cement | 0.006 km |
| | Storm Sewer: Open Ditch | 0.20 km |

**Table 12**. Six types of storm sewers that encompass the storm sewer network with quantity displayed in kilometers.

### 3.5.2 Valuation and Replacement Cost

The Town of Goderich Storm Sewer Network consists of six types of storm sewer mains, where replacement cost data is obtained from B.M. Ross & Associates based on pipe diameter. Table 13 displays the estimated useful life (EUL), average age and approximate replacement cost of all categories within the storm sewer network. Total replacement cost of the Town of Goderich Storm Sewer Network is approximately $86,206,059 (Figure 11).

## STORM NETWORK ESTIMATED USEFUL LIFE AND REPLACEMENT COST

| Asset Category | EUL (Yrs.) | Avg Age (Yrs.) | Replacement Cost Method | Replacement Cost | Percent Distribution |
|---|---|---|---|---|---|
| Storm Sewer: PVC | 100 | 13 | Cost/Unit | $13,294,663 | 15.42% |
| Storm Sewer: Concrete | 100 | 43 | Cost/Unit | $67,461,637 | 78.26% |
| Storm Sewer: Clay | 100 | 42 | Cost/Unit | $32,315 | 0.04% |
| Storm Sewer: Steel | 100 | 48 | Cost/Unit | $5,304,785 | 6.15% |
| Storm Sewer: Asbestos Cement | 100 | 57 | Cost/Unit | $8,430 | 0.01% |
| Storm Sewer: Open Ditch | 100 | 46 | Cost/Unit | $104,229 | 0.12% |
| **TOTAL:** | | | | **$86,206,059** | **100%** |

**Table 13**. Complete storm sewer network inventory with estimated useful life (EUL) in years, average age, estimated replacement cost, percent distribution and method used to obtain replacement cost.

## STORM NETWORK REPLACEMENT COST

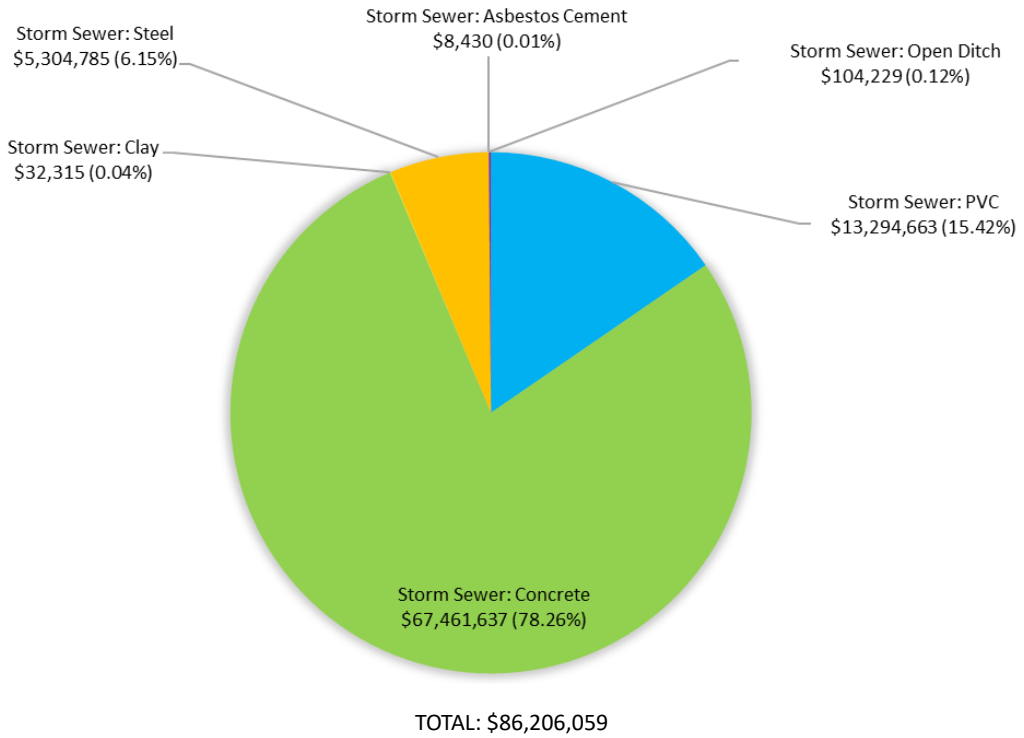



**Figure 11**. Estimated replacement cost broken down by asset category within the storm sewer network. Total replacement value is approximately $86,206,059.

### 3.5.3 Condition

The municipality's condition data for its storm sewer assets is based on asset age (Figure 12). However, the Town plans to begin scheduling condition assessments for the storm sewer network in conjunction with sanitary sewer condition assessments on an annual basis. Table 14 shows each asset category within the storm network, the condition assessment method, and the average performance rating pertaining to each category.

## STORM NETWORK AVERAGE CONDITION

| Asset Class | Asset Category | Condition Type | Average Condition |
|---|---|---|---|
| Storm Network | Storm Sewer: PVC | Age-Based | 84 - Very Good |
| | Storm Sewer: Concrete | Age-Based | 56 - Fair |
| | Storm Sewer: Clay | Age-Based | 58 - Fair |
| | Storm Sewer: Steel | Age-Based | 45 - Fair |
| | Storm Sewer: Asbestos Cement | Age-Based | 43 - Fair |
| | Storm Sewer: Open Ditch | Age-Based | 45 - Fair |

**Table 14**. Average condition of each storm sewer main category within the storm sewer network.

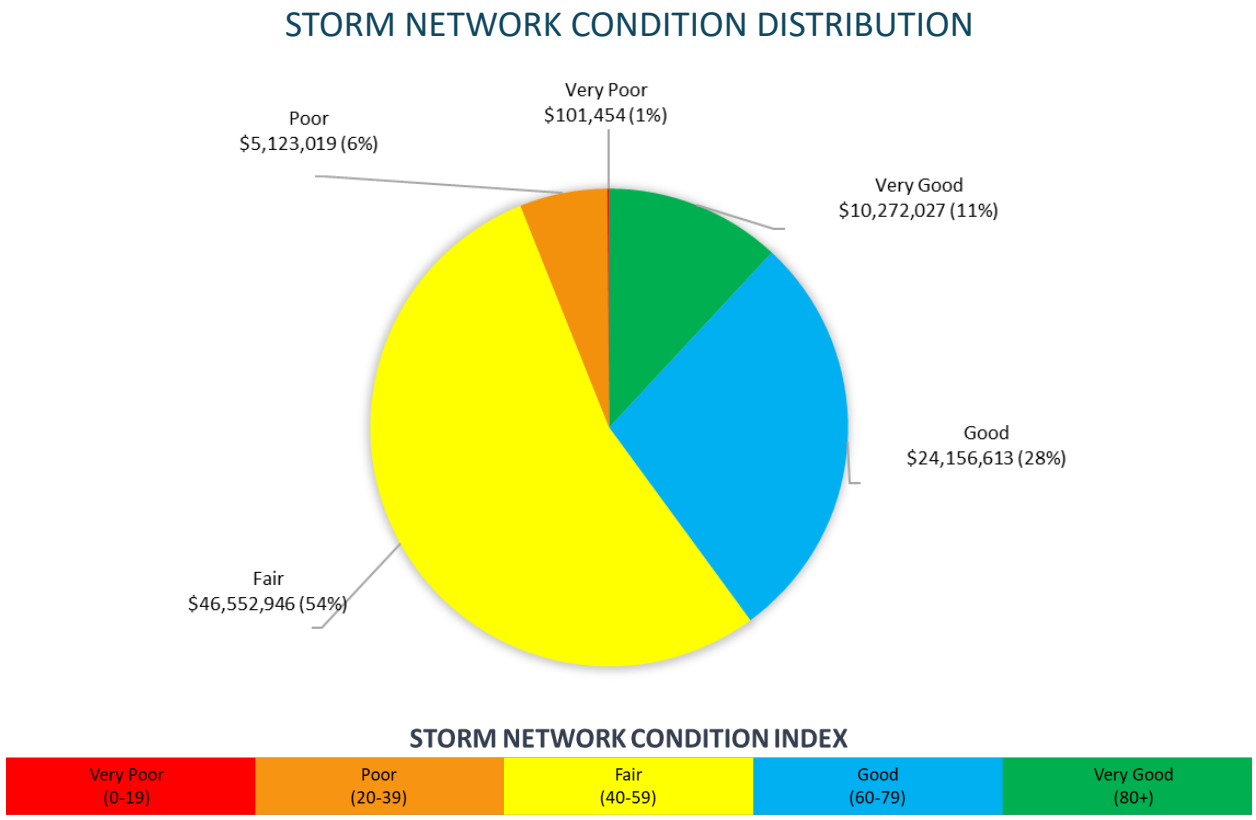



**Figure 12**. Approximately 54% of the storm sewer assets have a performance rating between 40 and 59 (fair condition), indicating most of these storm assets will require attention in the short-term.

## 3.6 Facilities

### 3.6.1 Inventory

The Town of Goderich owns and maintains thirty-four facilities and thirty-two additional structures, including seven buildings associated with the municipal airport, seven buildings/structures associated with the cemetery (three being columbariums), nine pavilions/outdoor washroom facilities, municipal childcare center, fire hall, library, medical center, town hall, two operations buildings, seniors community center, two recreation centers, six commercial/rental properties, nine storage sheds, seven gazebos, eight shade structures, two performance stages and a lighthouse. It should be noted that the fifty-six facilities found within this section excludes all facility data pertaining to the water treatment plant and wastewater treatment plant, as this data analysis has been captured in section 3.3 and section 3.4, respectively. Each facility is further broken down into four categories: structure, roof, mechanical and elevators. Table 15 provides an outline of the Town's facility inventory components.

## FACILITIES INVENTORY

| Asset Class | Asset Category | Quantity |
|---|---|---|
| Facilities | Structure | 66 units |
| | Roof | 56 units |
| | Mechanical | 93 units |
| | Elevators | 5 units |

**Table 15**. Four asset categories that encompass the facilities asset class, with quantity displayed in units. Please note that certain structures (e.g., sheds, gazebos, etc.) do not categorize the roof component as a separate asset.

### 3.6.2 Valuation and Replacement Cost

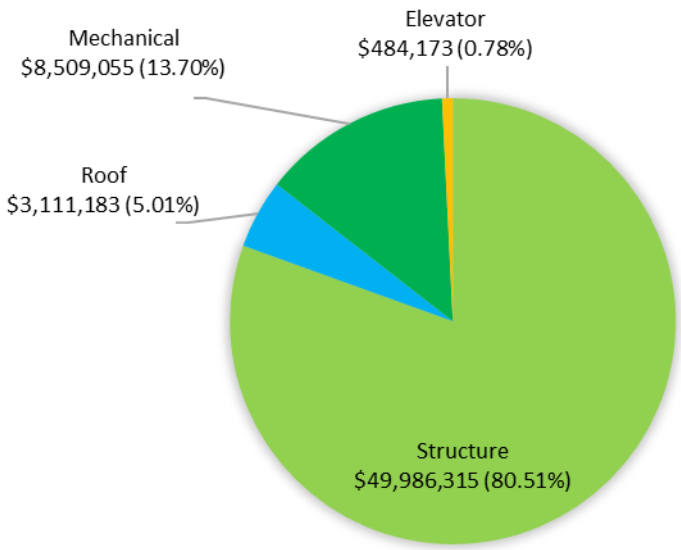
Estimated replacement cost for all town-owned facilities/structures and their components is obtained using CPI tables. Table 16 displays the estimated useful life (EUL), average age and approximate replacement cost of all facility components. Figure 13 shows the percent distribution of estimated replacement cost for all facility components, totaling $62,090,726.

## FACILITIES REPLACEMENT COST BY ASSET COMPONENT

| Asset Category | EUL (Yrs.) | Avg Age (Yrs.) | Replacement Cost Method | Replacement Cost | Percent Distribution |
|---|---|---|---|---|---|
| Structure | 50 - 100 | 29 | CPI Tables | $49,986,315 | 80.51% |
| Roof | 25 | 24 | CPI Tables | $3,111,183 | 5.01% |
| Mechanical | 15 - 30 | 18 | CPI Tables | $8,509,055 | 13.70% |
| Elevators | 25 | 20 | CPI Tables | $484,173 | 0.78% |
| **TOTAL:** | | | | **$62,090,726** | **100%** |

**Table 16**. Four asset categories of the facilities asset class with estimated useful life (EUL) in years, average age, estimated replacement cost, percent distribution and method used to obtain replacement cost.

## FACILITIES REPLACEMENT COST BY ASSET COMPONENT




TOTAL: $62,090,726

**Figure 13**. Estimated replacement cost of all Town-owned facilities and their associated components. Total estimated replacement cost is approximately $62,090,726.

### 3.6.3 Condition

All Town-owned facilities and their components (i.e., roof, mechanical, electrical and plumbing) are undergoing Building Condition Assessments (BCA) which began during the fall of 2025 and will be continuing into 2026. The condition data found in the table and graphs below are the results of the 2017 BCA by B. M. Ross & Associates, which included assessments of the structural and roof components only. The mechanical and elevator components follow an age-based asset condition. Facility network condition data presented by asset component is outlined in Figure 14. To keep the municipality's condition data current, the Town of Goderich aims to complete condition studies for its facilities, including collecting data for all facility components, on an ongoing basis. Table 17 shows facility components, the condition assessment method, and the average performance rating for each building component.

## FACILITIES AVERAGE CONDITION BY ASSET COMPONENT

| Asset Class | Asset Category | Condition Method | Average Condition |
|---|---|---|---|
| Facilities | Structure | Assessed | 72 - Good |
| | Roof | Assessed | 40 - Fair |
| | Mechanical | Age-Based | 28 - Poor |
| | Elevators | Age-Based | 39 - Poor |

**Table 17**. Average condition of the four asset categories within the facilities asset class.

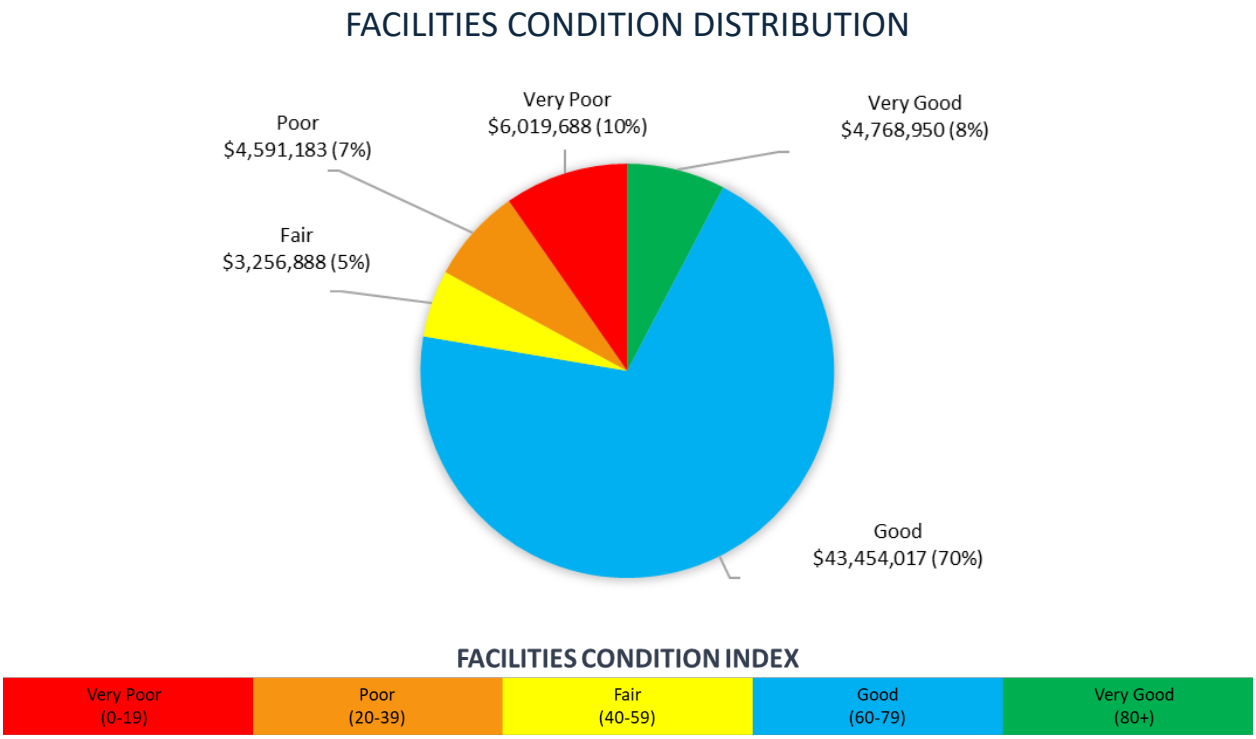



**Figure 14**. Approximately 78% of Town-owned facilities and their components have a condition rating of 60 or above (good to very good). It should be noted that condition for the facilities asset class is comprised of both age-based and assessed condition data.

### 3.6.4 Facility by Service

A different way to present data contained within the facility network is to organize the asset components (i.e., structure, roof, mechanical and elevators) into the various services each facility provides. The below gives further detail into the structures and components contained within certain groups of facility services:

- Cemetery: Office and Equipment Depot, Storage Building, Mausoleum and Chapel, Columbarium and Residence
- Commercial Rental Properties: Lawn Bowling Property, Snug Harbour DFRP Property, Service Club Storage, Huckins Street Property, South Street Property, Huron Road Residential Property
- Goderich Regional Airport: Terminal, Maintenance Garage, Clubhouse and Weather Station, Pumphouse, Hangar #1, Hangar #2 and Hangar #3
- Municipal Park Facilities: Harbour Park, Victoria Park, Lighthouse Park, Courthouse Park, Columbus Park, Dutch Park, Gaol Bank Lookout and Coast Park.
- Operations Facilities: Public Works and Parks Department Garages
- Recreation Facilities: Maitland Recreation Centre, Memorial Community Centre, Bannister Park
- Waterfront Pavilions/Washrooms: Main Beach Hut and Concession, Pavilion #2, Pavilion #3 and Rotary Cove Pavilion.

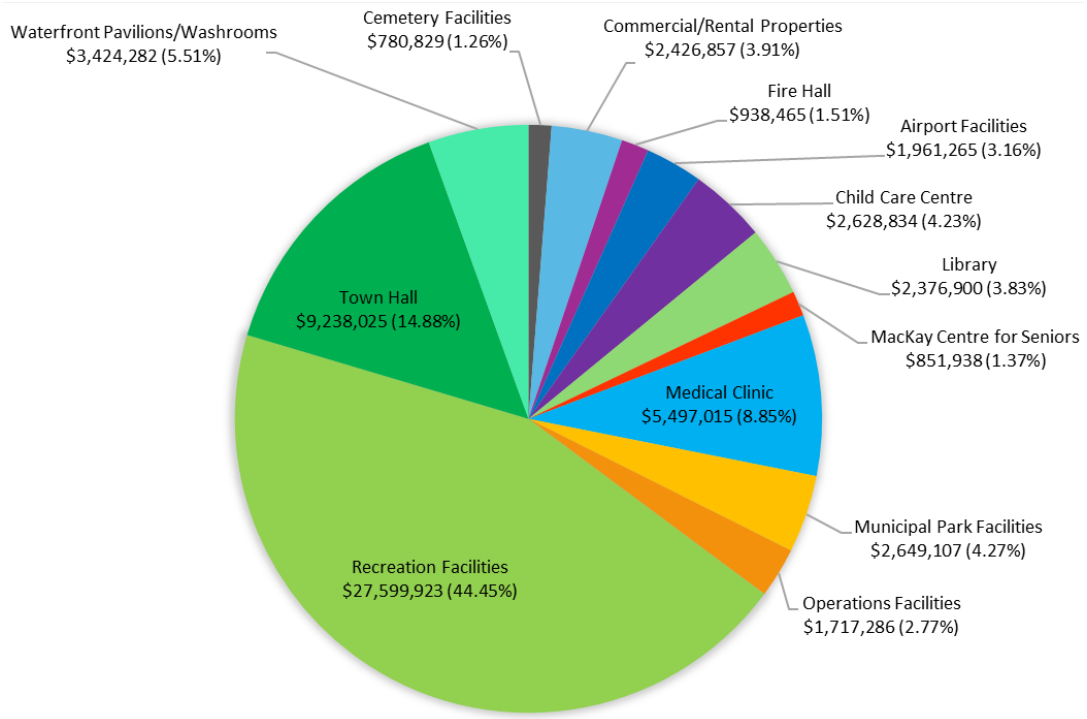
Table 18 displays the average age and approximate replacement cost of facility components organized by facility service. Figure 15 shows the percent distribution of estimated replacement cost for all facility components by facility service. Table 19 displays the average condition by facility service, while Figure 16 shows the distribution of condition for each facility service.

## FACILITIES REPLACEMENT COST BY FACILITY SERVICE

| Facility Service | Avg Age (Yrs.) | Replacement Cost | Percent Distribution |
|---|---|---|---|
| Cemetery Facilities | 59 | $780,829 | 1.26% |
| Commercial/Rental Properties | 18 | $2,426,857 | 3.91% |
| Fire Hall | 21 | $938,465 | 1.51% |
| Goderich Regional Airport | 38 | $1,961,265 | 3.16% |
| Goderich Municipal Child Care Centre | 13 | $2,628,834 | 4.23% |
| Library | 17 | $2,376,900 | 3.83% |
| MacKay Centre for Seniors | 24 | $851,938 | 1.37% |
| Maitland Valley Medical Clinic | 11 | $5,497,015 | 8.85% |
| Municipal Park Facilities | 59 | $2,649,107 | 4.27% |
| Operations Facilities | 33 | $1,717,286 | 2.77% |
| Recreation Facilities | 18 | $27,599,923 | 44.45% |
| Town Hall | 18 | $9,238,025 | 14.88% |
| Waterfront Pavilions/Washrooms | 26 | $3,424,282 | 5.51% |
| **TOTAL:** | | **$62,090,726** | **100%** |

**Table 18**. Asset components of the facilities asset class (i.e., structure, roof, mechanical and elevators) grouped by facility service showing average age and estimated replacement cost. Please note that in some cases the age of certain structures might reflect when the facility was incorporated into the municipality's asset inventory and not when initially constructed.

## FACILITIES REPLACEMENT COST BY FACILITY SERVICE




TOTAL: $62,090,726

**Figure 15**. Asset components of the facilities asset class (i.e., structure, roof, mechanical and elevators) grouped by facility service.

## FACILITIES AVERAGE CONDITION BY FACILITY SERVICE

| Asset Network | Facility Service | Average Condition |
|---|---|---|
| Facility Network | Cemetery Facilities | 61 - Good |
| | Commercial/Rental Properties | 67 - Good |
| | Fire Hall | 61 - Good |
| | Goderich Regional Airport | 63 - Good |
| | Goderich Municipal Child Care Centre | 65 - Good |
| | Library | 62 - Good |
| | MacKay Centre for Seniors | 67 - Good |
| | Maitland Valley Medical Centre | 69 - Good |
| | Municipal Park Facilities | 64 - Good |
| | Operations Facilities | 69 - Good |
| | Recreation Facilities | 27 - Poor |
| | Town Hall | 65 - Good |
| | Waterfront Pavilions/Washrooms | 67 - Good |

**Table 19**. Average condition of the facility asset class organized by facility service.

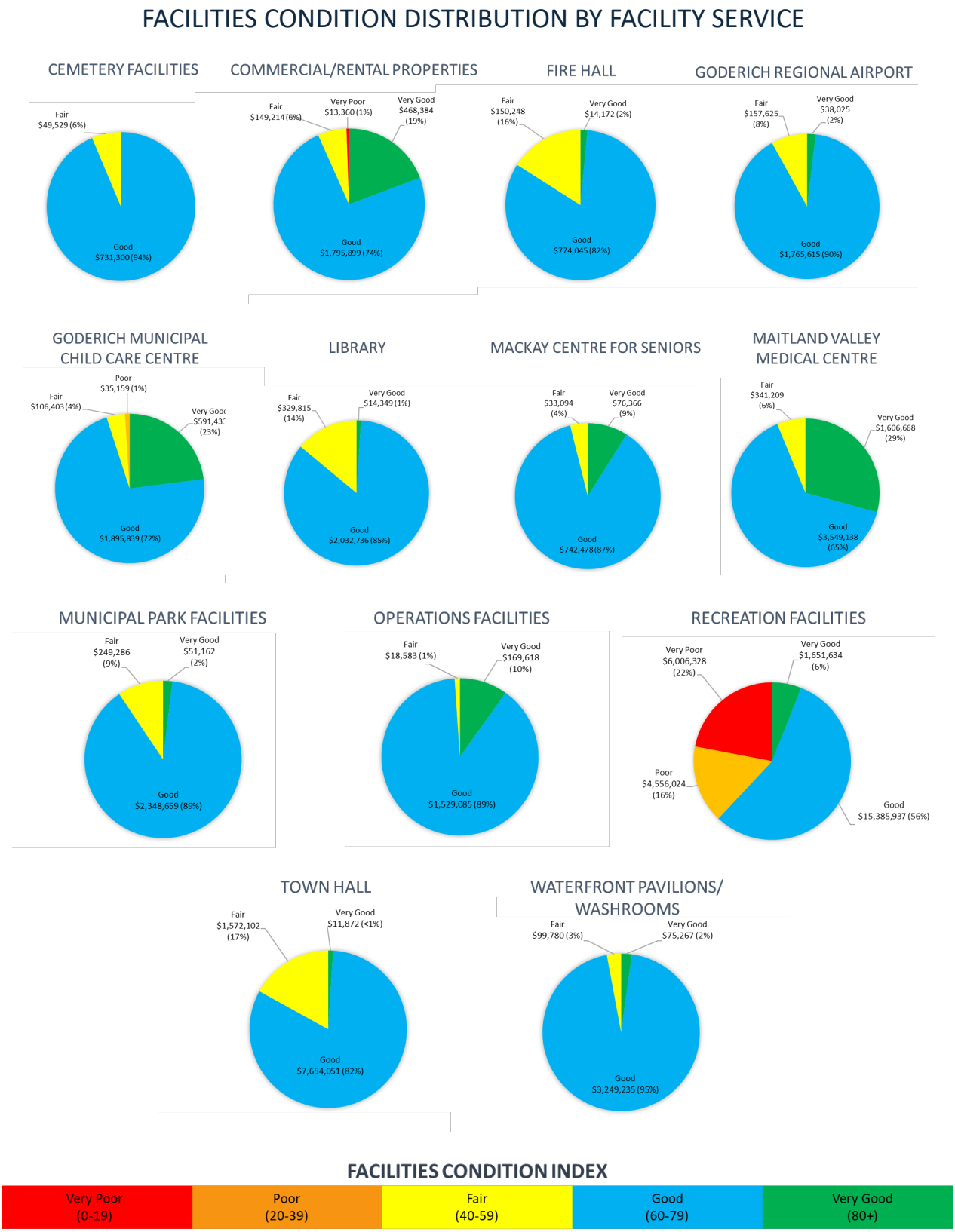



**Figure 16**. Condition of the facilities asset class grouped by facility service. It should be noted that condition for the facilities inventory is comprised of both age-based and assessed condition data.

## 3.7 Land Improvements

### 3.7.1 Inventory

The assets found within the land improvements asset class are (1) found on Town-owned property and/or within municipal facilities, (2) utilized by Town staff and/or contractors of the Corporation, (3) require maintenance and replacement over time, and (4) assist in providing services to the public. The complete list of categories found within the land improvements asset class is outlined in Table 20.

LAND IMPROVEMENTS INVENTORY

| Asset Class | Asset Category | Quantity |
|---|---|---|
| Land Improvements | Archways and Pillars | 3 units |
| | Driveways, Walkways and Pedestrian Bridges | 13 units |
| | Electrical | 4 units |
| | Entrance Features and Signs | 6 units |
| | Fencing and Gates | 19 units |
| | Guard Rails | 1 unit |
| | Park Lights | 4 units |
| | Parking Lots | 6 units |
| | Recreational Courts, Splash Pad and Skate Park | 5 units |
| | Runways | 5 units |
| | Sports Field Amenities | 10 units |
| | Walls and Concrete Structures | 5 units |

**Table 20**. Twelve asset categories that encompass the land improvements asset class, with quantity displayed in units.

### 3.7.2 Valuation and Replacement

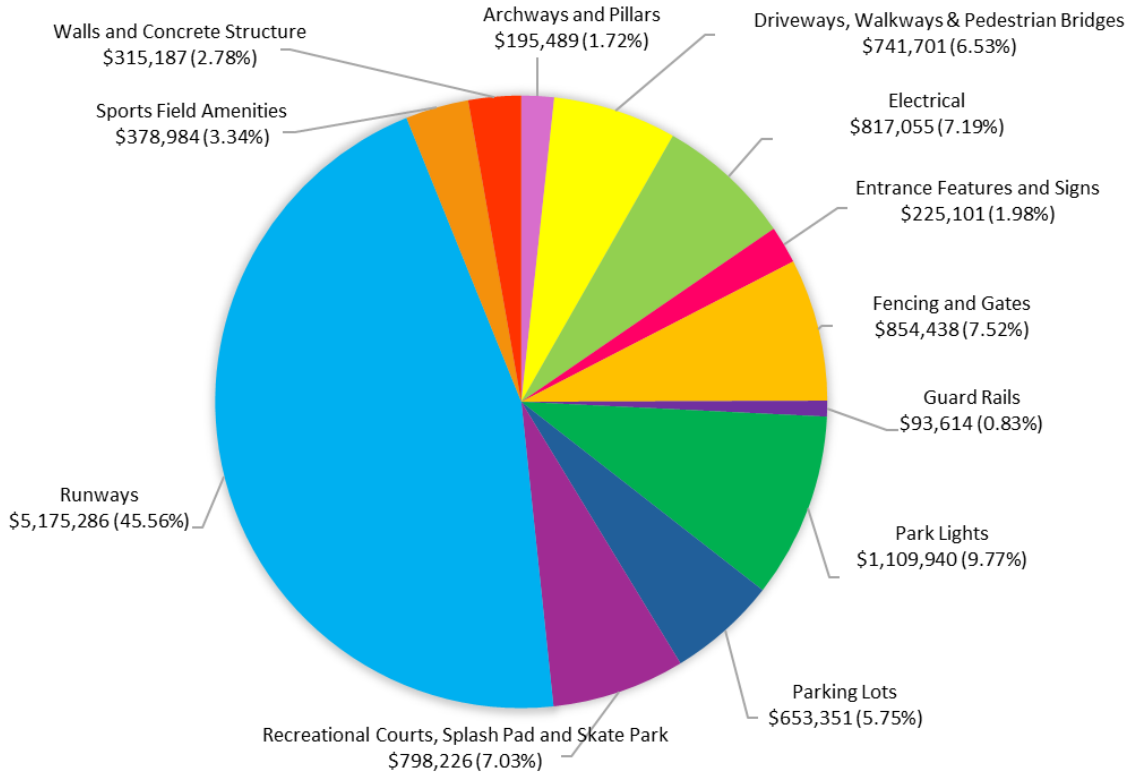
Estimated replacement cost for land improvement assets is obtained using CPI tables. Table 21 displays the estimated useful life (EUL) for each land improvements asset category and approximate replacement cost. Figure 17 shows the percent distribution of estimated replacement cost for the land improvement network, totaling $11,358,372.

## LAND IMPROVEMENTS ESTIMATED USEFUL LIFE AND REPLACEMENT COST

| Asset Category | EUL (Yrs.) | Avg Age (Yrs.) | Replacement Method | Replacement Cost | Percent Distribution |
|---|---|---|---|---|---|
| Archways and Pillars | 50 - 100 | 34 | CPI Tables | $195,489 | 1.72% |
| Driveways, Walkways, etc. | 30 - 75 | 17 | CPI Tables | $741,701 | 6.53% |
| Electrical | 50 | 7 | CPI Tables | $817,055 | 7.19% |
| Entrance Features, Signs | 20 - 50 | 11 | CPI Tables | $225,101 | 1.98% |
| Fencing and Gates | 50 | 19 | CPI Tables | $854,438 | 7.52% |
| Guard Rails | 30 | 36 | CPI Tables | $93,614 | 0.83% |
| Park Lights | 30 | 7 | CPI Tables | $1,109,940 | 9.77% |
| Parking Lots | 30 | 19 | CPI Tables | $653,351 | 5.75% |
| Recreational Courts, etc. | 30 - 50 | 14 | CPI Tables | $798,226 | 7.03% |
| Runways | 25 - 40 | 21 | CPI Tables | $5,175,286 | 45.56% |
| Sports Field Amenities | 10 - 25 | 4 | CPI Tables | $378,984 | 3.34% |
| Walls, Concrete Structures | 50 - 100 | 20 | CPI Tables | $315,187 | 2.78% |
| **TOTAL:** | | | | **$11,358,372** | **100%** |

**Table 21**. Estimated useful life (EUL) in years, estimated replacement cost, percent distribution and method used to calculate replacement cost for the land improvements asset class.

## LAND IMPROVEMENTS REPLACEMENT COST




TOTAL: $11,358,372

**Figure 17**. Estimated replacement cost broken down by asset category within the land improvements asset class. Total replacement value is approximately $11,358,372.

### 3.7.3 Condition

The condition data for the majority of the Town's land improvements network is based on the age of each asset, except for the runway asset category, which was assessed in 2023 (Figure 18). Table 22 indicates the average performance rating for each asset category within the land improvements network. The Town of Goderich is currently undergoing a condition assessment of its parking lots, one of the asset categories within the land improvements asset class. The results from the 2025 parking lot condition assessment will be incorporated into the next version of the Town's Asset Management Plan.

LAND IMPROVEMENTS AVERAGE CONDITION

| Asset Class | Asset Category | Condition Type | Average Condition |
|---|---|---|---|
| Land Improvements | Archways and Pillars | Age-Based | 45 – Fair |
| | Driveways, Walkways, etc. | Age-Based | 72 - Good |
| | Electrical | Age-Based | 82 – Very Good |
| | Entrance Features, Signs | Age-Based | 68 - Good |
| | Fencing and Gates | Age-Based | 65 - Good |
| | Guard Rails | Age-Based | 0 - Very Poor |
| | Park Lights | Age-Based | 76 - Good |
| | Parking Lots | Age-Based | 52 - Fair |
| | Recreational Courts, etc. | Age-Based | 75 - Good |
| | Runways | Assessed | 67 - Good |
| | Sports Field Amenities | Age-Based | 62 - Good |
| | Walls, Concrete Structures | Age-Based | 66 - Good |

**Table 22**. Average condition of each asset category within the land improvements asset class.

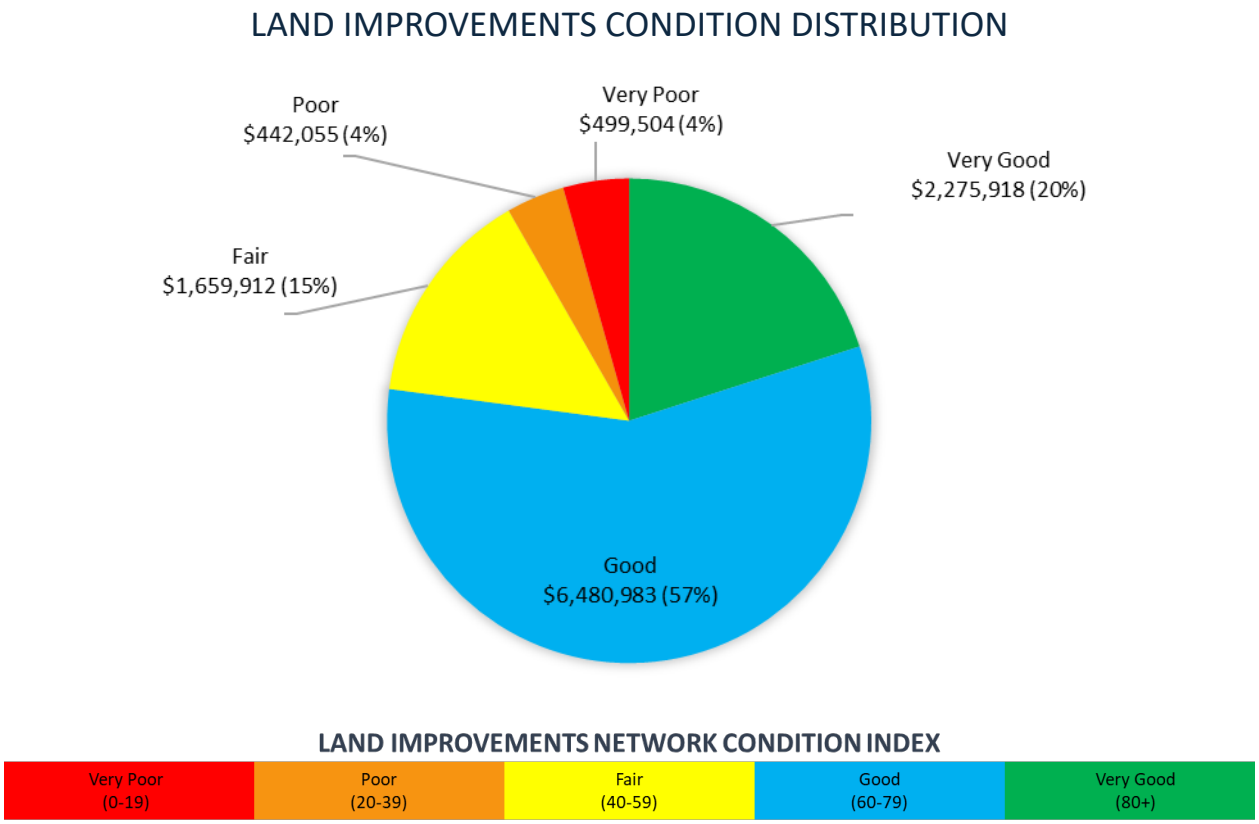



**Figure 18**. Approximately 77% of assets within the land improvements asset class have a condition rating of 60 or above (good to very good condition). It should be noted that condition for the land improvements asset class is comprised of both age-based and assessed condition data.

## 3.8 Fleet

### 3.8.1 Inventory

The Town of Goderich's fleet inventory includes a total of 36 vehicles. The vehicles used by the operations department (public works, parks, airport, recreation and facilities) include one bucket truck, one flusher truck, one street sweeper, five dump trucks and twenty pickup trucks. All operations fleet is maintained by Town operations staff. The fleet inventory also includes three electric vehicles, utilized by the building and by-law departments. The five vehicles located at the fire hall include one ladder truck, one rescue truck, one tanker truck, one pumper truck and one pickup truck. A detailed breakdown of each vehicle category can be found in Table 23.

## FLEET INVENTORY

| Asset Class | Asset Category | Quantity |
|---|---|---|
| Fleet | Bucket Truck | 1 unit |
| | Cars (Electric Vehicles) | 3 units |
| | Dump Truck | 5 units |
| | Flusher Truck | 1 unit |
| | Ladder Truck | 1 unit |
| | Pickup Truck | 21 units |
| | Pumper Truck | 1 unit |
| | Rescue Truck | 1 unit |
| | Street Sweeper | 1 unit |
| | Tanker Truck | 1 unit |

**Table 23**. Ten types of vehicles that encompass the fleet asset class, with quantity displayed in number of vehicles. Please note that the quantity displayed is as of December 31, 2024, and does not consider vehicles sold in 2025.

### 3.8.2 Valuation and Replacement Cost

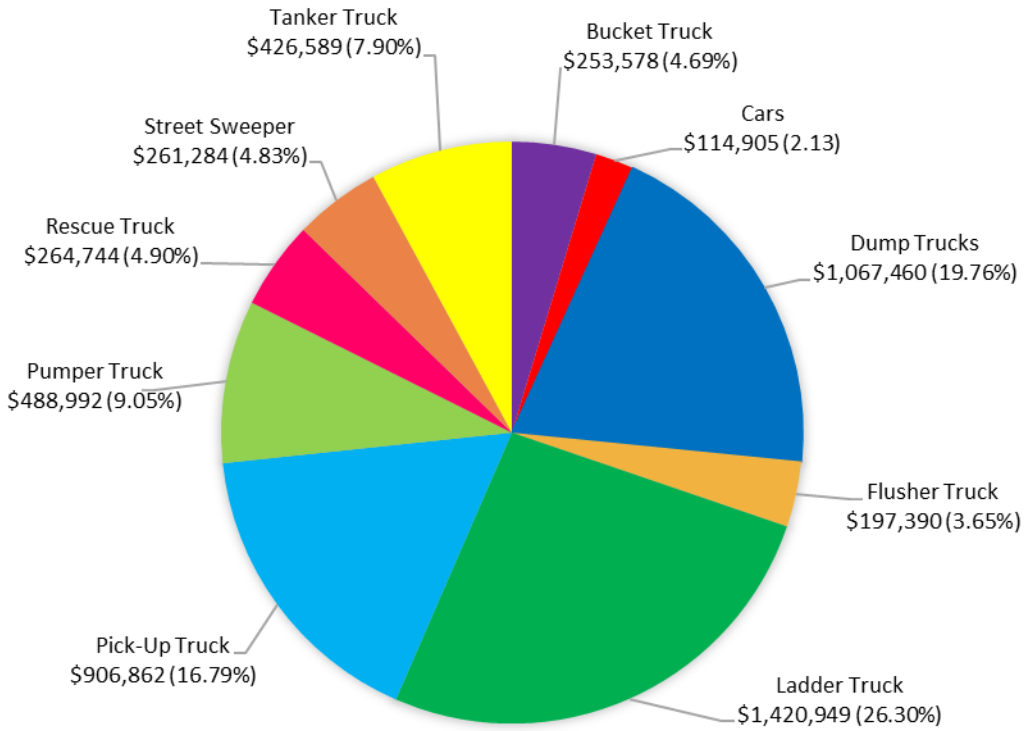
Estimated replacement cost for municipal vehicles is obtained using CPI tables. Table 24 displays the estimated useful life (EUL), average age and approximate replacement cost of all vehicles within the fleet network. Figure 19 displays the total replacement cost of the Town of Goderich, which is approximately $5,402,753.

## FLEET ESTIMATED USEFUL LIFE AND REPLACEMENT COST

| Asset Category | EUL (Yrs.) | Avg Age (Yrs.) | Replacement Method | Replacement Cost | Percent Distribution |
|---|---|---|---|---|---|
| Bucket Truck | 15 | 2 | CPI Tables | $253,578 | 4.69% |
| Cars (Electric Vehicles) | 7 | 4 | CPI Tables | $114,905 | 2.13% |
| Dump Truck | 7 - 10 | 9 | CPI Tables | $1,067,460 | 19.76% |
| Flusher Truck | 10 | 1 | CPI Tables | $197,390 | 3.65% |
| Ladder Truck | 25 | 5 | CPI Tables | $1,420,949 | 26.30% |
| Pickup Truck | 7 | 7 | CPI Tables | $906,862 | 16.79% |
| Pumper Truck | 20 | 14 | CPI Tables | $488,992 | 9.05% |
| Rescue Truck | 20 | 22 | CPI Tables | $264,744 | 4.90% |
| Street Sweeper | 10 | 13 | CPI Tables | $261,284 | 4.83% |
| Tanker Truck | 25 | 2 | CPI Tables | $426,589 | 7.90% |
| **TOTAL:** | | | | **$5,402,753** | **100%** |

**Table 24**. Estimated useful life (EUL) in years, estimated replacement cost, percent distribution and method used to calculate replacement cost for the fleet asset class.

## FLEET REPLACEMENT COST




TOTAL: $5,402,753

**Figure 19**. Estimated replacement cost of the fleet inventory using CPI Tables. Total estimated replacement cost of all vehicles in the fleet inventory is approximately $5,402,753.

### 3.8.3 Condition

Currently, the condition data for the Town's fleet inventory is based on the age of each asset (Figure 20). Operations vehicles are subject to regular and comprehensive annual inspections by the fleet technician to remain in compliance with MTO Safety Standards. Table 25 indicates the average performance rating based on asset age for each type of vehicle within the fleet inventory.

## FLEET AVERAGE CONDITION

| Asset Class | Asset Category | Condition Type | Average Condition |
|---|---|---|---|
| Fleet | Bucket Truck | Age-Based | 86 – Very Good |
| | Cars (Electric Vehicles) | Age-Based | 45 - Fair |
| | Dump Truck | Age-Based | 36 - Poor |
| | Flusher Truck | Age-Based | 89 – Very Good |
| | Ladder Truck | Age-Based | 79 - Good |
| | Pickup Truck | Age-Based | 38 - Poor |
| | Pumper Truck | Age-Based | 32 - Poor |
| | Rescue Truck | Age-Based | 0 – Very Poor |
| | Street Sweeper | Age-Based | 0 – Very Poor |
| | Tanker Truck | Age-Based | 91 – Very Good |

**Table 25**. Average condition of each vehicle type within the fleet inventory.

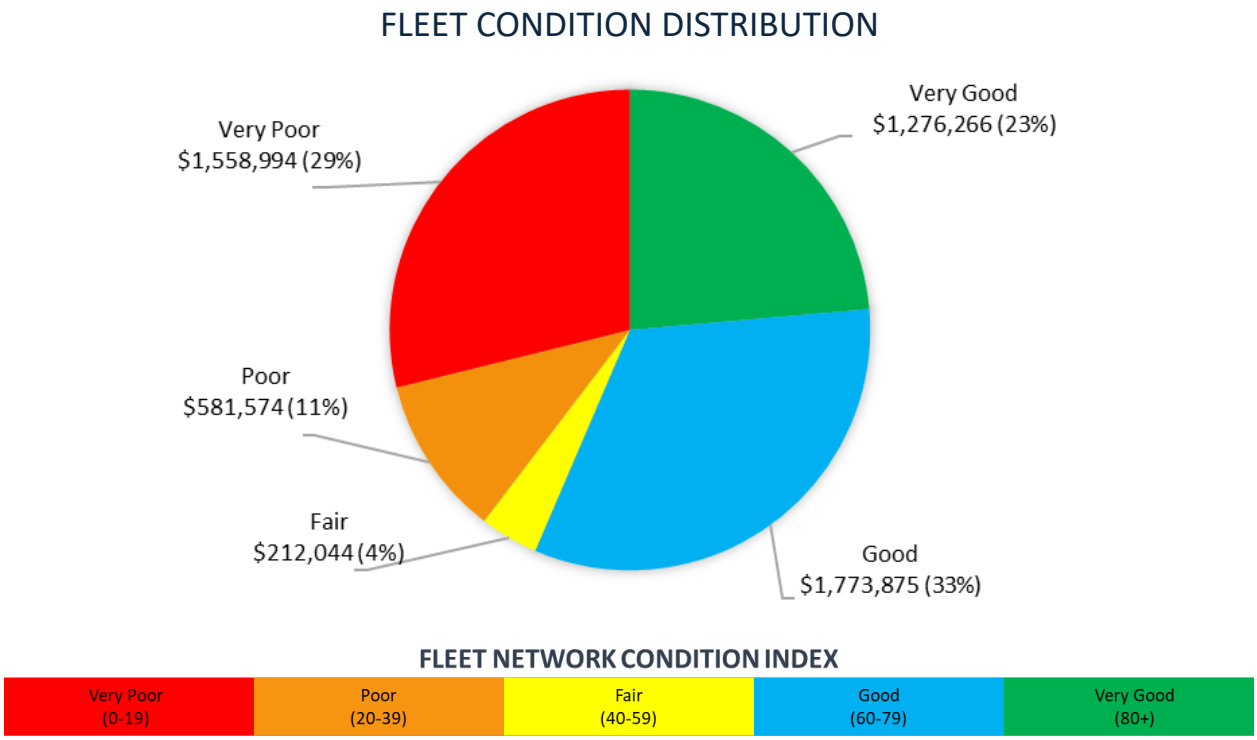



**Figure 20**. Approximately 56% of the fleet inventory have an age-based performance rating of 60 and above (good to very good condition). Saying this, 29% of the fleet inventory have surpassed their estimated useful life (condition rating of 0), indicating that these assets will require full replacement in the short-term.

## 3.9 Machinery and Equipment

### 3.9.1 Inventory

Similar to the land improvements inventory, the assets found within the machinery and equipment inventory are (1) found on Town-owned property and/or within municipal facilities, (2) utilized by Town staff and/or contractors of the Corporation, (3) require maintenance and replacement over time, and (4) assist in providing services to the public. Table 26 includes a summary of the type of categories within the machinery and equipment asset class. It should be noted that only assets that meet the tangible capital asset threshold outlined in the Town's Asset Management Policy are included in PSAB reporting and the 2025 Asset Management Plan.

## MACHINERY AND EQUIPMENT INVENTORY

| Asset Class | Asset Category | Quantity |
|---|---|---|
| | Fire Fighting Equipment | 36 units |
| | Furniture | 23 units |
| | Generator | 9 units |
| | Grounds | 8 units |
| | Kitchen and Canteen Equipment | 7 units |
| | Medical Equipment | 8 units |
| | Off Road Vehicles | 31 units |
| | Operating Equipment | 71 units |
| | Playground Equipment | 30 units |
| | Recreation Equipment | 22 units |
| | Rink Boards, Glass and Flooring | 4 units |
| | Technical Equipment | 22 units |

**Table 26**. A summary of the types of asset categories within the machinery and equipment asset class, with quantity displayed in units.

### 3.9.2 Valuation and Replacement Cost

Estimated replacement cost for the machinery and equipment asset class is obtained using CPI tables. Table 27 displays the estimated useful life (EUL) and average age for each asset category, as well as the approximate replacement cost. Figure 21 shows the percent distribution of estimated replacement cost for the machinery and equipment asset class, totaling approximately $8,968,283.

## MACHINERY AND EQUIPMENT ESTIMATED USEFUL LIFE AND REPLACEMENT COST

| Asset Category | EUL (Yrs.) | Avg Age (Yrs.) | Replacement Cost Method | Replacement Cost | Percent Distribution |
|---|---|---|---|---|---|
| Fire Fighting Equipment | 10 - 50 | 12 | CPI Tables | $465,076 | 5.19% |
| Furniture | 15 - 50 | 22 | CPI Tables | $448,522 | 5.00% |
| Generator | 50 | 21 | CPI Tables | $1,093,606 | 12.19% |
| Grounds | 15 - 50 | 17 | CPI Tables | $688,569 | 7.68% |
| Kitchen/Canteen Equipment | 15 - 35 | 14 | CPI Tables | $272,157 | 3.03% |
| Medical Equipment | 10 - 15 | 11 | CPI Tables | $112,209 | 1.25% |
| Off Road Vehicles | 5 - 30 | 10 | CPI Tables | $1,868,850 | 20.84% |
| Operating Equipment | 5 - 30 | 12 | CPI Tables | $1,799,899 | 20.07% |
| Playground Equipment | 20 - 25 | 18 | CPI Tables | $1,183,158 | 13.19% |
| Recreation Equipment | 10 - 20 | 5 | CPI Tables | $369,737 | 4.12% |
| Rink Boards/Glass/Flooring | 10 - 25 | 18 | CPI Tables | $127,869 | 1.43% |
| Technical Equipment | 10 - 25 | 11 | CPI Tables | $538,631 | 6.01% |
| **TOTAL:** | | | | **$8,968,283** | **100%** |

**Table 27.** Estimated useful life (EUL) in years, estimated replacement cost, percent distribution, average age and method used to calculate replacement cost for the machinery and equipment asset class.

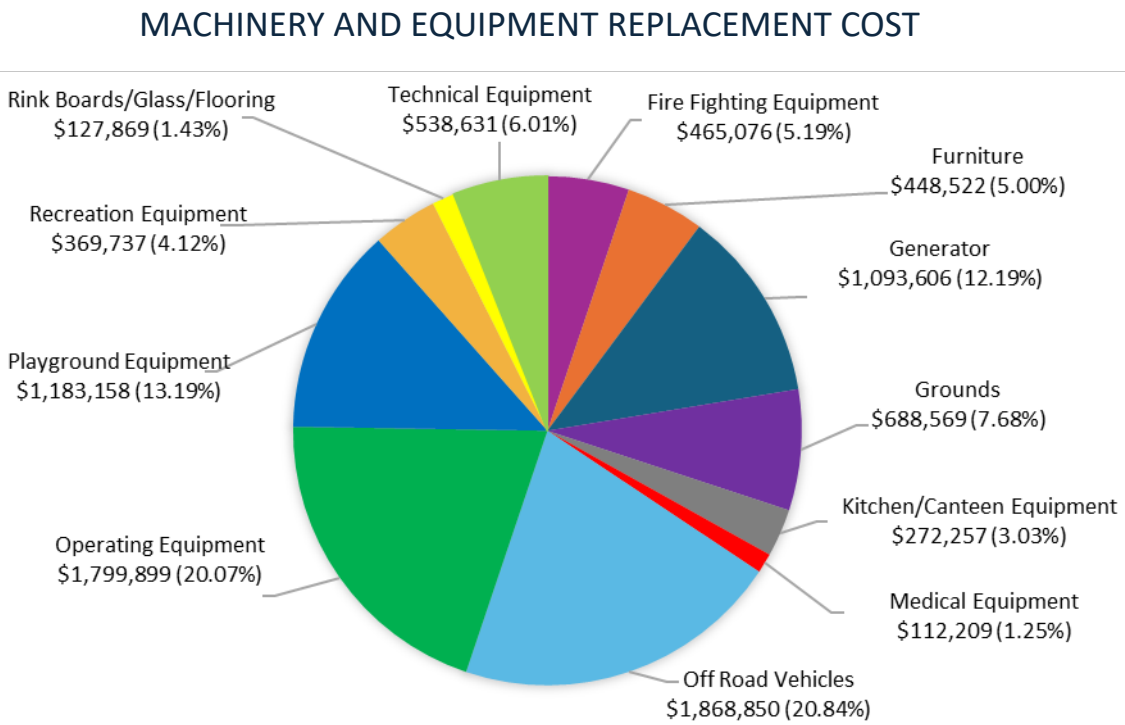



**Figure 21**. Estimated replacement cost of the machinery and equipment inventory using CPI Tables. Total estimated replacement cost of all machinery and equipment is approximately $8,968,283.

### 3.9.3 Condition

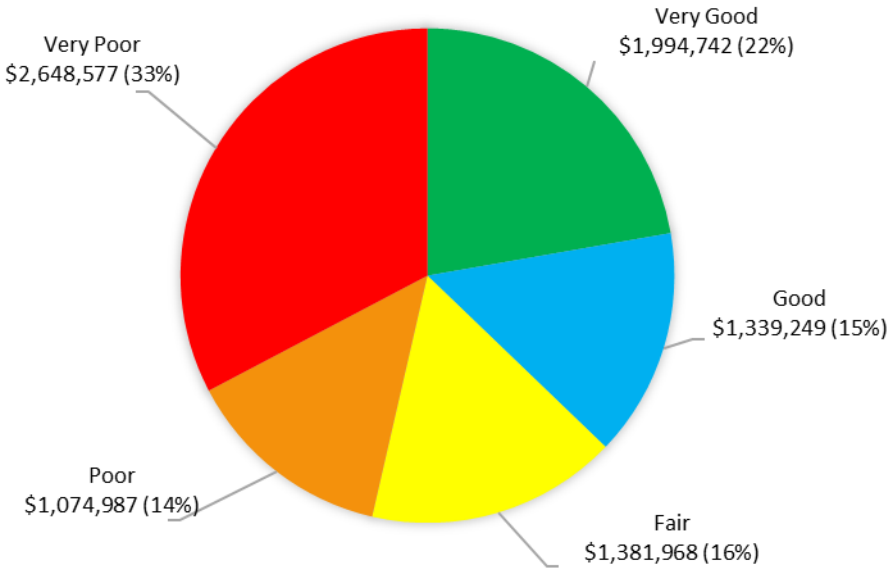
Currently, the condition data for the Town's machinery and equipment network is based on the age of each asset (Figure 22). Several types of machinery and equipment in this asset class require equipment-specific regulatory inspections. For example, playground equipment is inspected monthly, while generators undergo annual inspections. Table 28 indicates the average performance rating based on asset age for each type of asset within the machinery and equipment network.

## MACHINERY AND EQUIPMENT AVERAGE CONDITION

| Asset Class | Asset Category | Condition Type | Average Condition |
|---|---|---|---|
| Machinery & Equipment | Fire Fighting Equipment | Age-Based | 51 - Fair |
| | Furniture | Age-Based | 23 - Poor |
| | Generator | Age-Based | 66 - Good |
| | Grounds | Age-Based | 51 - Fair |
| | Kitchen/Canteen Equipment | Age-Based | 9 - Very Poor |
| | Medical Equipment | Age-Based | 16 - Very Poor |
| | Off Road Vehicles | Age-Based | 34 - Poor |
| | Operating Equipment | Age-Based | 30 - Poor |
| | Playground Equipment | Age-Based | 68 - Good |
| | Recreation Equipment | Age-Based | 57 - Fair |
| | Rink Boards/Glass/Flooring | Age-Based | 12 - Very Poor |
| | Technical Equipment | Age-Based | 29 - Poor |

**Table 28**. Average condition of various categories within the machinery and equipment network.

## MACHINERY AND EQUIPMENT CONDITION DISTRIBUTION




**MACHINERY & EQUIPMENT NETWORK CONDITION INDEX**

**Figure 22**. Approximately 47% of the machinery and equipment network have an age-based performance rating of 39 or below (poor to very poor), indicating most of these assets will require replacement in the short-term.

## 3.10 Natural Assets

In Ontario, municipal asset management planning explicitly recognizes green infrastructure, which includes natural assets, as part of the infrastructure portfolio. Figure 23 illustrates a range of green infrastructure, from natural assets (e.g., wetlands, forests, meadows, streams, lakes and ponds, soils) to enhanced green assets that add or cultivate natural features in built areas (e.g., rain gardens, green

roofs/walls, bioswales, street and park trees, naturalized stormwater ponds) to engineered green assets that mimic natural functions (e.g., permeable pavement, rain barrels, cisterns, perforated pipes, infiltration trenches). This framing clarifies how nature, nature-enhanced features, and engineered systems work together with traditional "grey" infrastructure (roads, pipes and parking lots) to deliver municipal services to the public[3].

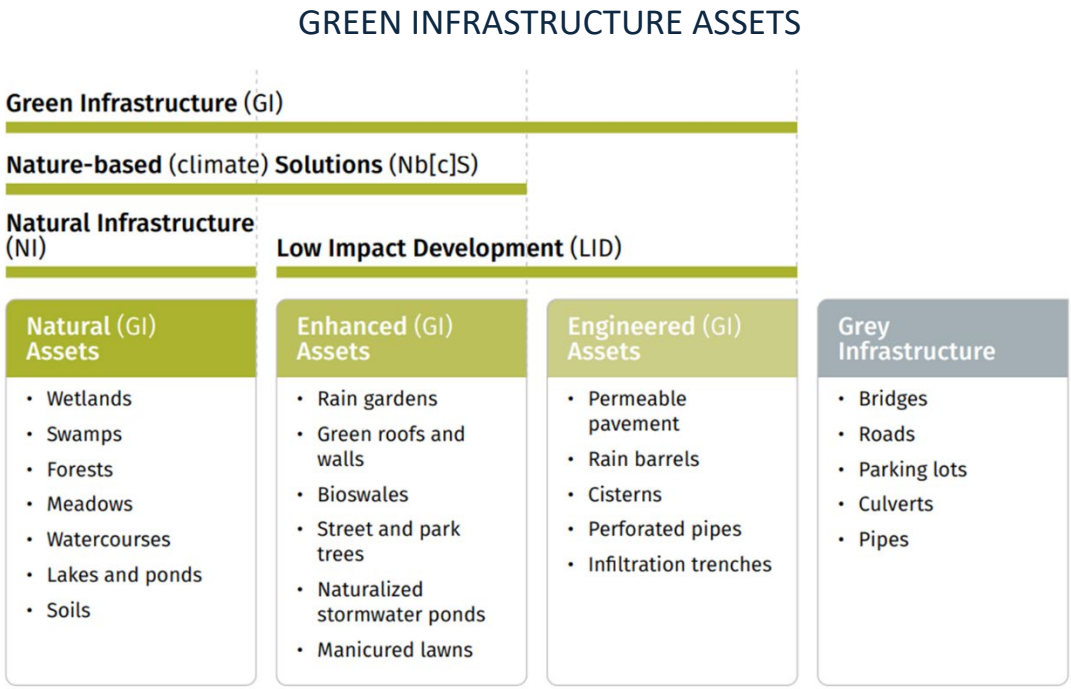



**Figure 23**. Range of green infrastructure assets that local governments may potentially manage, from natural to enhanced and engineered assets. Figure obtained from *A Guidebook for Local Governments, Nature is Infrastructure: How to Include Natural Assets in Asset Management Plans,* presented by the Natural Asset Initiative (NAI).

Currently, the 2025 Asset Management Plan includes parks/greenspaces and stormwater management ponds as green infrastructure assets. In 2025, a phased inventory of urban trees began—starting with boulevard trees and expanding into an inventory for trees located in municipal parks as well. This multi-year effort will be incorporated into future updates of the Asset Management Plan to inform levels of service, maintenance and capital planning. Over the longer term, the Town aims to incorporate additional green infrastructure assets, including trail systems, urban forest, shoreline and beach assets that support recreation, habitat, and coastal flood and erosion protection along Lake Huron.

[3] Information obtained from Natural Asset Initiative (NAI) *A Guidebook for Local Governments, Nature is Infrastructure: How to Include Natural Assets in Asset Management Plans*, First Edition, April 2024

# 4.0 LEVELS OF SERVICE

Beyond meeting regulatory requirements through compliance measures, established levels of service (LoS) should support the intended purpose of the asset and its anticipated impact on the community and the municipality. Established LoS supports the municipality's strategic goals and are based on customer expectations, regulatory requirement compliance, Ministry standards, and financial capacity of the municipality to deliver such service levels. As per O. Reg 588/17, LOS are a necessary component of the 2025 Town of Goderich Asset Management Plan and will continue to evolve over time.

Levels of service can be used as a measurement of the state of the infrastructure within a municipality. On a corporate level, determining the benefits of having a service along with the associated costs will assist Council and staff to determine the feasibility of providing or making changes to the current LoS. Levels of service are directly affected by cost and risk, which means both the associated costs and risk factors should be evaluated before potential changes in service levels. However, determining what is a sustainable service level for the community in the long term can be a delicate balance of the associated costs to the taxpayer and risks to the municipality. Figure 24 shows the relationship between LoS, cost and risk, and the potential outcomes with changes in LoS.

RELATIONSHIP BETWEEN LEVELS OF SERVICE, COST, AND RISK

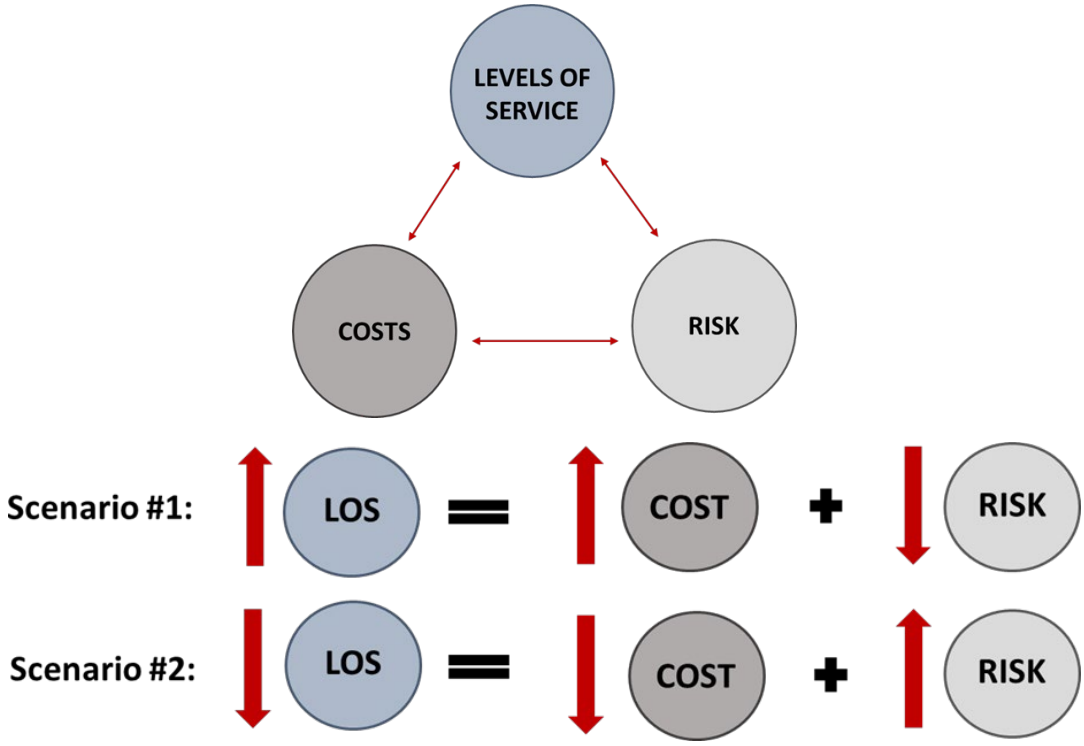



**Figure 24.** Relationship between levels of service, cost and risk. With a proposed increase in service level, associated costs will also increase but potential for risk decreases. Conversely, a decrease in service level is associated with lower cost to the taxpayer but the municipality could be exposed to higher risks.

## 4.1 Key Factors Impacting Levels of Service

When determining LoS, several factors must be considered, and any combination of these factors will be used as they best apply to each asset network. This will provide a framework from which the Town of Goderich can define LoS for each asset class/category for future versions of the Asset Management Plan. Appendix A outlines the current and proposed LoS for the Town of Goderich, a requirement of Asset Management Plans, as per Ontario Regulation 588/17.

Key factors affecting LoS include:

- Strategic Levels of Service and Community Expectations
- Technical Levels of Service and Performance Measures
- Legislative Requirements
- Funding Requirements

### 4.1.1 Strategic Levels of Service and Community Expectations

Levels of service are directly related to expectations of the community. The public is able to provide an opinion in determining how tax dollars are utilized, directly affecting municipal infrastructure, assets and service levels. The annual budget process is a public process whereby service information is provided to Council and capital priorities are discussed.

The following guiding principles have been established for the qualitative descriptions of the Town's strategic LoS outlining what the municipality should strive to provide internally to the Corporation of the Town of Goderich and externally to residents and visitors (Appendix A).

- **Accessible:** services are provided to all individuals of the community, regardless of abilities.
- **Available:** services of sufficient capacity are convenient and accessible to the entire community.
- **Capacity:** maximum level of service production.
- **Cost Effective:** services are provided at the lowest possible cost for both current and future taxpayers, for required level of service, and are affordable.
- **Functional:** services are suitable for the intended function (fit for purpose)
- **Efficient:** services are performed at a consistent rate and quality
- **Reliable:** services are predictable and continuous.
- **Responsive:** users are treated fairly and consistently, within acceptable time frames.
- **Safe:** services are delivered such that they minimize health, safety, and security risks.
- **Sustainable:** services respect the natural and heritage environment.

### 4.1.2 Technical Levels of Service and Performance Measures

In addition to the community levels of service using a qualitative description, service levels are measured by quantitative metrics as well. The 2025 Town of Goderich Asset Management Plan utilizes average condition as the performance measure to determine levels of service. Performance measures track current levels of service and should be specific, measurable, achievable, relevant

and time restricted. Other performance measures included for environmental services include the following: water main breaks, boil water advisories, bypass incidents and effluent violations. The information gathered by analyzing these performance measures is necessary to assess whether assets within the service function are performing at the current level of service. The performance of an asset takes into consideration the current condition of the asset and its ability to meet its legislative requirements, as well as ensuring that an asset provides the service in a safe manner within capacity obligations. The entire life cycle costs associated with an asset (i.e., design, maintenance, repair, rehabilitation and/or replacement) are all critical factors that affect the level of service that the municipality can provide to its community. Clarifying the benefits of a service and the costs required to fund the service will assist Council and municipal staff in deciding whether the current level of service is practical or whether it should be adjusted. Maps of the essential core services provided to residents of the Town of Goderich (i.e., road and sidewalk network for transportation services, water, sanitary and storm networks for environmental services) can be found in Appendix B[4].

### 4.1.3 Legislative Requirements

Infrastructure levels of service are directly influenced by many legislative and regulatory requirements. Within the road network, roads and sidewalks must adhere to Minimum Maintenance Standards outlined in *O. Reg 239/02*. The Operating Authority managing the drinking water distribution system and sanitary collection system within the water and sanitary networks ensure compliance with the *Safe Drinking Water Act, 2002* and *Wastewater Systems Effluent Regulations (SOR 2012-139)*. All vehicles within the municipal fleet follow MTO Safety Standards, while playground inspections are performed in accordance with *CSA Group Regulation Z614/14*. All municipal facilities have numerous inspections for various components to ensure compliance with the *Ontario Building Code* and the various safety standards outlined under the *Occupational Health and Safety Act* (OHSA).

### 4.1.4 Funding Requirements

The availability of financing will directly impact levels of service, as previously discussed in Figure 23. Ideally, funds would be available to meet all legislative requirements, finance all required asset life cycle needs, as well as satisfy community expectations. Levels of service is influenced by availability of funds, the ability to increase funds if there is public demand to increase service levels, and the community's willingness to pay.

### 4.1.5 Public Engagement

In accordance with Ontario Regulation 588/17 and the Town of Goderich's Asset Management Policy, the municipality is required to gather public input on asset management planning to better understand the future expectations of the community. Two *Municipal Levels of Service Surveys*—targeting Core and Non-Core Infrastructure—were approved by Goderich Town Council on

[4] Service maps prepared by B.M. Ross & Associates.

November 12, 2024, and were available for public participation from December 2, 2024, to February 28, 2025.

The *Municipal Levels of Service Survey for Core Infrastructure* included questions relating to roads, sidewalks, and storm sewers. In contrast, the *Municipal Levels of Service Survey for Non-Core Infrastructure* addressed municipal facilities, public parks and playgrounds, as well as administrative services. Both surveys were distributed online through the Town's website, promoted via social media, and shared through the Lillio App used by the Municipal Child Care Centre. Additional distribution methods included paper copies available at Town Hall and the MacKay Centre for Seniors, targeted email distributions to local retirement residences and the local high school, and radio advertisements.

There was significant participation, with the Core Infrastructure Assets survey receiving 504 responses and the Non-Core Infrastructure Assets survey gathering 321 responses. The majority of respondents for both surveys were aged 65 years or older, had resided in the Town of Goderich for 21 years or longer, and generally expressed satisfaction with the quality of core and non-core municipal services provided. Survey results were presented to the public through a delegation at the May 20, 2025, Goderich Council meeting.

The results of the surveys led to departmental stakeholder engagement sessions being held with core members involved in the operations and management of each municipal service outlined in the surveys. These sessions reviewed service gaps and challenges, aligning staff perspectives with organizational goals and community feedback, thereby fostering the continuous improvement of the Town’s municipal services provided to the public. The combination of survey results and stakeholder engagement sessions assisted in developing the required proposed level of service reporting for the 2025 Asset Management Plan.

An additional outcome from the surveys was the need to provide asset management education and awareness for Council, municipal staff and the public. Currently, staff provide Council will annual asset management updates in compliance with O. Reg 588/17 and have begun promoting asset management education and awareness through the Town’s website and social media platforms. However, survey results indicated a need for a more direct connection to the municipal asset management plan. Consequently, similar to how staff reports detail their alignment with Council’s Strategic Plan priorities, a section has been developed within the staff report template that allow Town staff to demonstrate how their report content supports the Town of Goderich Asset Management Plan and municipal asset management program.

Survey responses can be found in Appendix C of the 2025 Asset Management Plan. This detailed feedback plays a crucial role in guiding the determination of service levels and in fostering strategic planning efforts for the 2025 Asset Management Plan.

## 4.2 Proposed Level of Service

The proposed level of service in an asset management plan defines the desired quality and functionality of municipal assets. Clearly defined proposed LoS guide asset management strategies by setting performance targets.

The proposed LoS target for all asset categories, with the exception of the road network, is to maintain all assets at a fair condition and above (a minimum condition rating of 40+). For the road network, unique targets are set as follows:

- Connecting Link: maintain a Pavement Condition Index (PCI) of 50+
- Urban Collector and Semi-Urban Roads: maintain a PCI of 40+
- Urban Local High Class and Low Class (residential streets): maintain a PCI of 30+
- Low Class Bituminous (Cemetery Road) and Gravel Roads: maintain a PCI of 20+

Setting these service levels directly influences the timing of asset replacement and long-term financial planning by driving the annual funding requirement. Higher level of service targets generally require assets to be renewed earlier and more frequently to maintain desired condition and performance, which increases the annualized capital and lifecycle renewal needs and can shift spending forward in the forecast. Conversely, lower service level targets may defer renewal work, reduce near-term annual requirements but increasing the risk of condition decline, service disruption, and higher future rehabilitation or replacement costs. As a result, service level targets must be carefully integrated into the Town's financial planning to align capital program timing, reserve contributions, and funding strategies with available resources and overall fiscal responsibility.

Further discussion of the proposed level of service is provided in Section 6.5, Proposed Levels of Service Analysis. This section outlines scenarios for incorporating LoS into financial planning. The proposed LoS will be continuously evaluated, with ongoing public and departmental stakeholder engagement to ensure community needs and priorities are met effectively.

# 5.0 ASSET MANAGEMENT STRATEGY

## 5.1 Asset Management Strategy Objective

The objective of the asset management strategy within the Town of Goderich 2025 Asset Management Plan is to outline and establish a set of planned actions, based on best practices, that will enable Town-owned assets to provide a sustainable level of service to the taxpayers of the Town of Goderich, while managing risk in a cost-effective manner.

The Town of Goderich's asset management strategy is constantly evolving. However, the asset management strategy's core goal is to consider the Town's full asset inventory, along with non-infrastructure solutions, and establish an implementation process to identify asset needs (renewal, levels of service, growth, legislative compliance, and efficiency initiatives). It also prioritizes lifecycle interventions that extend useful life, whether funded through operating or capital budgets. This will assist in the production of robust and defensible long-term plans, including growth projections, to ensure the best overall performance of municipal infrastructure.

The asset management strategy includes an overview of the Town's approach to managing the asset inventory, including scheduled condition assessments and the identification of lifecycle interventions. Furthermore, prioritization factors, including risk, help to determine which projects should be given priority above others and included in the annual budget.

## 5.2 Asset Lifecycle Management

A comprehensive approach to managing Town-owned assets does not end after an asset has been purchased. Conversely, certain types of assets (i.e., core assets) require planning and design before construction or installation (Figure 25). From there, an asset may undergo periods of maintenance and/or modifications before its end-of-life or disposal (Figure 25). Life cycle management involves maximizing the performance of an asset while minimizing costs throughout its service life, enabling the municipality to make better investment decisions. This cost-benefit balance takes into consideration a range of parameters, including asset age, condition, historic performance, and current capacity.

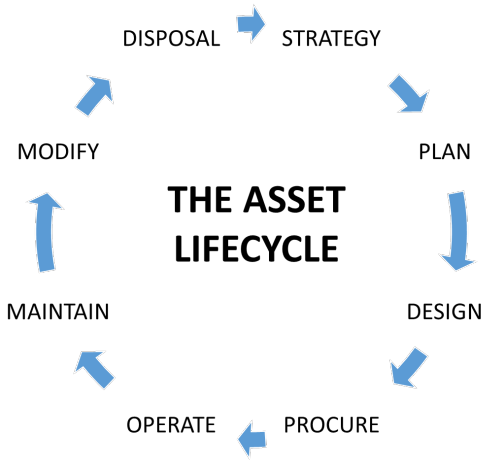



**Figure 25**. Various stages of the lifecycle of an asset, from planning to purchase, potential modifications to end-of-life.

### 5.2.1 Key Components of Asset Lifecycle Management

Asset lifecycle management brings together operational, maintenance, financial, and decision-support activities to ensure municipal assets deliver intended levels of service safely and reliably, while managing risk and total lifecycle cost.

**1) Operational strategies:** optimize utilization and day-to-day performance

Operational strategies are the regular tasks and practices that ensure an asset is used appropriately and achieves its service potential. Examples may include:

- inspections and system monitoring
- condition assessments
- evaluation, utilization, capacity, and demand
- emergency response planning and readiness

Strong operational practices can help defer renewals and upgrades by identifying issues early, optimizing use, and improving system performance. Like maintenance strategies, operational strategies support levels of service, risk mitigation, and cost control.

**2) Funding strategies:** align lifecycle needs with financial capacity

Funding strategies describe how the municipality values assets and plans for the short- and long-term funding required to sustain them, including:

- valuation approaches
- short- and long-term funding plans
- long-term financial forecasts
- external funding opportunities (e.g., grants)

**3) Investment planning:** define and scope capital needs and priorities

Investment planning identified and scopes capital projects and capital maintenance requirements, considering:

- asset renewal and rehabilitation needs
- growth-related demands and capacity constraints
- efficiency opportunities
- legislative and regulatory requirements
- improvements to levels of service

**4) Decision-making techniques:** select best-value actions across services

Decision-making techniques support transparent, defensible prioritization of work across asset classes and service areas. This typically includes multi-criteria analysis that considers:

- risk and consequence of failure
- lifecycle costs
- climate change and resiliency considerations

- level of service requirements
- optimization of investment across the municipality

**5) Maintenance strategies:** maintain performance and manage risk

Maintenance strategies include activities that enable existing assets to operate to their service potential over their useful life. Maintenance is typically delivered through a mix of the following:

a) *Unplanned (Reactive) Maintenance:* work completed in response to reported issues or failures (e.g., asset breakdown, service interruptions, emergency repair)
b) *Planned (Scheduled) Maintenance:* work completed according to a pre-determined program or schedule, generally informed by inspections and condition information
c) *Preventative Maintenance:* routine programs intended to slow deterioration and reduce failures (e.g., ditching, crack-sealing, regularly scheduled vehicle maintenance, roof patching)

A key element of asset management planning is determining the most cost-effective blend of planned and unplanned maintenance, supported by regular inspections and timely interventions, while also accounting for unexpected failures. Overall, maintenance strategies are intended to maintain current levels of service, mitigate risk, minimize cost, and may be adjusted as service levels change. Table 29 illustrates how operational activities and maintenance approaches (planned and unplanned) work together to sustain asset performance and manage risk over the asset lifecycle.

## MAINTENANCE STRATEGIES BY ASSET CATEGORY

| ASSET CATEGORY | OPERATIONS | UNPLANNED MAINTENANCE | PLANNED MAINTENANCE |
|---|---|---|---|
| Road Network | Municipal roads are maintained in accordance with *Ontario Regulation 239/02* (Minimum Maintenance Standards (MMS)), including snow and ice control. Operations patrol Class 3 roads weekly and Class 4-6 roads bi-weekly, per the MMS. Patrols verify that signage and traffic control devices are functioning; any deficiencies are addressed promptly. Luminaires are inspected annually, and any outages are reported to the utility for repair. All deficiencies identified during patrols are logged in MESH for tracking to resolution. To keep | Operations staff regularly identify and repair potholes. Any pothole deeper than eight centimeters is repaired within 7 days of identification. Repair frequency varies with weather, traffic volumes, and asphalt age throughout the year. | The Town completed its most recent road network condition study in 2025. Ongoing road needs studies are planned to support accurate long-term rehabilitation forecasts, ROI-based prioritization and multi-year budgeting. The Town created a Road Maintenance Program adopted by Council on July 7, 2025 (By-Law 95 of 2025). While the Town's formal preventative maintenance program is still in the early development and implementation stages, |

| | | | |
|---|---|---|---|
| | condition data current, the Town conducts road needs studies on an ongoing basis. | | practices such as crack sealing are already being applied to help extend pavement service life and defer full reconstruction where appropriate. |
| Water Network | The municipal water system complies with Ontario's *Safe Drinking Water Act, 2002*. An external Operating Authority operates the water treatment plant, booster pumping station and water tower. | Unplanned water repairs or deficiencies (e.g., water main breaks, lead service replacements) are assessed on site by the Operating Authority and reported to Municipal Operations staff. Senior Management staff determine repair versus replacement. Urgent work is completed within the current year, subject to available budget; non-urgent items are scheduled for the following year during the annual budget review. | The Operating Authority schedules routine inspections for the water treatment plant, booster pumping station and water tower, as well as completes all MECP-required regulatory sampling. The Town maintains a five-year capital plan prepared by B. M. Ross & Associates and conducts ongoing condition assessments for all facilities involved in the municipal water treatment system. |
| Sanitary Network | The Town's sanitary network complies with the Wastewater Systems Effluent Regulations (SOR/2012-139). The Operating Authority manages the wastewater treatment plant and sewage pumping stations. Municipal operations staff flush all sanitary mains annually. Any issues found are logged and prioritized for CCTV inspection. To keep condition data current, the Town runs an annual CCTV program for sewer mains and conducts ongoing condition assessments of | Municipal operations staff assess unplanned sanitary sewer repairs on site. The Operating Authority assesses unplanned maintenance at the wastewater treatment plant and sewage pumping stations and reports to Town staff. Senior Management staff determine repair versus replacement. Urgent work is completed within the current year, subject to budget. Non-urgent work is scheduled for the following year during the annual budget review. | The Operating Authority schedules routine inspections of the wastewater treatment plant and sewage pumping stations and completes all MECP-mandated sampling. The Town maintains a five-year capital plan prepared by B. M. Ross & Associates. Wastewater treatment plant and sewage pumping station condition assessments are ongoing, and sanitary |

| | | | |
|---|---|---|---|
| | the wastewater treatment plant and sewage pumping stations. | | sewer CCTV scoping occurs annually. |
| Storm Network | Ontario currently has no stormwater-specific regulation. The municipality complies with relevant legislation that supports climate change adaptation, including the *Ontario Water Resources Act* and the *Environmental Protection Act*. To improve the accuracy of storm sewer main condition data, the Town will implement ongoing CCTV inspections. Catch basins are cleaned annually by Town Operations staff. | Operations staff assess unplanned stormwater repairs or deficiencies on site. Urgent issues are investigated for root cause and completed within available annual funds. Non-urgent work is scheduled for the following year and included in the following budget season. | Assets are replaced as needed through annual road capital projects. |
| Sidewalk Network | Sidewalks must comply with Ontario Regulation 239/02 (Minimum Maintenance Standards (MMS)), including ice and snow requirements. Operations staff conduct annual sidewalk patrols per the MMS, and any deficiencies are logged in MESH for correction. To keep data current, the Town will complete ongoing sidewalk condition assessments. | Operations staff repair sidewalk deficiencies identified during patrols on a regular basis. Some sections require full replacement due to factors such as adjacent construction, tree root damage, or water/sanitary sewer work. | In 2025, the Town completed a sidewalk condition assessment. The municipality will conduct recurring assessments to maintain accurate long-term maintenance and replacement forecasts. |
| Facilities | All Town-owned buildings must meet regulatory safety standards and are routinely inspected for deficiencies and maintenance. Facilities with critical components (e.g., the water treatment plant and wastewater treatment plant) are inspected more frequently. The Town will conduct ongoing facilities condition assessments. | Town staff assess unplanned building deficiencies on site. Senior management staff determine repair or replacement. Urgent issues are root-cause assessed and completed within available annual funds. | The Town schedules routine inspections for facility components (e.g., elevators) and required audits (e.g., health and safety). |
| Fleet | All Town vehicles must comply with MTO Safety Standards and are inspected at regular maintenance intervals. Operations | Failed items are evaluated for repair versus replacement based on cost-effectiveness, considering age, mileage, maintenance history and | Vehicles that remain serviceable at end of useful life are often retained to extend asset value. |

| | | | |
|---|---|---|---|
| | vehicles receive routine and comprehensive annual inspections by the fleet technician. Specialized service for emergency and electric vehicles is outsourced as required. | overall condition. | |
| Playgrounds | Playgrounds must comply with CSA Z614/14. From April to November, the Parks Supervisor conducts daily visual inspections and logs reports in MESH. Deficiencies are fixed immediately, or the play area is closed until repaired. | Repairs are completed as soon as defects are identified and reported. If immediate repair is not possible, access is restricted to the affected playground, or area of the playground, until repair work is completed. | Playgrounds that are safe and serviceable at end of life may be retained to maximize asset value. |
| Other Land Improvement and Machinery & Equipment Assets | Assets in the Land Improvements and Machinery & Equipment categories are inspected case by case to determine whether refurbishments or replacement is required. | Failed or failing assets are evaluated to determine whether repair or full replacement is most cost-effective. | Equipment is maintained at intervals tailored to each asset's requirements. |

**Table 29**. Planned and unplanned maintenance based on asset category to maintain service levels.

### 5.2.2 Planned Strategies for Lifecycle Optimization

Various strategies that aim to optimize an assets total lifecycle include planned maintenance, renewal/rehabilitation, replacement, expansion, disposal and other non-infrastructure related solutions. A summary of these strategies can be found within Table 2 of Section 3.1.5. Summary tables are provided below that outline the planned strategies associated with each asset category within the Town's Asset Management Plan. These strategies are implemented to ensure that assets are maintained to perform at their expected level of service. Strategies may be adjusted with changing service levels.

Generally, planned maintenance associated with the road, storm, land improvements, facilities, fleet, and machinery/equipment networks are funded through the tax base. The estimated total cost of maintenance performed on tax-funded core assets (road and storm networks) was $758,926, while the estimated total maintenance cost for tax-funded non-core assets (facilities, fleet, land improvements, machinery and equipment networks) was $1,009,510.

Operation and maintenance costs for the water and sanitary networks are funded through user fees. The estimated total operation and maintenance costs for the water and sanitary networks were $768,806 and $706,774, respectively.

## ROAD NETWORK LIFECYCLE STRATEGIES

| Type of Strategy | Implementation Plan |
|---|---|
| Maintenance | • Regular maintenance including road sweeping and dust control, leaf collection, roadside ditch cleanout and clearing, as well as snow removal<br>• Continued maintenance of roads in compliance with *Ontario Regulation 239/02* Minimum Maintenance Standards for Municipal Highways<br>• Maintain winter roads based on standards for ice and snow removal |
| Renewal/Rehabilitation | • Resurfacing of fair to poor conditioned paved roads<br>• Regular repairs based on inspections |
| Replacement | • Annual road reconstruction based on condition assessments and other capital needs |
| Disposal | • Convert surface treated roads to high class bituminous, where necessary |
| Expansion | • Short and long-term capital planning to identify needs<br>• Service improvements made, where possible (i.e., environmental impacts)<br>• Identify needs through regular capital planning and scheduled condition assessments |
| Non-Infrastructure Related Solutions | • Operating budgets should be informed by condition assessments and inspections as needed<br>• Regularly scheduling road repair work<br>• Continue to conduct road inspections and maintain road inventory database<br>• Annually provide the necessary departments with required information when work is completed and/or additional equipment is required for maintenance activities<br>• Adjust service levels if necessary |

**Table 30**. Lifecycle strategies and associated implementation plan for the Road Network.

## SIDEWALK NETWORK LIFECYCLE STRATEGIES

| Type of Strategy | Implementation Plan |
|---|---|
| Maintenance | • Regular seasonal maintenance to fix deficiencies to ensure safety of pedestrians<br>• Maintain winter sidewalks based on standards for ice and snow removal. Winter maintenance generally occurs from mid-November to end of March every year |
| Renewal/Rehabilitation | • Sidewalk repairs as needed |
| Replacement | • Components replaced based on needs |
| Disposal | • Conversion to more accessible sidewalks, where necessary |
| Expansion | • Continue to track needs based on growth identified in Development Charges Studies<br>• Service improvements made, where possible (i.e., environmental impacts)<br>• Identify needs through regular capital planning and scheduled condition assessments |
| Non-Infrastructure Related Solutions | • Operating budgets should be informed by condition assessments and inspections as needed<br>• Regularly scheduling sidewalk repair work<br>• Continue to conduct sidewalk inspections and maintain sidewalk inventory database<br>• Annually provide the necessary departments with required information when work is completed and/or additional equipment is required for maintenance activities<br>• Adjust service levels if necessary |

**Table 31**. Lifecycle strategies and associated implementation plan for the Sidewalk Network

## WATER NETWORK LIFECYCLE STRATEGIES

| Type of Strategy | Implementation Plan |
|---|---|
| Maintenance | • Regular safety inspections<br>• Inspections performed as identified and needed |
| Renewal/Rehabilitation | • Regular repairs to components of the water system based on need |
| Replacement | • Replacement of components of the water system based on evidence of deterioration (e.g., watermains breaks) |
| Disposal | • Dispose or sell assets that are no longer in use |
| Expansion | • Short and long-term capital planning to identify needs<br>• Ensure capital costs due to expansion are identified in Development Charges<br>• Service improvements to be explored where possible (performance indicators, environmental impacts, new technologies, etc.) |
| Non-Infrastructure Related Solutions | • Operating budgets should be informed by condition assessments and inspections as needed<br>• Continue investing capital and operational funds to provide upgrades and rehabilitations to treatment and distribution systems<br>• Annually provide the necessary departments with required information when work is completed and/or additional equipment is required for maintenance activities<br>• Continue to provide Water Treatment Plant Annual Reports, as per regulatory requirements<br>• Liase with the Town's Operating Authority to ensure continued maintenance of water treatment facilities and drinking water distribution system<br>• Annual review of practices and policies<br>• Adjust service levels if necessary |

**Table 32**. Lifecycle strategies and associated implementation plan for the Water Network.

## SANITARY NETWORK LIFECYCLE STRATEGIES

| Type of Strategy | Implementation Plan |
|---|---|
| Maintenance | • Regular maintenance, including sewer flushing<br>• CCTV inspections performed as identified and needed |
| Renewal/Rehabilitation | • Regular repairs to components of the sanitary system based on need |
| Replacement | • Replacement of components of the sanitary system based on evidence-based assessments |
| Disposal | • Dispose or sell assets that are no longer in use |
| Expansion | • Short and long-term capital planning to identify needs<br>• Ensure capital costs due to expansion are identified in Development Charges<br>• Service improvements to be explored where possible (performance indicators, environmental impacts, new technologies, etc.) |
| Non-Infrastructure Related Solutions | • Operating budgets should be informed by condition assessments and inspections as needed<br>• Continue investing capital and operational funds to provide upgrades and rehabilitations to treatment and collection systems<br>• Annually provide the necessary departments with required information when work is completed and/or additional equipment is required for maintenance activities<br>• Continue to provide Wastewater Treatment Plant Annual Reports, as per regulatory requirements<br>• Liase with the Town's Operating Authority to ensure continued maintenance of water treatment facilities and drinking water distribution system<br>• Annual review of practices and policies<br>• Adjust service levels if necessary |

**Table 33**. Lifecycle strategies and associated implementation plan for the Sanitary Network.

## STORM NETWORK LIFECYCLE STRATEGIES

| Type of Strategy | Implementation Plan |
|---|---|
| Maintenance | • Regular maintenance, including clean out of catch basins<br>• CCTV inspections performed as identified and needed |
| Renewal/Rehabilitation | • Regular repairs to components of the storm system based on need |
| Replacement | • Replacement of components of the storm system based on needs |
| Disposal | • Dispose or sell assets that are no longer in use |
| Expansion | • Short and long-term capital planning to identify needs<br>• Ensure capital costs due to expansion are identified in Development Charges<br>• Service improvements to be explored where possible (performance indicators, environmental impacts, new technologies, etc.) |
| Non-Infrastructure Related Solutions | • Operating budgets should be informed by condition assessments and inspections as needed<br>• Continue investing capital and operational funds to provide upgrades and rehabilitations to management ponds and collection systems<br>• Annually provide the necessary departments with required information when work is completed and/or additional equipment is required for maintenance activities<br>• Adjust service levels if necessary |

**Table 34**. Lifecycle strategies and associated implementation plan for the Storm Network.

## FACILITIES NETWORK LIFECYCLE STRATEGIES

| Type of Strategy | Implementation Plan |
|---|---|
| Maintenance | • Recurring inspections in accordance with Occupational Health and Safety regulations<br>• Regularly inspect HVAC, heating systems and plumbing<br>• Maintain electrical systems to Electrical Safety Authority Standards<br>• Regularly inspect fire alarms, fire extinguishers and emergency lighting |
| Renewal/Rehabilitation | • Regular repairs to components based on inspections |
| Replacement | • Replacement of components based on inspections |
| Disposal | • Selling or demolishing facilities that are no longer in use or underutilized<br>• Re-use or sell land not in use |
| Expansion | • Short and long-term capital planning to identify needs<br>• Assumptions on required facility space through development agreements if necessary |
| Non-Infrastructure Related Solutions | • Operating budgets should be informed by condition assessments and inspections as needed<br>• Continue investing capital and operational funds to provide upgrades and rehabilitations<br>• Perform business studies and consult with stakeholders when constructing a new facility or making modifications to an existing facility<br>• Annually provide the necessary departments with required information when work is completed and/or additional equipment is required for maintenance activities<br>• Adjust service levels if necessary |

**Table 35**. Lifecycle strategies and associated implementation plan for the Facilities Network.

## LAND IMPROVEMENTS NETWORK LIFECYCLE STRATEGIES

| Type of Strategy | Implementation Plan |
|---|---|
| Maintenance | • Inspection of assets on a regular basis to comply with safety standards |
| Renewal/Rehabilitation | • Regular repairs to components based on inspections |
| Replacement | • Replacement of components based on inspections |
| Disposal | • Dispose or sell assets that are no longer in use |
| Expansion | • Short and long-term capital planning to identify needs<br>• Service improvements to be explored where possible (performance indicators, environmental impacts, new technologies, etc.)<br>• Continue to track future needs based on demands placed on infrastructure by the public |
| Non-Infrastructure Related Solutions | • Operating budgets should be informed by condition assessments and inspections as needed<br>• Continue investing capital and operational funds to provide upgrades and rehabilitations<br>• Annually provide the necessary departments with required information when work is completed and/or additional equipment is required for maintenance activities<br>• Review policies and procedures regarding the accounting and reporting of the Town's tangible capital assets<br>• Adjust service levels if necessary |

**Table 36**. Lifecycle strategies and associated implementation plan for the Land Improvements Network.

## FLEET NETWORK LIFECYCLE STRATEGIES

| Type of Strategy | Implementation Plan |
|---|---|
| Maintenance | • Regular inspections of all municipal vehicles. Emergency vehicles should be inspected in accordance with industry and regulatory guidelines<br>• Annual inspection, service and certification performed on all applicable vehicles in accordance with Ontario Ministry of Transportation requirements<br>• Regular safety inspections of all vehicles before and after use to ensure safety standards are maintained<br>• Preventative maintenance program for all municipal vehicles |
| Renewal/Rehabilitation | • Regular repairs to components based on inspections<br>• Mid-life component replacements are usually common for larger vehicles and can be scheduled accordingly (e.g., engine rebuilds) |
| Replacement | • Vehicle replacement based on inspections |
| Disposal | • Dispose or sell assets that are no longer in use |
| Expansion | • Short and long-term capital planning to identify needs<br>• Service improvements to be explored where possible (performance indicators, environmental impacts, new technologies, etc.) |
| Non-Infrastructure Related Solutions | • Operating budgets should be informed by regular inspections as needed<br>• Vehicle replacement forecast reviewed with annual budget discussions<br>• Training for staff to ensure safe and efficient operation of vehicles<br>• Continue investing capital and operational funds to provide upgrades and rehabilitations<br>• Annually provide the necessary departments with required information when work is completed and/or additional equipment is required<br>• Adjust service levels if necessary |

**Table 37**. Lifecycle strategies and associated implementation plan for the Fleet Network.

MACHINERY AND EQUIPMENT NETWORK LIFECYCLE STRATEGIES

| Type of Strategy | Implementation Plan |
|---|---|
| Maintenance | • Regular inspections of all applicable municipal machinery and equipment<br>• Annual inspection, service and certification performed on all applicable vehicles in accordance with Ontario Ministry of Transportation requirements<br>• Regular safety inspections of all vehicles before and after use to ensure safety standards are maintained |
| Renewal/Rehabilitation | • Regular repairs to components based on inspections |
| Replacement | • Equipment replacement based on inspections |
| Disposal | • Dispose or sell assets that are no longer in use |
| Expansion | • Short and long-term capital planning to identify needs<br>• Service improvements to be explored where possible (performance indicators, environmental impacts, new technologies, etc.) |
| Non-Infrastructure Related Solutions | • Operating budgets should be informed by inspections as needed<br>• Machinery and equipment replacement forecast reviewed with annual budget discussions<br>• Training for staff to ensure safe and efficient operation of equipment<br>• Continue investing capital and operational funds to provide upgrades and rehabilitations<br>• Annually provide the necessary departments with required information when work is completed and/or additional equipment is required for maintenance activities<br>• Adjust service levels if necessary |

**Table 38**. Lifecycle strategies and associated implementation plan for the Fleet Network.

## 5.3 Risk Management Strategies

Asset risk is calculated for each asset by multiplying its probability of failure by its consequence of failure, resulting in a weighted score. The asset management software analyzes these weighted scores to develop a risk rating (low risk of 1, non-critical (green), to high risk of 5, critical (red)) for each asset. For example, using condition as a risk measure, if an asset's condition is very poor, the software calculates the probability of failure as very high. Metrics included in the risk analysis for each asset network are described in the applicable subsections below. The Town of Goderich utilizes various network attributes as risk metrics for its core infrastructure, while replacement cost and condition are used as risk metrics for non-core assets.

The risk heat map in Figure 26 incorporates all assets within the Town of Goderich inventory based on consequence of failure (vertical axis) and probability of failure (horizontal axis). The colour coding indicates the risk level and ranges from red (critical) to green (non-critical). The eleven highest risk assets highlighted in the risk heat map are listed in Table 39.

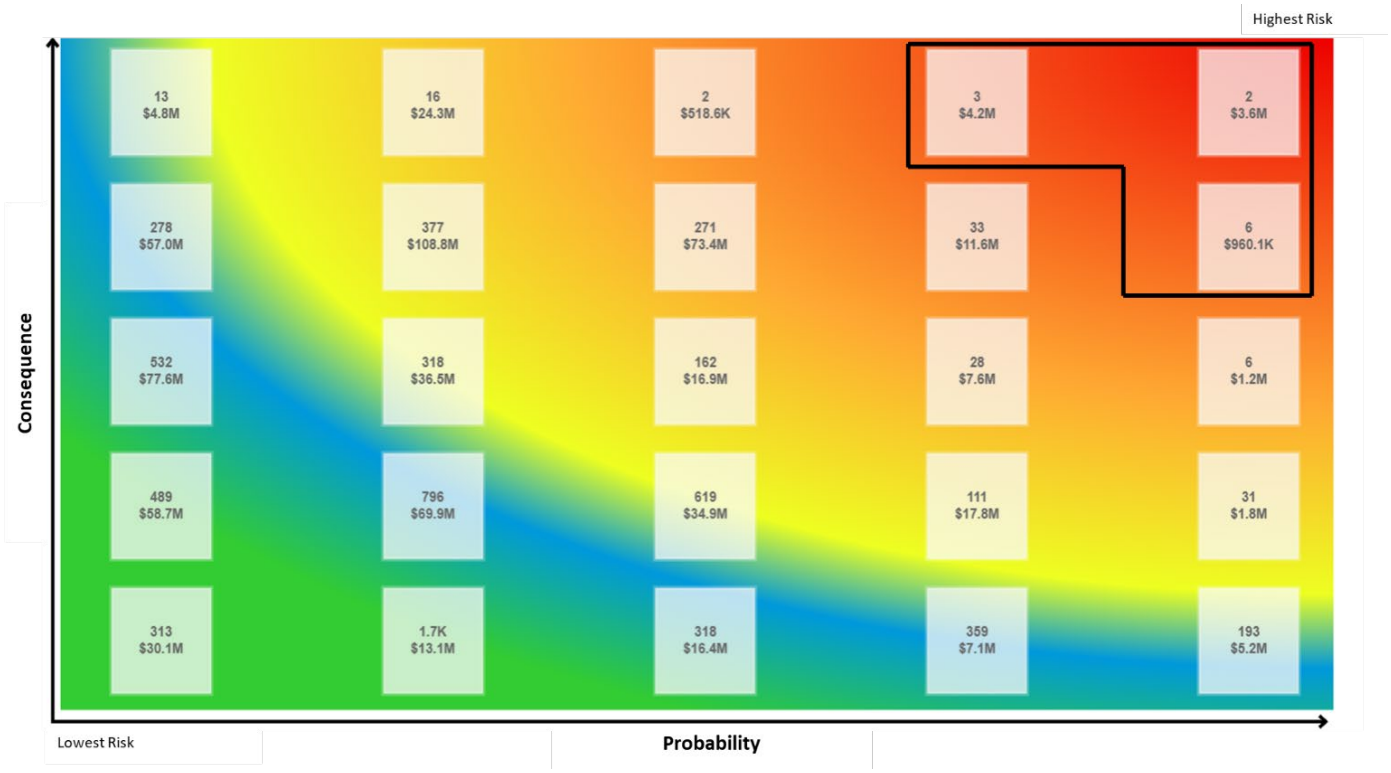



**Figure 26**. Risk heat map for all Town of Goderich assets.

| Asset Description | In-Service Year | EUL (Yrs.) | Asset Age (Yrs.) | Historical Cost | Replacement Cost | Replacement Cost Method |
|---|---|---|---|---|---|---|
| **Asset #28** - Airport John Deere Wheel Loader | 2011 | 15 | 14 | $146,944 | $197,464 | CPI Tables |
| **Asset #47** - Cemetery 2003 Tractor Loader/Backhoe | 2003 | 15 | 22 | $41,634 | $66,175 | CPI Tables |
| **Asset #151** - Fire Hall 2011 Spartan Pumper Truck | 2012 | 20 | 13 | $361,248 | $483,050 | CPI Tables |
| **Asset #152** - Fire Hall 2004 International Rescue Truck | 2004 | 20 | 21 | $167,435 | $261,527 | CPI Tables |
| **Asset #1529** - Public Works 2014 Trackless | 2010 | 15 | 16 | $121,520 | $170,779 | CPI Tables |
| **Asset #1544** - Public Works 2012 Street Sweeper | 2012 | 10 | 13 | $193,344 | $258,109 | CPI Tables |
| **Asset #4762** - WTP Generator | 1988 | 50 | 37 | $130,590 | $299,069 | CPI Tables |
| **Asset #5458** - Parks Dept 2011 New Holland Tractor | 2011 | 15 | 14 | $43,248 | $58,650 | CPI Tables |
| **Asset #5595** - Memorial Community Centre Building | 1949 | 100 | 76 | $259,008 | $3,452,724 | CPI Tables |
| **Asset #5659** - MRC Mechanical Components | 2003 | 25 | 22 | $2,133,367 | $3,390,865 | CPI Tables |
| **Asset #5726** - MRC Kitchen Appliances | 2004 | 15 | 22 | $121,320 | $144,815 | CPI Tables |

**Table 39**. List of critical assets (highest probability of failure and consequence of failure metrics) within the entire Town of Goderich asset inventory.

### 5.3.1 Road Network Risk Heat Map

The probability of failure metrics for the risk analysis of the road network includes condition, road class, and surface material. The consequence of failure metrics for the risk analysis of the road network includes replacement cost, number of lanes, road speed, as well as the external environment. The heat map for the road network is shown in Figure 27. The five highest risk road network assets highlighted in the risk heat map are listed in Table 40. Please note that the three road segments on Suncoast Drive were part of the 2025 Suncoast Drive Road Construction project.

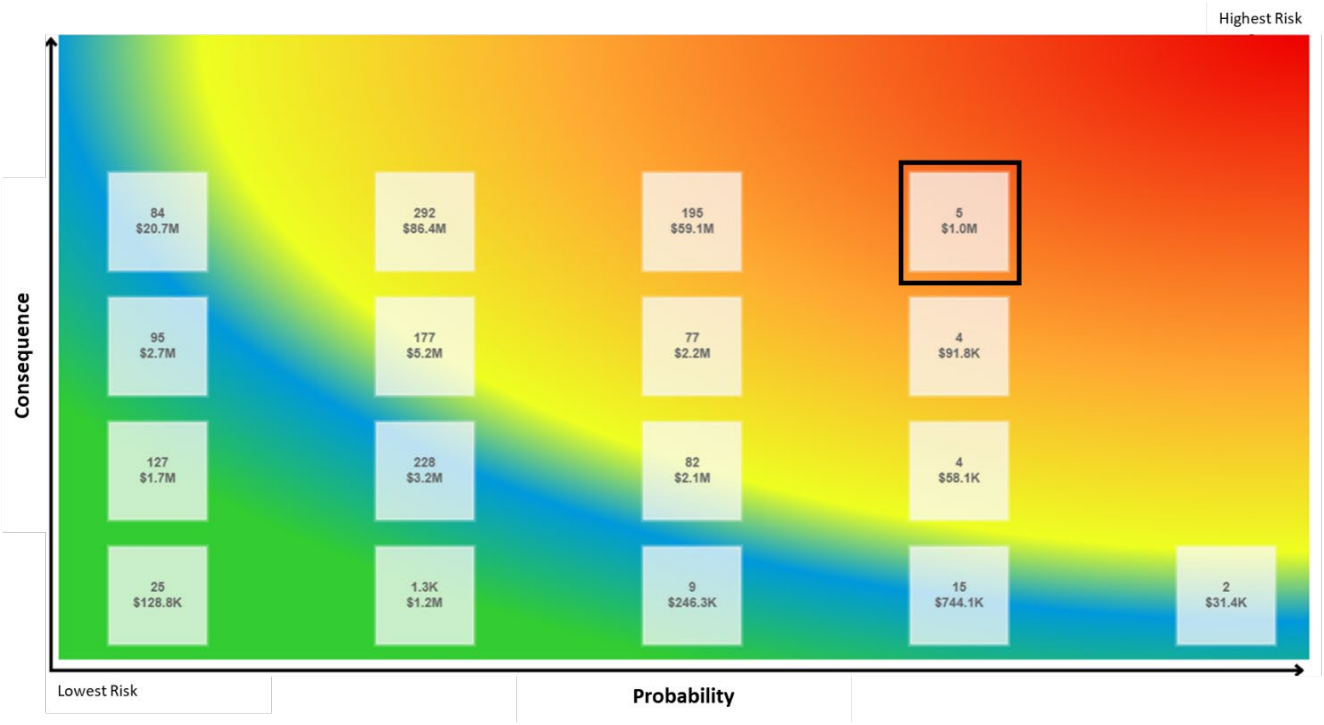



**Figure 27**. Risk heat map for the Town of Goderich Road Network.

| Asset Description | In-Service Year | EUL (Yrs.) | Asset Age (Yrs.) | Historical Cost | Replacement Cost | Replacement Cost Method |
|---|---|---|---|---|---|---|
| **Asset #651** - Suncoast Drive (Bayfield to Gibbons) | 1977 | 30 | 48 | $31,894 | $493,900 | Cost / Unit |
| **Asset #652** - Suncoast Drive (Gibbons to Krohmer) | 1977 | 30 | 48 | $13,772 | $213,275 | Cost / Unit |
| **Asset #653** - Suncoast Drive (Krohmer to South) | 1977 | 30 | 48 | $14,497 | $224,500 | Cost / Unit |
| **Asset #2484** - Caledonia Terrace Stairs | 2000 | 25 | 25 | $40,249 | $68,672 | CPI Tables |
| **Asset #2485** - Harbour Park Stairs | 2006 | 25 | 19 | $24,915 | $37,064 | CPI Tables |

**Table 40**. List of critical assets (highest probability of failure and consequence of failure metrics) within the Town of Goderich Road Network inventory.

### 5.3.2 Water Network Risk Heat Map

The probability of failure metrics for the risk analysis of watermains includes condition and pipe material, while the consequence of failure metrics includes replacement cost, pipe size (diameter), pipe distribution, as well as the external environment. For the remaining assets within the water network (e.g., fire hydrants, water treatment plant (including the water tower) and booster pumping station), condition is the only metric determining the probability of failure, while replacement cost is the singular metric driving the consequence of failure. The heat map for the water network is shown in Figure 28. The seven highest risk water network assets highlighted in the risk heat map are listed in Table 41.

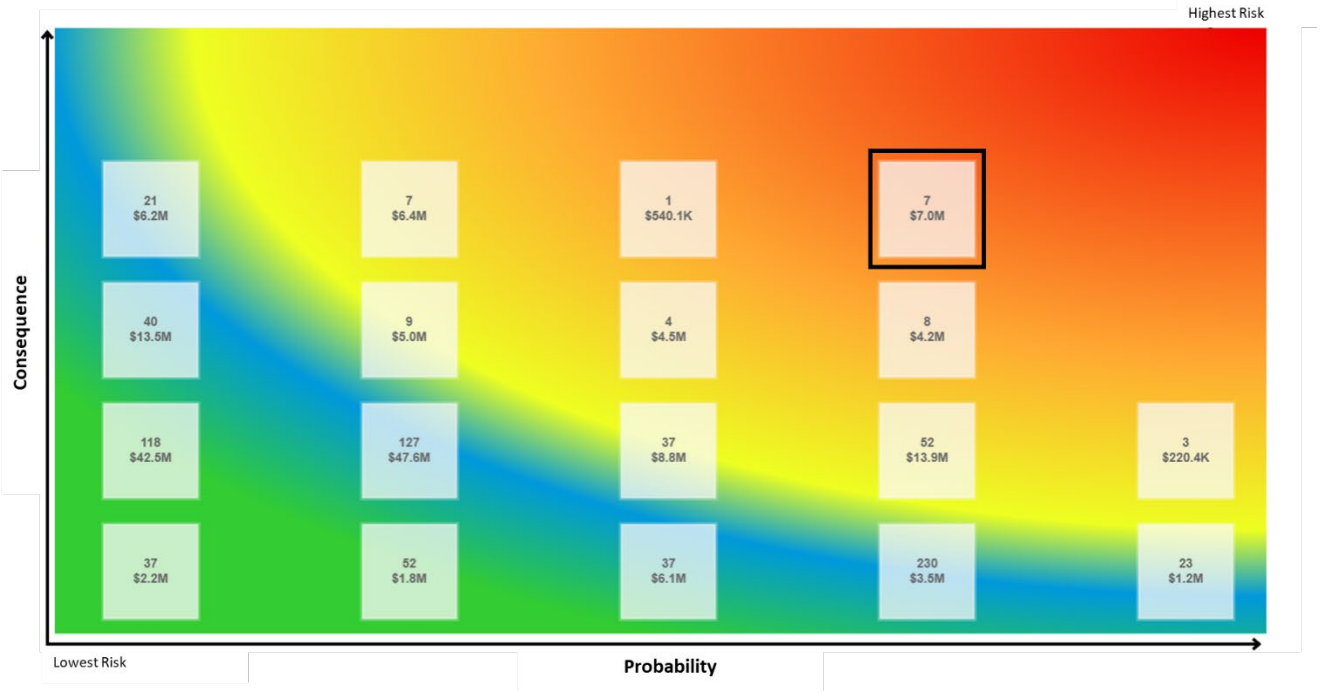



**Figure 28**. Risk heat map for the Town of Goderich Water Network.

| Asset Description | In-Service Year | EUL (Yrs.) | Asset Age (Yrs.) | Historical Cost | Replacement Cost | Replacement Cost Method |
|---|---|---|---|---|---|---|
| **Asset #4754** - Water Treatment Plant Building | 1961 | 100 | 64 | $129,051 | $1,325,855 | CPI Tables |
| **Asset #5042** - Picton Street (Toronto to Victoria) | 1963 | 100 | 62 | $72,809 | $1,077,088 | Cost / Unit |
| **Asset #5043** - Picton Street (Victoria to South) | 1963 | 100 | 62 | $63,588 | $940,512 | Cost / Unit |
| **Asset #5044** - Picton Street (South to Waterloo) | 1963 | 100 | 62 | $63,588 | $940,512 | Cost / Unit |
| **Asset #5045** - Picton Street (Waterloo to Wellington) | 1963 | 100 | 62 | $61,490 | $909,472 | Cost / Unit |
| **Asset #5046** - Picton Street (Wellington to Wellesley) | 1963 | 100 | 62 | $60,440 | $893,952 | Cost / Unit |
| **Asset #5047** - Picton Street (Wellesley to Essex) | 1963 | 100 | 62 | $60,219 | $890,848 | Cost / Unit |

**Table 41**. List of critical assets (highest probability of failure and consequence of failure metrics) within the Town of Goderich Water Network inventory.

For facilities included in the Water Network, these assets are organized into the following asset categories: structure, tankage, mechanical equipment, mechanical pumps/motors/compressors, and electrical equipment.

Please note that Asset #4754 - Water Treatment Plant Building refers only to the structural components of the plant's main building. It does not include any associated concrete tanks, or any mechanical or electrical equipment required for the operation of the water treatment plant.

### 5.3.3 Sanitary Network Risk Heat Map

The probability of failure metrics for the risk analysis of sanitary sewer mains includes condition and pipe material, while the consequence of failure metrics includes replacement cost, pipe size (diameter), as well as the external environment. For the remaining assets within the sanitary network (i.e., wastewater treatment plant and sewage pumping stations, condition is the only metric determining the probability of failure, while replacement cost is the only factor assuming to be influencing the consequence of failure. The heat map for the sanitary network is shown in Figure 29. The nine highest risk sanitary network assets highlighted in the risk heat map are listed in Table 42. Please note that the one sanitary segment on The Square will be part of the 2026 Rebuilding Downtown Infrastructure Project.

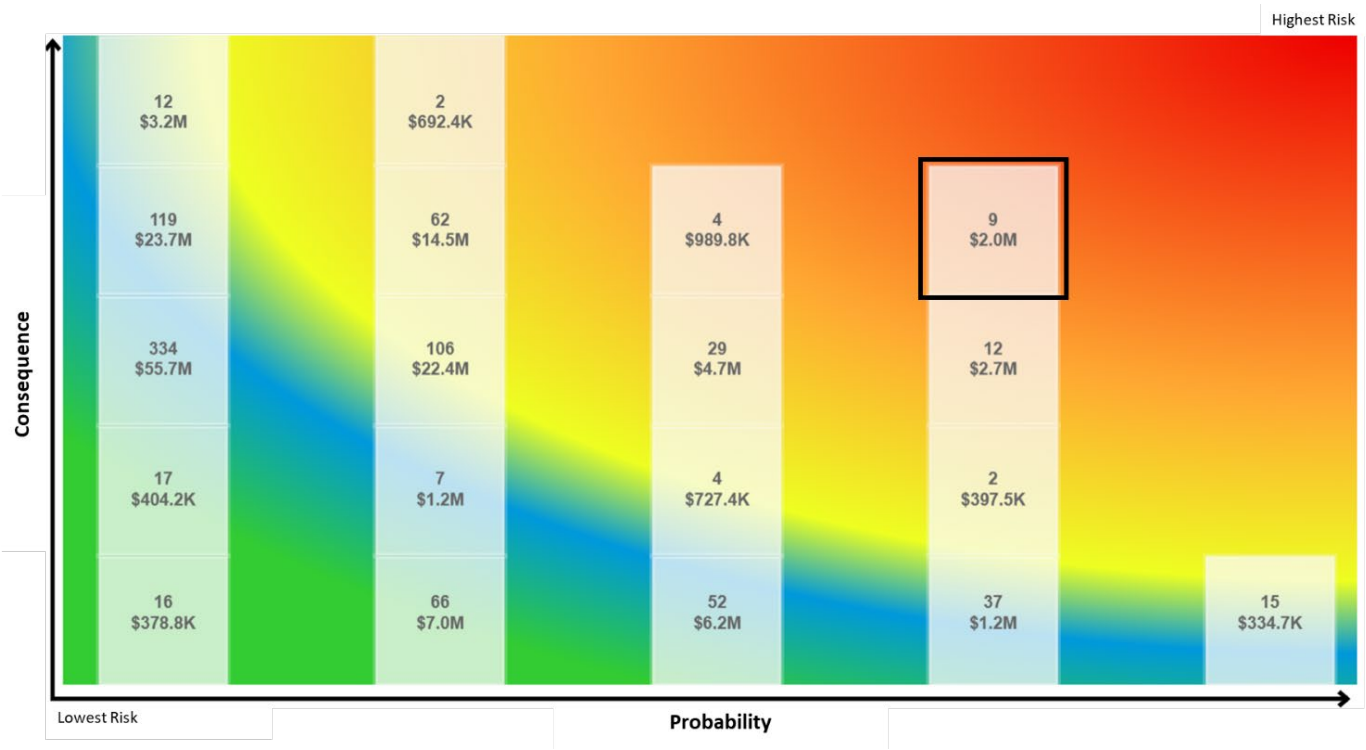



**Figure 29**. Risk heat map for the Town of Goderich Sanitary Network.

| Asset Description | In-Service Year | EUL (Yrs.) | Asset Age (Yrs.) | Historical Cost | Replacement Cost | Replacement Cost Method |
|---|---|---|---|---|---|---|
| **Asset #2509** - Nelson Street (Church to Colborne) | 1896 | 100 | 129 | $3,249 | $322,392 | Cost / Unit |
| **Asset #2511** - Huron Road (Suncoast to Bennett) | 1922 | 100 | 103 | $2,292 | $141,306 | Cost / Unit |
| **Asset #2572** - Eldon Street (Britannia to Cayley) | 1896 | 100 | 129 | $9,647 | $527,151 | Cost / Unit |
| **Asset #2617** - Huron Road (Maple to Walnut) | 1922 | 100 | 103 | $3,959 | $244,074 | Cost / Unit |
| **Asset #2633** - Wellesley St (Cobourg to Lighthouse) | 1897 | 100 | 128 | $1,452 | $134,883 | Cost / Unit |
| **Asset #2640** - Huron Road (Bennett to Maple) | 1922 | 100 | 103 | $2,084 | $128,460 | Cost / Unit |
| **Asset #2649** - McDonald Street (Raglan to Blake) | 1920 | 100 | 105 | $1,637 | $86,961 | Cost / Unit |
| **Asset #2717** - The Square (Colborne to North) | 1896 | 100 | 129 | $1,432 | $142,107 | Cost / Unit |
| **Asset #2749** - Huron Road (Maple to Walnut) | 1922 | 100 | 103 | $3,959 | $244,074 | Cost / Unit |

**Table 42**. List of critical assets (highest probability of failure and consequence of failure metrics) within the Town of Goderich Sanitary Network inventory.

### 5.3.4 Storm Network Risk Heat Map

The probability of failure metrics for the risk analysis of the storm network includes condition and pipe material. The consequence of failure metrics for the risk analysis of the storm network includes replacement cost, pipe size (diameter), as well as the external environment. The heat map for the storm network is shown in Figure 30. The twelve highest risk storm network assets highlighted in the risk heat map are listed in Table 43.

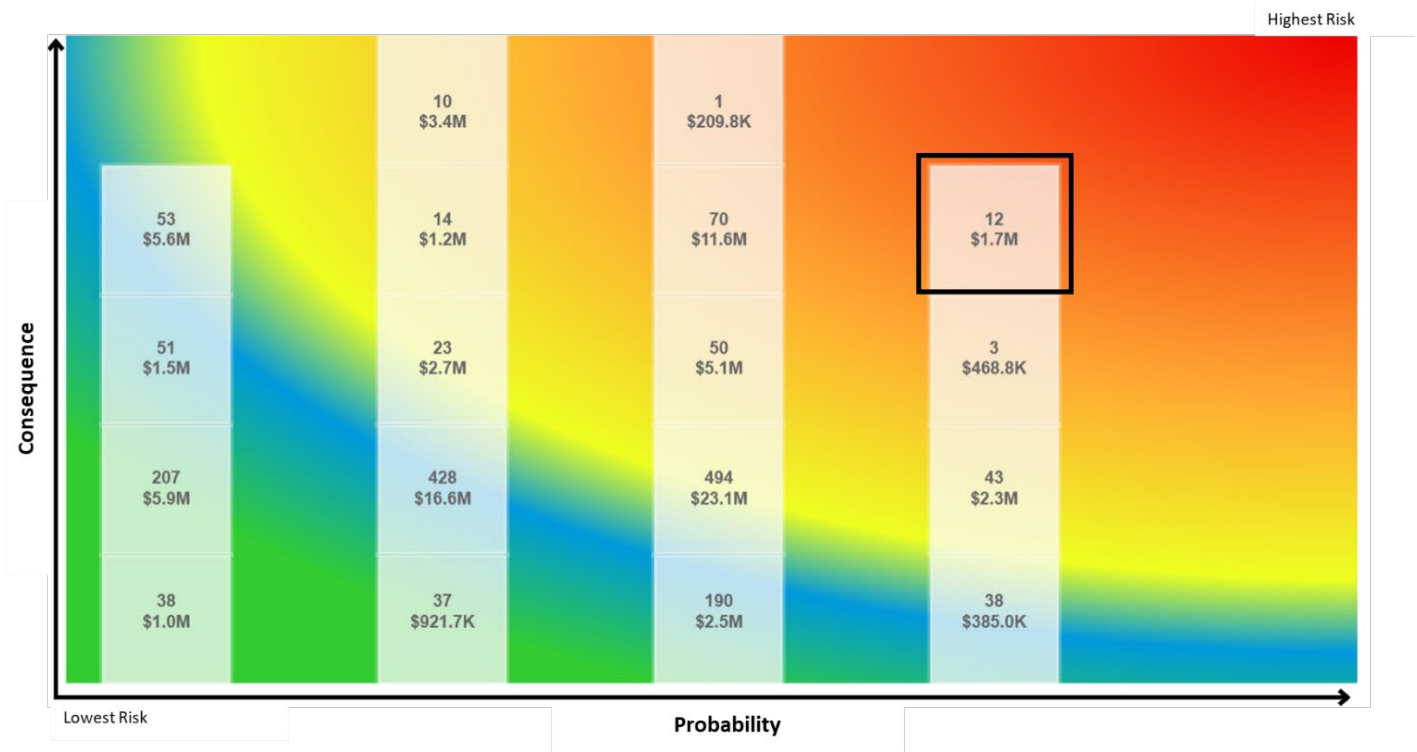



**Figure 30**. Risk heat map for the Town of Goderich Storm Network.

| Asset Description | In-Service Year | EUL (Yrs.) | Asset Age (Yrs.) | Historical Cost | Replacement Cost | Replacement Cost Method |
|---|---|---|---|---|---|---|
| **Asset #4425** - Britannia Road (Cambridge to Huron) | 1965 | 100 | 60 | $9,312 | $117,059 | Cost / Unit |
| **Asset #4427** - Britannia Road (Cambridge to Huron) | 1965 | 100 | 60 | $1,985 | $24,947 | Cost / Unit |
| **Asset #4430** - Britannia Road (Regent to Cambridge) | 1965 | 100 | 60 | $14,519 | $187,176 | Cost / Unit |
| **Asset #4434** - Britannia Road (Park to Regent) | 1965 | 100 | 60 | $16,727 | $204,192 | Cost / Unit |
| **Asset #4436** - Britannia Road (Park to Regent) | 1965 | 100 | 60 | $17,250 | $210,573 | Cost / Unit |
| **Asset #4440** - Britannia Road (Maitland to River) | 1965 | 100 | 60 | $3,136 | $38,286 | Cost / Unit |
| **Asset #4441** - Britannia Road (Maitland to River) | 1965 | 100 | 60 | $2,962 | $36,159 | Cost / Unit |
| **Asset #4486** - Huron Road (Walnut to Oxford) | 1965 | 100 | 60 | $6,740 | $90,193 | Cost / Unit |
| **Asset #4489** - Huron Road (Walnut to Oxford) | 1965 | 100 | 60 | $13,910 | $186,143 | Cost / Unit |
| **Asset #4492** - Huron Road (Walnut to Oxford) | 1965 | 100 | 60 | $12,976 | $163,115 | Cost / Unit |
| **Asset #4493** - Huron Road (Oxford to Britannia) | 1065 | 100 | 60 | $16,792 | $211,090 | Cost / Unit |
| **Asset #4496** - Huron Road (Oxford to Britannia) | 1965 | 100 | 60 | $15,418 | $193,819 | Cost / Unit |

**Table 43**. List of critical assets (highest probability of failure and consequence of failure metrics) within the Town of Goderich Storm Network inventory. Please note that Asset #4425 and Asset #4427 are different segments of storm sewer mains along Britannia Road (between Cambridge Street and Huron Road).

### 5.3.5 Facilities Network Risk Heat Map

To date, condition data is the only probability of failure metric and replacement cost is the only consequence of failure metric for the risk analysis of the facilities network. The heat map for the facilities network is shown in Figure 31. The three highest risk facility assets highlighted in the risk heat map are listed in Table 44.

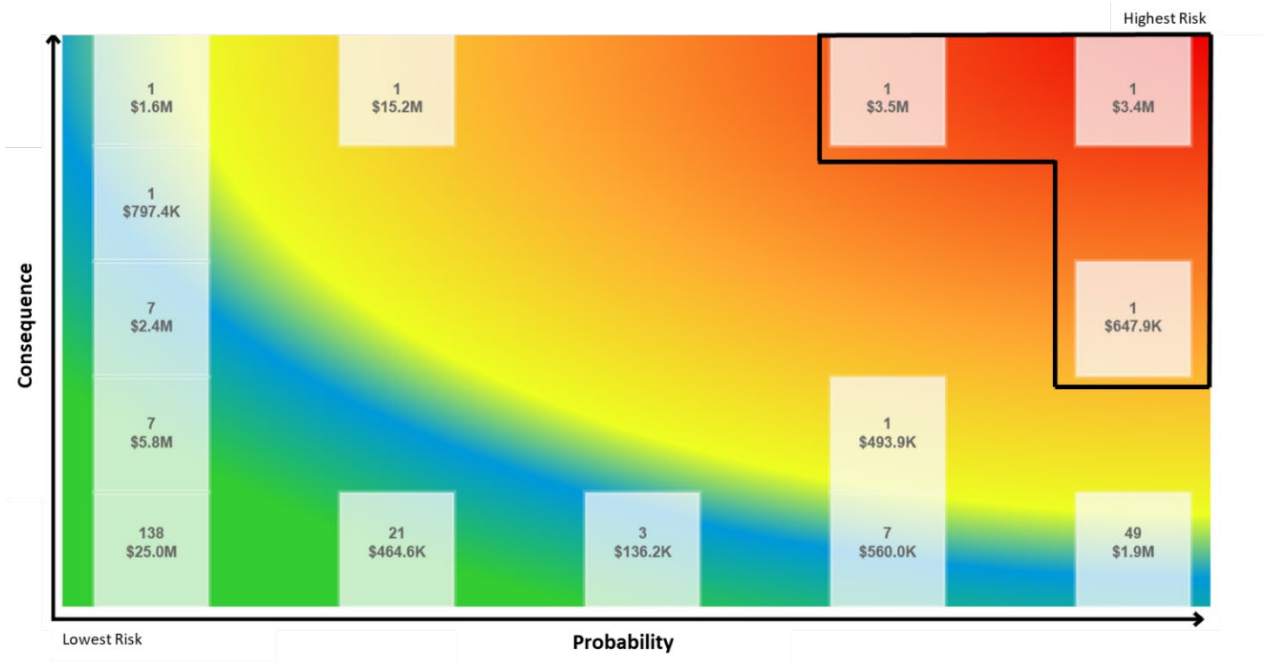



**Figure 31**. Risk heat map for Town of Goderich Facilities Network.

| Asset Description | In-Service Year | EUL (Yrs.) | Asset Age (Yrs.) | Historical Cost | Replacement Cost | Replacement Cost Method |
|---|---|---|---|---|---|---|
| **Asset #5595** - Memorial Community Centre Structure | 1949 | 100 | 76 | $259,008 | $3,452,724 | CPI Tables |
| **Asset #5601** - Maitland Recreation Centre Roof | 2003 | 25 | 22 | $407,650 | $647,937 | CPI Tables |
| **Asset #5659** - MRC Mechanical Components | 2003 | 25 | 22 | $2,133,367 | $3,390,865 | CPI Tables |

**Table 44**. List of critical assets (highest probability of failure and consequence of failure metrics) within the Town of Goderich Facilities Network.

For the Facilities Network, assets are organized into the following categories: structure, roof, mechanical and elevators.

Please note that Asset #5595 - Memorial Community Centre Structure refers only to the structural components of the Memorial Community Centre building. It does not include any other building components associated with this facility, including the roof system, mechanical systems, or elevator.

### 5.3.6 Land Improvements Risk Heat Map

For the land improvements network, condition is the only probability of failure metric and replacement cost is the only consequence of failure metric for the risk analysis of the assets found in this network. The heat map for the land improvements network is shown in Figure 32. The two highest risk land improvements assets highlighted in the risk heat map are listed in Table 45.

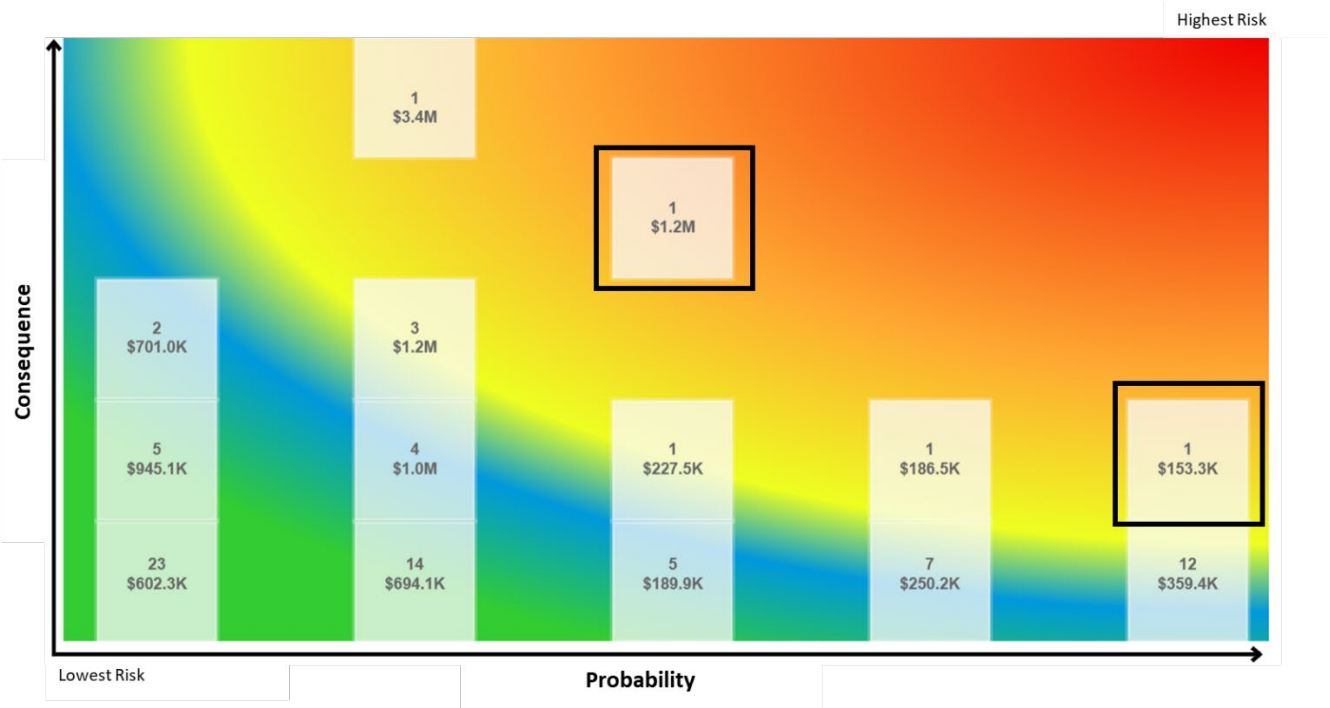



**Figure 32**. Risk heat map for Town of Goderich Land Improvements Network.

| Asset Description | In-Service Year | EUL (Yrs.) | Asset Age (Yrs.) | Historical Cost | Replacement Cost | Replacement Cost Method |
|---|---|---|---|---|---|---|
| **Asset #16** - Airport Runway 10/28 (including lights) | 1995 | 25 | 30 | $600,000 | $1,222,410 | CPI Tables |
| **Asset #19** - Airport Fencing | 1980 | 50 | 45 | $40,459 | $153,348 | CPI Tables |

**Table 45**. List of somewhat critical assets (highest probability of failure and consequence of failure metrics) within the Town of Goderich Land Improvements Network.

### 5.3.7 Fleet Network Risk Heat Map

Similarly, condition is the only probability of failure metric and replacement cost is the only consequence of failure metric for the risk analysis of the fleet network. The heat map for the fleet network is shown in Figure 33. The four highest risk fleet assets highlighted in the risk heat map are listed in Table 46.

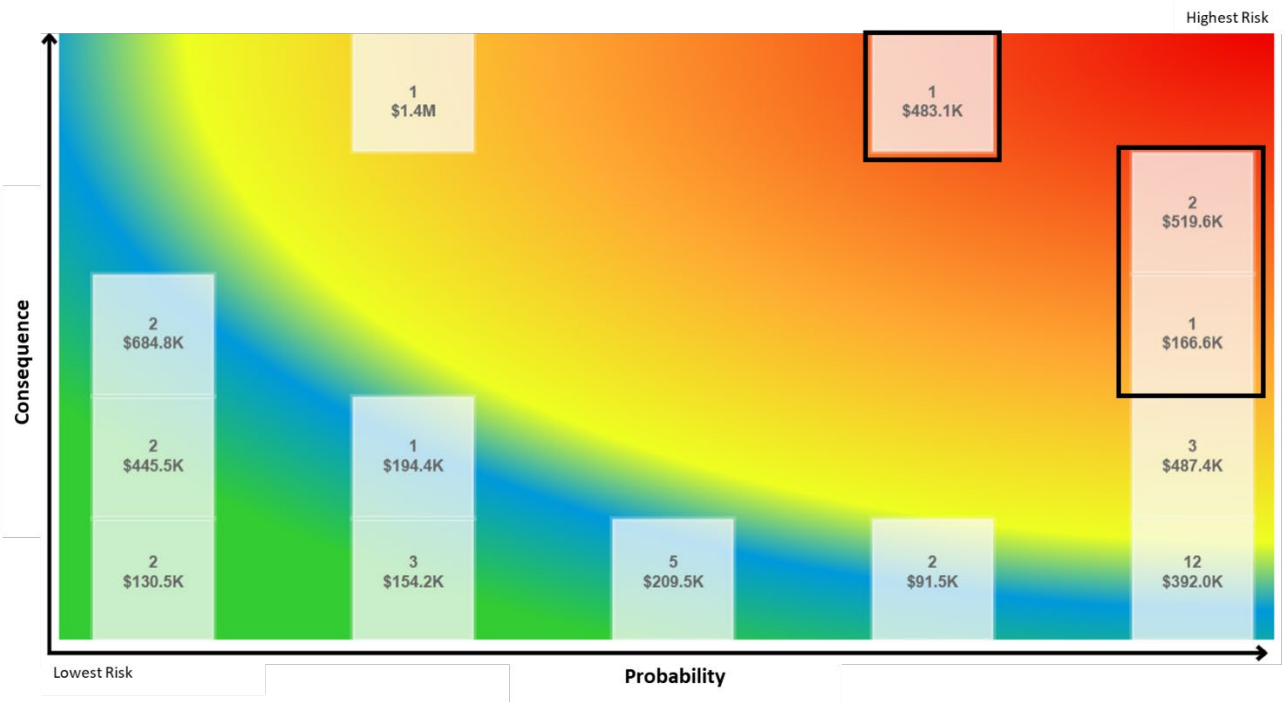



**Figure 33**. Risk heat map of the Town of Goderich fleet inventory.

| Asset Description | In-Service Year | EUL (Yrs.) | Asset Age (Yrs.) | Historical Cost | Replacement Cost | Replacement Cost Method |
|---|---|---|---|---|---|---|
| **Asset #151** - Fire Hall 2011 Spartan Pumper Truck | 2012 | 20 | 13 | $361,248 | $483,050 | CPI Tables |
| **Asset #152** - Fire Hall 2004 International Rescue Truck | 2004 | 20 | 21 | $167,435 | $261,527 | CPI Tables |
| **Asset #1540** - Public Works 2007 Dump Truck | 2006 | 10 | 19 | $111,816 | $166,648 | CPI Tables |
| **Asset #1544** - Public Works 2012 Street Sweeper | 2012 | 10 | 13 | $193,344 | $258,109 | CPI Tables |

**Table 46**. List of critical assets (highest probability of failure and consequence of failure metrics) within the Town of Goderich Fleet Network.

### 5.3.8 Machinery and Equipment Risk Heat Map

For the machinery and equipment network, condition is the only probability of failure metric and replacement cost is the only consequence of failure metric for the risk analysis of the assets found in this network. The heat map for the machinery and equipment network is shown in Figure 34. The ten highest risk machinery and equipment assets highlighted in the risk heat map are listed in Table 47.

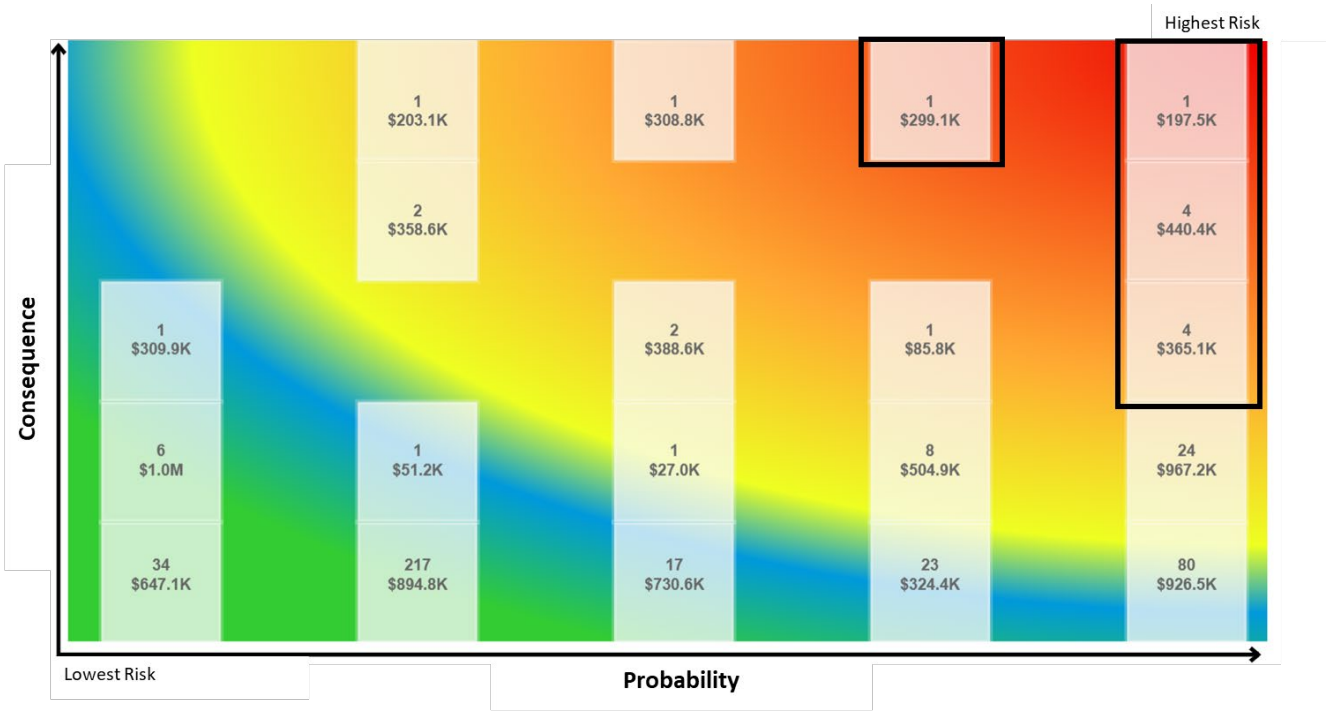



**Figure 34**. Risk heat map of the Town of Goderich Machinery and Equipment Network.

| Asset Description | In-Service Year | EUL (Yrs.) | Asset Age (Yrs.) | Historical Cost | Replacement Cost | Replacement Cost Method |
|---|---|---|---|---|---|---|
| **Asset #28** - Airport John Deere Wheel Loader | 2011 | 15 | 14 | $146,944 | $197,464 | CPI Tables |
| **Asset #47** - Cemetery 2003 Tractor Loader/Backhoe | 2003 | 15 | 22 | $41,634 | $66,175 | CPI Tables |
| **Asset #76** - Town Hall Telephone System | 2010 | 10 | 15 | $69,555 | $95,926 | CPI Tables |
| **Asset #1529** - Public Works 2014 Trackless | 2010 | 15 | 16 | $121,520 | $170,779 | CPI Tables |
| **Asset #4762** - Water Treatment Plant Generator | 1988 | 50 | 37 | $130,590 | $299,069 | CPI Tables |
| **Asset #5443** - Victoria Park Playground Equipment | 2008 | 20 | 17 | $69,360 | $98,756 | CPI Tables |
| **Asset #5458** - Parks Dept New Holland Tractor | 2011 | 15 | 14 | $43,248 | $58,650 | CPI Tables |
| **Asset #5725** - Memorial Community Centre Kitchen Appliances | 1995 | 35 | 30 | $34,834 | $65,104 | CPI Tables |
| **Asset #5726** - MRC Kitchen Appliances | 2004 | 15 | 22 | $121,320 | $144,815 | CPI Tables |
| **Asset #5728** - MRC Olympia Ice Resurfacer | 2003 | 15 | 22 | $66,739 | $105,356 | CPI Tables |

**Table 47**. List of critical assets (highest probability of failure and consequence of failure metrics) within the Town of Goderich Machinery and Equipment Network.

# 6.0 FINANCIAL STRATEGY

## 6.1 Financial Strategy Objective

The objective of a financial strategy in the 2025 Asset Management Plan for the Town of Goderich is to become an informing document for the municipality's financial planning and budgeting process and enhance financial decision-making through improved data analysis, which is critical to putting an asset management plan into action. The financial strategy will outline current funding resources and provide options to address any funding gap. This strategy will provide a basis for sustainable asset management planning for current capital asset inventories and provide a plan to provide the financial resources needed to achieve the proposed level of service.

## 6.2 Financial Obligations and Funding Tools

The report is a starting point to determine the financial obligations for existing assets at proposed service levels.

Obligations:

- Existing assets
- Proposed level of service
- Requirement for potential growth (none currently identified)
- Impact of any change in service level being considered

Overall strategy for responsible financial management of infrastructure obligations includes the following guiding principles:

- Make strategic investment based on reliable data
- Adopt proven asset management techniques (e.g., maintenance, lifecycle events)
- Contain costs
- Intergenerational equity – long-term infrastructure will be financed with tools that share costs with future users
- Transparency and accountability with decisions documented and justified
- Ensure investment is guided by risk assessments and the criticality of services

Available funding tools:

- Property taxes
- User rates (water and sanitary sewer)
- Development charges
- Reserves and reserve funds
- Debt

## 6.3 Annual Funding Requirement for Capital Replacement and Rehabilitation

The annual requirement is the amount that the Town should ideally allocate on an annual basis to meet replacement needs, prevent backlogs, achieve proposed level of service targets and long-term sustainability.

This metric represents the annual funding that is needed to perform any lifecycle events, and the replacement of the asset over an asset's estimated useful life. The proposed level of service directly impacts the calculated annual requirement by determining what condition the asset is when replacement or major capital investment is considered necessary. The proposed level of service target for all assets is a rating within the range of fair. This goal represents the threshold where an asset is highlighted for replacement and is set to maintain the current level of service. These replacements result in the value used in the annual replacement cost calculation driving the annual funding requirement.

The annual funding requirement is an average over the entire life of the asset. This calculation does not consider the relative risks associated with a particular asset. Regular condition assessments and a strong risk framework will ensure the critical assets receive proper and timely lifecycle intervention, including replacement. The optimal annual funding requirement is calculated as follows:

$$\frac{\textit{Total Replacement Cost + All Lifecycle Events}}{\textit{Estimated Useful Life of the Asset}}$$

Some asset categories require more significant lifecycle costs such as roads while other assets are used until a full replacement with limited investment in lifecycle cost. The Town has recently increased its road maintenance allocation and is monitoring the success of these strategies. The implementation of a proactive lifecycle strategy for roads leads to a potential annual cost avoidance. Co-ordination of roadwork with water and sewer asset needs adds a further level of complexity when prioritizing projects.

Most of the lifecycle event strategies implemented by the Town are funded within the operating budget. The annual requirement used for the financial strategy reflects asset replacement only. The requirement is driven by the stated goal of fair condition to successfully provide the proposed level of service.

In total, this calculation results in the following annual requirement by asset class (Table 48):

ANNUAL FUNDING REQUIREMENT BY ASSET CLASS

| *Asset Class* | *Annual Requirement* |
|---:|:---:|
| *Road Network* | $8,070,651 |
| *Water Network* | 2,842,487 |
| *Sanitary Network* | 2,491,876 |
| *Storm Network* | 1,436,751 |
| *Facilities* | 1,019,811 |
| *Land Improvements* | 374,821 |
| *Fleet* | 453,230 |
| *Machinery & Equipment* | 524,870 |
| **TOTAL** | **$17,214,497** |

**Table 48**. Annual funding requirement for each asset class (including amount in capital investment backlog) within the Town of Goderich asset inventory.

Aligning assets with specific services facilitates decision making and more easily fits the way the public views and provides feedback regarding levels of service they are experiencing. Table 49 groups Town's assets by service:

ANNUAL FUNDING REQUIREMENT BY MUNICIPAL SERVICE

| *Service* | *Annual Requirement* |
|---:|:---:|
| *Airport* | $284,348 |
| *Cemetery* | 99,616 |
| *Facilities* | 351,606 |
| *Fire* | 168,921 |
| *Medical Centre* | 111,483 |
| *Parks* | 210,397 |
| *Public Works* | 354,137 |
| *Recreation* | 797,581 |
| *Roads and Storm* | 9,086,878 |
| *Sewer* | 2,490,773 |
| *Water* | 2,858,108 |
| *Waterfront* | 400,649 |
| ***TOTAL*** | **$17,214,497** |

**Table 49**. Annual funding requirement (including amount in capital investment backlog) for each service category within the Town of Goderich asset inventory.

## 6.4 Funding Objective and Options

Strategies to address the annual funding requirement are separated into two categories:

- **Tax Funded Assets**: Road Network, Storm Sewers, Facilities, Land Improvements, Fleet and Machinery & Equipment. These assets are grouped by the service they provide.
- **Rate Funded Assets:** Water Network and Sanitary Sewer Network

### 6.4.1 Current Funding Model and Strategies for Tax Funded Services

CURRENT FUNDING MODEL FOR TAX FUNDED SERVICES

| Service Category | Annual Funding Requirement | Taxes | Other Revenue | Canada Community Building Fund (CCBF) | Ontario Community Infrastructure Fund (OCIF) | Total Available | Deficiency |
|---|---|---|---|---|---|---|---|
| Airport | $284,347 | $- | $- | $- | $- | $- | $284,347 |
| Cemetery | 99,616 | 5,000 | - | - | - | 5,000 | 94,616 |
| Facilities | 351,606 | 322,040 | - | - | - | 322,040 | 29,566 |
| Fire | 168,921 | 85,000 | 85,000 | - | - | 170,000 | (1,079) |
| Medical Clinic | 111,483 | - | 16,477 | - | - | 16,477 | 95,006 |
| Parks | 210,397 | 150,000 | - | - | - | 150,000 | 60,397 |
| Public Works | 354,137 | 280,000 | - | - | - | 280,000 | 74,137 |
| Recreation | 711,314 | 250,000 | - | - | - | 250,000 | 461,314 |
| Roads and Storm | 9.086,878 | 302,512 | 150,000 | 1,533,501 | 258,104 | 2,244,117 | 6,842,761 |
| Waterfront | 400,649 | - | 570,450 | - | - | 570,450 | (169,801) |
| **Total** | **$11,779,348** | **$1,394,552** | **$821,927** | **$1,533,501** | **$258,104** | **$4,008,084** | **$7,771,264** |

**Table 50**. The current funding model for tax funded assets. Note: The Roads and Storm Service include roadway, sidewalks, streetlights, traffic signals, pedestrian crossovers and storm sewers.

#### *Current Strategies - Tax Funded Services:*

The Town has implemented specific reserve fund contribution strategies within its operational budget for its Medical Centre, Roads, Waterfront services and the Fire department for future capital asset needs. These strategies involve redirecting non-tax and other revenues to reserve to provide for future needs.

A reserve fund has been established for each service area. This approach creates an envelope of funding specific to the service-related assets. Utilizing separate reserve funds assists in highlighting impacts and trade offs of proposed asset additions or reactive service changes. An element of flexibility is still available as Council can reallocate funds among reserve funds at their discretion.

In addition, there are annual budget allocations for ongoing asset maintenance funded by taxation adjusted for inflation.

Individual projects are analyzed based on actual condition and risk as part of the prioritization process at the time of budget submission to determine how best to utilize available funding.

The Town actively pursues available grants to assist with offsetting capital project costs.

For any proposed service improvements or enhancement resulting in capital asset investment, a business case is required that fully demonstrates the benefit and/or need as well as the full financial consequences of the upgrade from future replacement, annual maintenance, lifecycle costs and any other resources needed.

The Town generally allocates a portion of any annual surplus to asset management reserve funds to provide additional funding resources as the available annual funding increases over time.

### *Reserve Fund Balances:*

Although there is no clear guideline or prescribed level of reserves for municipalities, they are a key financial tool to provide financial flexibility and prepare for future known expenditures. Consideration of the services provided by the municipality, the age and condition of its infrastructure and economic conditions form part of the decision making for reserve planning.

The Town has the following reserve funds designated for capital replacement of the assets that provide the services:

RESERVE FUND BALANCES FOR TAX-FUNDED SERVICES

| *Reserve Fund* | *Balance as of December 2024* |
|---:|:---:|
| *Airport* | $906,426 |
| *Cemetery* | 92,702 |
| *Facilities* | 1,602,631 |
| *Fire* | 58,888 |
| *Medical Centre* | 1,359,773 |
| *Parks* | 686,842 |
| *Public Works* | 755,529 |
| *Recreation* | 1,232,792 |
| *Roads and Storm* | 1,063,550 |
| *Waterfront* | 566,662 |
| ***TOTAL*** | **$8,325,795** |

**Table 51**. Reserve fund balances for tax-funded services as of December 31, 2024.

The current reserve fund levels have been incorporated into the financial strategy by funding asset replacement backlog for the purposes of the model. Asset replacement needs fluctuate year to year with any unspent funds accumulating, earning interest and available for years of peak replacement needs.

### *Debt:*

The maximum amount of debt that a Municipality can carry is set by Provincial legislation. The Ministry of Municipal Affairs sets a Municipality's annual debt repayment limit at 25% of own source revenues. The Town does not currently have any external debt.

The Town has used internal borrowing from its reserve funds for several capital projects on a short-term and mid-term basis**.** Principal and interest repayments are funded by taxation over the term of the loans.

Table 52 identifies capital borrowing that is nearing maturity:

ANNUAL DEBT REPAYMENT FOR TAX-FUNDED SERVICES

| *Service* | *Annual Debt Repayment* | *Maturity Date* |
|---|---|---|
| *Medical Centre* | $63,870 | 2032 |
| *Recreation* | 200,000 | 2031 |
| *Roads* | 200,000 | 2031 |
| *Other* | 100,000 | 2036 |
| | **$563,870** | |

**Table 52**. Annual debt repayment and maturity date for certain tax-funded services.

Redirection of the above repayments has been factored into the financial plan to assist in funding the annual requirement.

### *Financial Strategy – Funding Shortfall:*

Although the current strategies provide significant funding for capital assets, the annual requirement calculation demonstrates as shortfall for all services except for Fire and Waterfront service categories. A total annual funding shortfall of $7,771,264 is identified.

The recommended strategy to move the Town toward the optimal annual funding requirement is as follows:

- Gradual increase in taxation
- Reallocation of debt payment once matured

Three scenarios have been analysed (Section 6.5). While all three scenarios were reviewed, Scenario #3 is recommended as the preferred path forward regarding proposed levels of service. This scenario is reflected in the recommended financial strategy. This recommended scenario proposes a 1.5% annual tax increase directly related to asset management over a period of 34 years. It is the most appropriate option as an annual tax increase of 1.5% was determined to be subjectively manageable to implement, while creating a more sustainable future for the Town's infrastructure. The use of a long phase-in window, however, may have consequences in terms of infrastructure failure as the funding shortfall continues for many years impacting asset replacement backlogs.

Risk models and matrices play a critical role in identifying high-value assets, and developing an action plan which may include repair, rehabilitation, replacement, or further evaluation through condition assessments. This will assist in allocating limited funding over the term of the financing strategy. Although the financial strategy recommendations include no further use of debt, the results of the risk model as compared to available funding may require otherwise.

Debt can be strategically utilized as a funding source within a long-term financial plan. The use of debt for infrastructure planning can provide flexibility in cashflow management and the ability to stabilize taxation and user rates when dealing with replacement variability or uncontrollable factors. Debt management policies and procedures with limitations and monitoring practices should be considered when reviewing debt as a funding option.

The strategy also utilizes debt payment reallocation once current borrowings are repaid. This provides for $563,870 in annual funding mitigating the ongoing tax increase to some extent.

All asset categories will see adjustments to their technical levels of service over time, particularly relating to capital reinvestment rate and average condition of assets. Analysis by service is provided that highlights the average condition and risk of a service's asset portfolio at year 20 and year 34 for each scenario. See section 6.5.4 Proposed Level of Service Results.

### *Growth:*

A strategy to allocate a proportion of taxation revenue generated through assessment growth to reserve funds established for services expected to provide additional needs related to growth should be considered. These funds could be added to Development Charges collected to implement asset requirements related to changes in the community. The Town will be updating tis Development Charges Background Study in 2026.

## 6.4.2 Current Funding Model and Strategies for User Rate Funded Services

### CURRENT FUNDING MODEL FOR RATE FUNDED SERVICES

| Asset Category | Annual Funding Requirement | Funding from Rates | Used in Operations | Total Available | Annual Deficiency |
|---|---|---|---|---|---|
| Water Network | $2,858,108 | $3,209,660 | $1,754,356 | $1,455,304 | $1,402,804 |
| Sanitary Network | 2,490,773 | 2,200,000 | 1,056,014 | 1,143,986 | 1,346,787 |
| **Total** | **$5,348,881** | **$5,409,660** | **$2,810,370** | **$2,599,290** | **$2,749,591** |

**Table 53**. The current funding model for rate funded assets within the water and sanitary sewer services.

### *Current Strategies:*

The Town currently has approximately 69% of its rate supported assets in very good to good condition, approximately 19% in fair condition and approximately 12% in poor to very poor condition.

The Town updates their water and sewer rates annually guided by a financial plan that is revisited every 5 years. The Towns' current plan runs from 2025 to 2030. The approved plan provides for annual rate increases of 1.2% for water and 8.5% for sewer over its term.

The Town actively pursues grant opportunities to assist with the capital needs of these critical services. As an example, the Town was successful in receiving a $3,218,844 Provincial grant under the Housing Enabling Water Systems Fund in 2025. This grant provides substantial funding toward the upgrade of filters, replacement of the Master Control System and HVAC at the Town's water plant. This project is currently underway, however, the condition improvement resulting from the project has not yet been reflected in the relevant assets.

The Town has implemented an annual investment in the assessment of the sanitary sewer network condition. This provides a more accurate measure of the state of these assets directly impacting the annual requirement.

### *Reserve Funds:*

RESERVE FUND BALANCES FOR RATE-FUNDED SERVICES

| *Reserve Fund* | *Balance as of December 2024* |
|---|---|
| *Water* | $9,371,609 |
| *Water Tower* | 1,252,357 |
| *Sewer* | 3,869,007 |
| ***TOTAL*** | **$14,492,973** |

**Table 54**. Reserve fund balances for rate-funded services as of December 31, 2024.

The current reserve fund levels have been incorporated into the financial strategy by funding asset replacement backlog for the purpose of the model. Asset replacement needs fluctuate year to year with any unspent funds accumulating, earning interest and available for years of peak replacement needs.

### *Financial Strategy – Funding Shortfall:*

Although the current strategies provide significant funding for capital assets, the annual requirement calculation demonstrates a total annual funding shortfall of $2,749,591.

Three funding scenarios have been analysed. While all three scenarios were reviewed, Scenario #3 is recommended as the preferred path forward regarding the proposed levels of service. This scenario is reflected in the financial strategy. This scenario proposes a 2.5% annual rate increase over a period of approximately 20 years for sanitary sewer services and approximately 30 years for water services. This rate change would be considered in 2030 in conjunction with the update of the water and wastewater financial plans completed in compliance with the Town's Municipal Drinking Water Licence and O. Reg. 453/07.

Risk models and matrices can play a critical role in identifying high-value assets, and developing an action plan which may include repair, rehabilitation, replacement, or further evaluation through condition assessments. Risk analysis will continue to be utilized in the prioritization of projects and allocation of available funding.

Debt can be strategically utilized as a funding source within a long-term financial plan. The use of debt for infrastructure planning can provide flexibility in cashflow management and the ability to stabilize tax & user rates when dealing with replacement variability or uncontrollable factors. Debt management policies and procedures with limitations and monitoring practices should be considered when reviewing debt as a financing option when sufficient funding is not immediately available or for major infrastructure investments. However, the use of debt financing requires a long-term financial plan to ensure future debt payment commitments can be funded in the future. Although the financial strategy recommendations include no further use of debt, the results of the risk model as compared to available funding may require otherwise

## 6.5 Proposed Levels of Service Analysis

### 6.5.1 Ontario Regulation 588/17 Proposed Levels of Service Requirements

Under Ontario Regulation 588/17: *Asset Management Planning for Municipal Infrastructure,* municipal asset management plans are required to evaluate levels of service that include:

- Proposed LoS options and the risks associated with these options
- How the proposed LoS may differ form current LoS
- Whether the proposed LoS are achievable
- The municipality's ability to afford proposed LoS

Additionally, a financial strategy to support the proposed LoS must be identified for a period of ten (10) years, specifically reporting on:

- Identification of lifecycle activities needed to provide the proposed LoS
- Annual costs over the next ten (10) years to achieve the proposed LoS
- Identification of proposed funding projected to be available

### 6.5.2 Considerations

Proposed LoS for the Town of Goderich have been developed based on public engagement (Section 4.1.5) and input from municipal staff. To support achievement of the proposed level of service goals, the following considerations should be addressed:

#### *Infrastructure Condition Assessments*

- Regularly assess the condition of critical infrastructure components
- Use standardized condition assessment protocols (i.e., pavement condition index for roads and NASSCO ratings for sanitary sewers) to assess infrastructure condition and confirm how assets are performing in the field
- Identify non-critical components where maintenance could potentially be deferred without causing severe degradation
- Use current condition metrics to benchmarks to gauge feasibility of large adjustments to LoS

#### *Infrastructure Condition Enhancements*

- Identify assets where preventative maintenance can be applied proactively to extend the service life of an asset while reducing lifecycle costs and failure risk by shifting work from reactive repairs to planned, predictable maintenance
- Identify areas for improvement and increased maintenance to enhance overall infrastructure condition

#### *Financial Impact Assessments*

- Assess historical expenditures/budget patterns to gauge feasibility of increasing budgets to achieve increase service levels

- Consider implications of LoS adjustments on other services and other infrastructure programs (i.e., trade-offs)
- Evaluate associated costs and risk factors before applying changes in service levels (Figure 24)
- Implement cost-saving measures where possible, without compromising safety, regulatory compliance, or service levels

### *Risk Management*

- Identify potential risks to infrastructure and service quality resulting from adjusted service levels
- Develop contingency plans to address unforeseen challenges without compromising service quality
- Monitor performance closely to ensure that the target investment translates to the desired infrastructure condition

### *Service Metrics and Impacts*

- Measure user satisfaction, response times, and other relevant indicators for specific services
- Evaluate potential impacts on user satisfaction and service delivery due to changes in infrastructure condition

### *Key Lifecycle Activities*

- Implement routine maintenance, inspections, and regularly update preventative maintenance schedules to maximize useful life
- Monitor and optimize operational processes to improve efficiency
- Prioritize and upgrade critical infrastructure components to improve reliability and reduce rick of service disruption
- Invest in technology, innovation, and process improvements to enhance maintenance efficiency and drive continuous improvement

### *Stakeholder Engagement*

- Review and regularly update strategies for managing and communicating service impacts to stakeholders
- Consultation with various stakeholder groups is encouraged under Ontario Regulation 588/17. Consultation may include, as appropriate: departmental managers, service users, residents, and Council.

### *Timelines and Flexibility*

- Although Ontario Regulation 588/17 requires evaluation of expenditures over a ten-year period in pursuit of proposed LoS, the Regulation does not require municipalities to achieve the LoS within this ten-yar time frame (e.g., a municipality may set a targeted condition by 2050, however the requirement of the asset management plan is to review the first ten (10) years of the strategy to reach this target).
- Careful consideration should be given to setting realistic targets for when proposed level of service targets can be achieved
- Priorities may change over time due to a variety of factors, such as:

- Financial state of the municipality
- Availability of grants
- Changes in population of the municipality
- Changes in legislation
- Changes in political or property owner priorities
- New technologies

- Any proposed changes to LoS should be flexible and able to adapt to changes listed above, and other unforeseen circumstances

### 6.5.3 Scenario Analysis

Three scenarios (Figure 35) were analyzed as options for proposed service levels for the 2025 Asset Management Plan. Each scenario is reviewed below. Scenario #3 is recommended as the preferred and most achievable target service level.

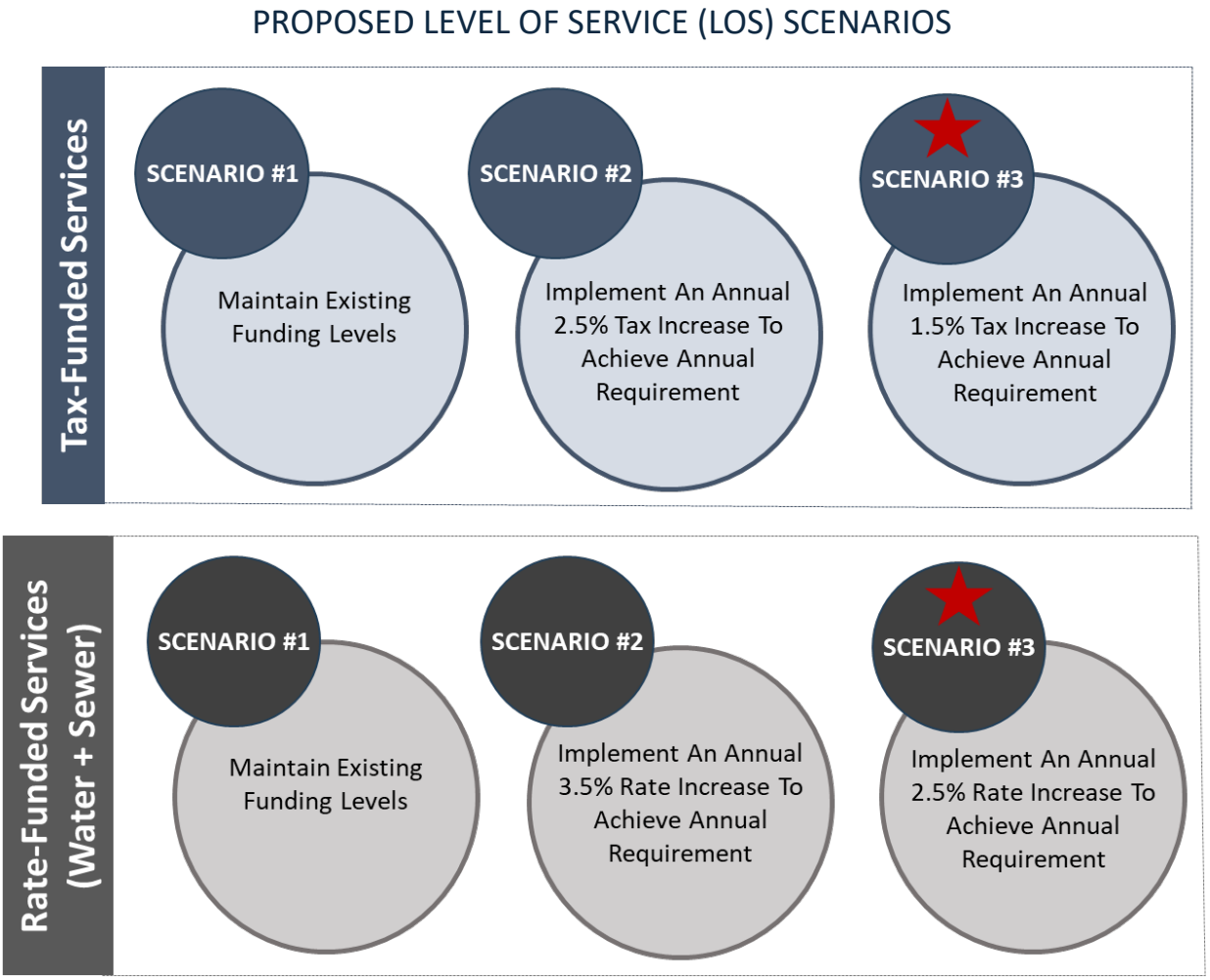



**Figure 35**. Three scenarios analyzing proposed service levels, with the Town of Goderich identifying Scenario #2 as its preferred and most achievable LoS target.

### *SCENARIO #1: Maintain Existing Funding Levels*

This scenario assumes no tax or rate increases for the purpose of increasing reserve fund contributions:

- Annual capital allocations for tax-funded assets: $4,008,084
- Annual capital allocation for water rate-funded assets: $1,455,304
- Annual capital allocations for sanitary sewer rate-funded assets: $1,143,986

While this scenario was considered, Town of Goderich staff do not recommend moving forward with this scenario.

#### *Scenario #1: Lifecycle Strategies*

For all asset classes, no changes to lifecycle strategies are required to achieve Scenario #1. However, if the annual funding requirement is not met, the Town will be unable to deliver all planned lifecycle events. Over time, deferred renewals and replacements will result in assets deteriorating in condition, and unfunded lifecycle events will shift from the forecast into the infrastructure backlog.

#### *Scenario #1: Affordability/Achievability*

Of the three scenarios analyzed, Scenario #1 is the least expensive option. Maintaining existing reserve fund contribution levels would require no tax or rate increases. The available capital funding over the next ten (10) years for Scenario #1 would remain consistent as indicated in Figure 36 for tax-funded services, Figure 37 for water services and Figure 38 for sanitary sewer services:

SCENARIO #1: AVAILABLE CAPITAL FUNDING FOR TAX-FUNDED SERVICES

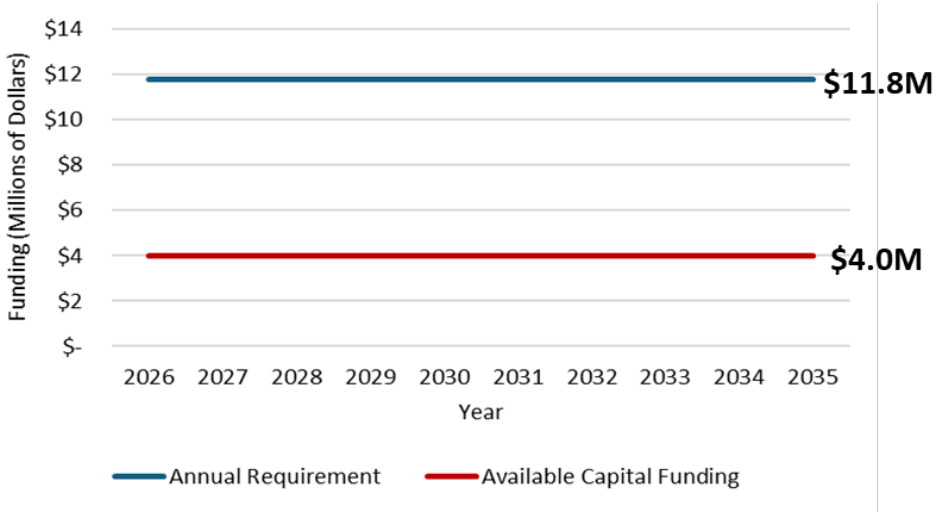



**Figure 36**. Available capital funding for tax-funded services is approximately $4.0 million per year, compared to an annual requirement of approximately $11.8 million per year over the next ten (10) years, assuming the municipality maintains existing funding levels (Scenario #1).

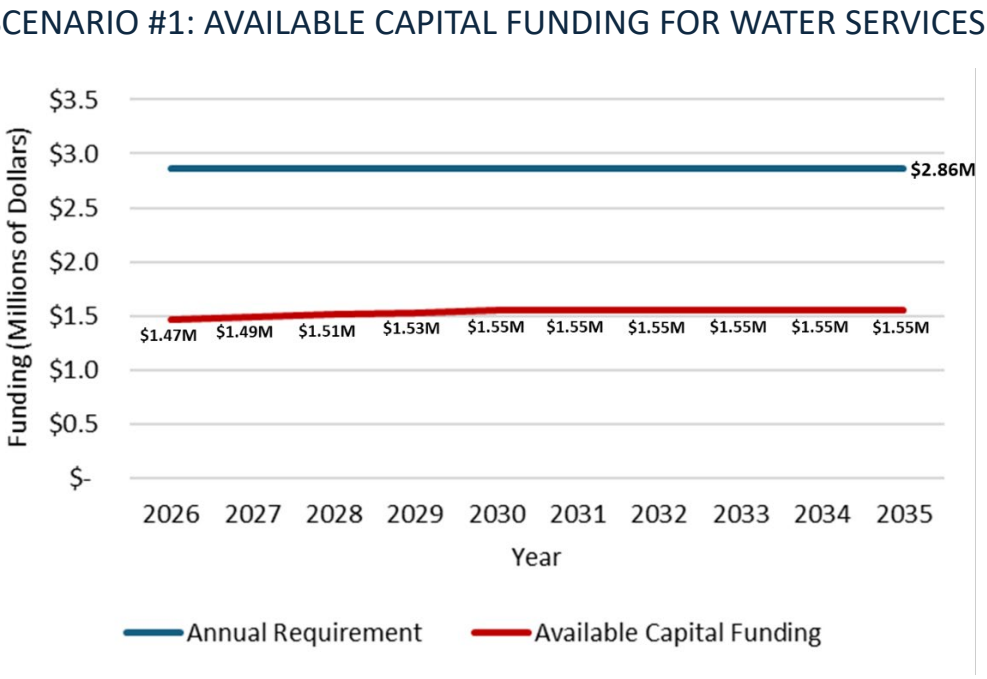



**Figure 37**. Available capital funding for water services begins at approximately $1.47 million per year, with a 1.2% annual rate increase from 2026 to 2030, as outlined in the 2025-2030 Water Financial Plan prepared by B. M. Ross & Associates and adopted by Goderich Town Council on February 3, 2025. By 2030, available capital funding increases to approximately $1.55 million per year and, under Scenario #1, is assumed to remain constant through 2035. This compares to an estimated annual requirement of approximately $2.86 million per year over the next ten (10) years, assuming the municipality maintains existing funding levels (Scenario #1).

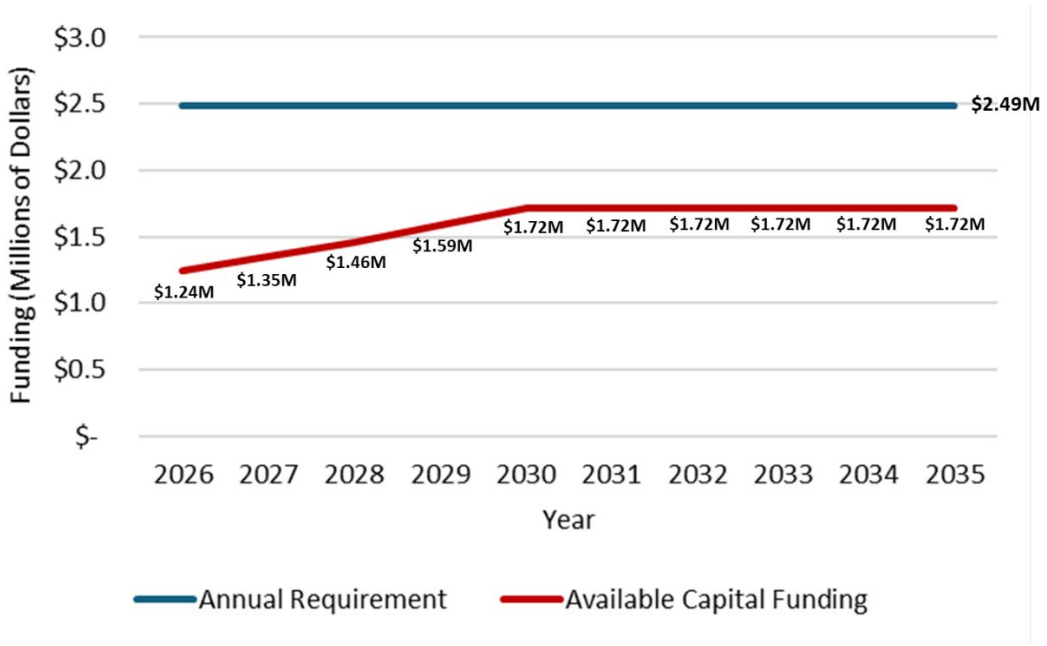



**Figure 38**. Available capital funding for sanitary sewer services begins at approximately $1.24 million per year, with a 8.5% annual rate increase from 2026 to 2030, as outlined in the 2025-2030 Wastewater Financial Plan prepared by B. M. Ross & Associates and adopted by Goderich Town Council on February 3, 2025. By 2030, available capital funding increases to approximately $1.72 million per year and, under Scenario #1, is assumed to remain constant through 2035. This compares to an estimated annual requirement of approximately $2.49 million per year over the next ten (10) years, assuming the municipality maintains existing funding levels (Scenario #1).

It is important to note that an asset management plan is a dynamic document and should be reviewed regularly to ensure it reflects current information, including updated replacement costs, as well as changes in inventory, available funding sources, levels of service, and financial forecasts.

### *Scenario #1: Changes to Community and Technical Levels of Service*

The Town of Goderich does not anticipate any changes to qualitative community LoS for any of the asset categories included within the 2025 Asset Management Plan. All asset categories will see adjustments to their technical LoS over time, particularly relating to capital reinvestment rate and average condition of assets. For additional detail, refer to each asset category in Section 3.0 (State of the Infrastructure) or Section 6.5.4 (Proposed Level of Service Results).

### *Scenario #1: Risks Analysis*

Each proposed level of service scenario involves trade-offs, with benefits balanced by corresponding consequences. For Scenario #1, the following risks have been identified:

- Increased infrastructure backlog:
    - While assuming no financial increases benefits residents and businesses in the short term, continuing with insufficient infrastructure funding commits the municipality to sub-optimal lifecycle management. Inability to complete planned interventions and replacement can

lead to more asset failures, reduced reliability, increased resident complaints, and costly unbudgeted repairs to maintain services
    - Maintaining funding at 42% of the annual requirement under Scenario #1 increases the likelihood that services will be impacted as asset conditions deteriorate
- Missed opportunities for efficiencies:
    - Under Scenario #1, no changes were made to lifecycle strategies. Mid-lifecycle interventions (e.g., crack-sealing, sewer lining, etc.) can extend asset service life and reduce lifetime costs. Relying solely on existing strategies may result in higher long-term costs to maintain the Town of Goderich's asset inventory.
- Reliance on external funding and grant opportunities:
    - Since Scenario #1 maintains funding at approximately 42% of the annual requirement, the Town of Goderich will be more reliant on external funding and/or conditional grants as opportunities arise. While grants can help reduce the tax/rate burden on property owners, they are not a stable long-term revenue source and increase vulnerability to changes in provincial and federal policies and funding programs.

### *SCENARIO #2: Achieve Funding Levels with 2.5% Tax Increase and 3.5% Rate Increase*

This scenario assumes gradual tax and rate increases, achieving the annual requirement in approximately twenty (20) years for tax-funded services, sixteen (16) years for sanitary sewer services, and twenty-three (23) years for water services.

- Annual tax increase: ~ 2.5%
- Annual water rate increase: ~ 3.5%
- Annual sanitary sewer rate increase: ~ 3.5%

While this scenario was considered, Town of Goderich staff do not recommend moving forward with this scenario.

#### *Scenario #2: Lifecycle Strategies*

For all asset classes, no changes to lifecycle strategies are required to achieve Scenario #2. In future versions of the asset management plan, it is recommended to more closely analyze changes to lifecycle management strategies to find long-term cost savings and efficiencies.

#### *Scenario #2: Affordability/Achievability*

Of the three proposed level of service scenarios, Scenario #2 is the most expensive. For tax-funded services, the Town of Goderich would not meet the annual funding requirement until 2045 and would require an average annual tax increase of 2.5% (Figure 39). For rate-funded assets, the municipality would reach the annual funding requirement for water services in 2048 with a 3.5% rate increase (Figure 40) and would reach the annual funding requirement for sanitary sewer services in 2041 with a 3.5% rate increase (Figure 41). Given the scale and pace of the proposed tax- and rate-supported increases, the municipality does not recommend proceeding with Scenario #2.

The Town's water services show a longer timeframe to meet the annual funding requirement primarily because its watermains are managed on an age-based basis (i.e., renewal need is inferred largely from

installation year and expected service life). By contrast, the municipal sanitary sewer services reach its funding requirement earlier because sanitary sewer mains are condition-assessed (CCTV inspection data provides direct evidence of defects and performance in the field), allowing renewal needs to be identified with greater certainty and often sooner. Watermains are inherently more difficult to condition-rate because CCTV cameras generally cannot be used in pressurized, in-service potable water pipes, and direct internal inspection is limited and disruptive. As a result, municipalities typically rely more on risk-based approaches and hydraulic modelling (supported by watermain break history, pressure/flow data, and operations experience) to prioritize watermain renewal and confirm system performance.

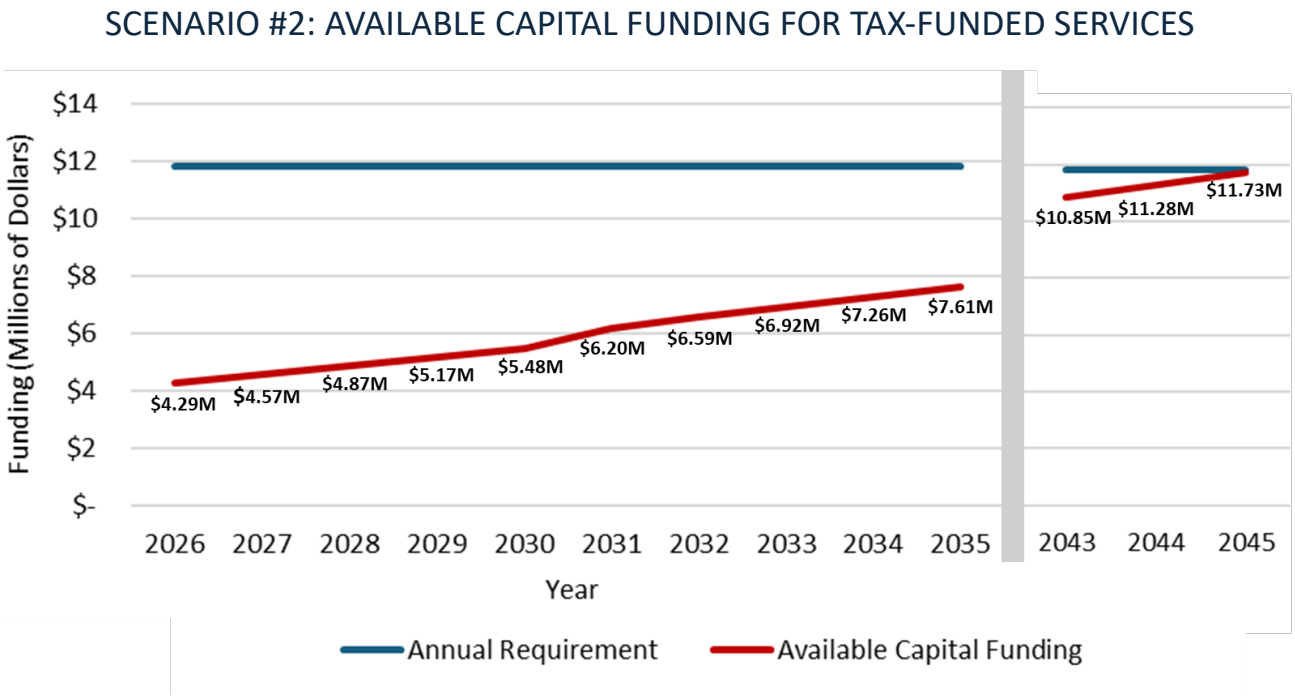



**Figure 39**. Annual tax increase required to meet the annual requirement of approximately $11.8 million over the next ten (10) years, assuming the municipality phases in funding to the recommended level over 20 years (Scenario #2). The available capital funding will approach the annual requirement by 2045 with a tax increase of 2.5%.

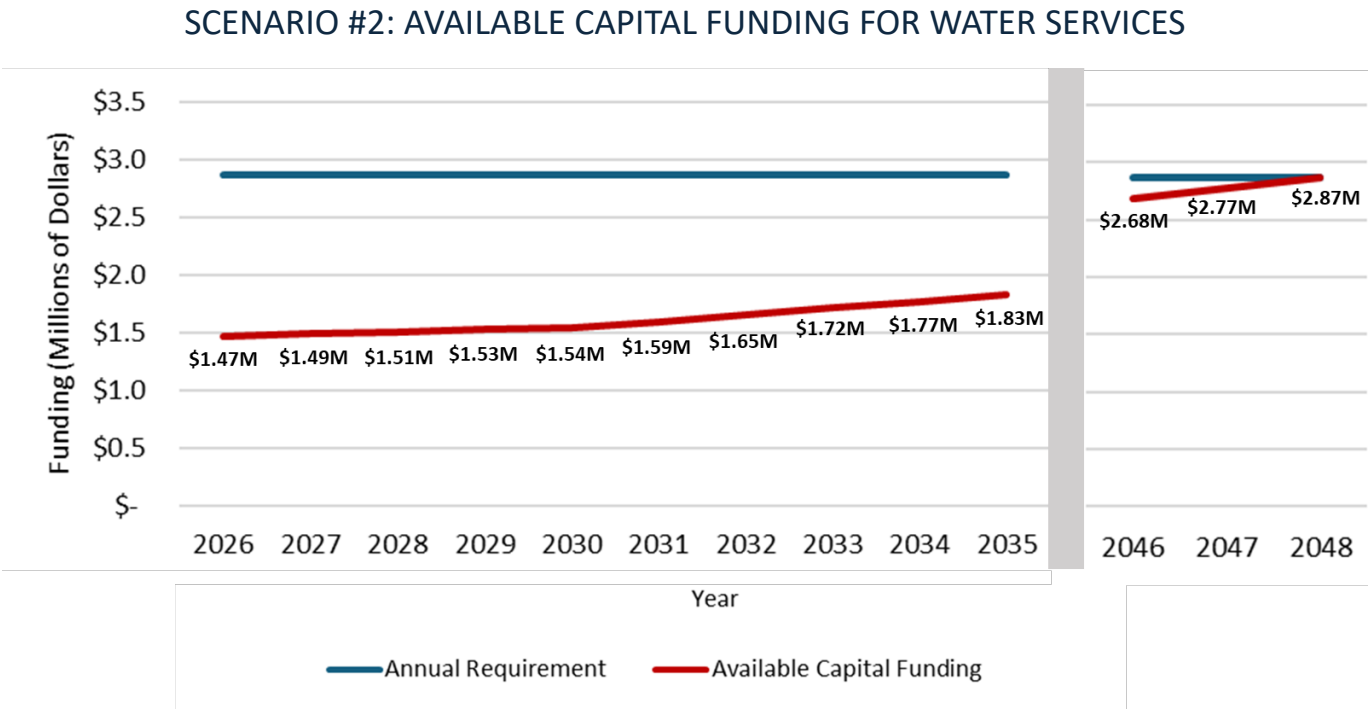



**Figure 40**. The annual rate increase required to meet the water services annual funding requirement (approximately $2.86 million) assumes the municipality phases in 3.5% rate increases over the next twenty-three (23) years (Scenario #2). Under this scenario, available capital funding is projected to approach the annual requirement by 2048.

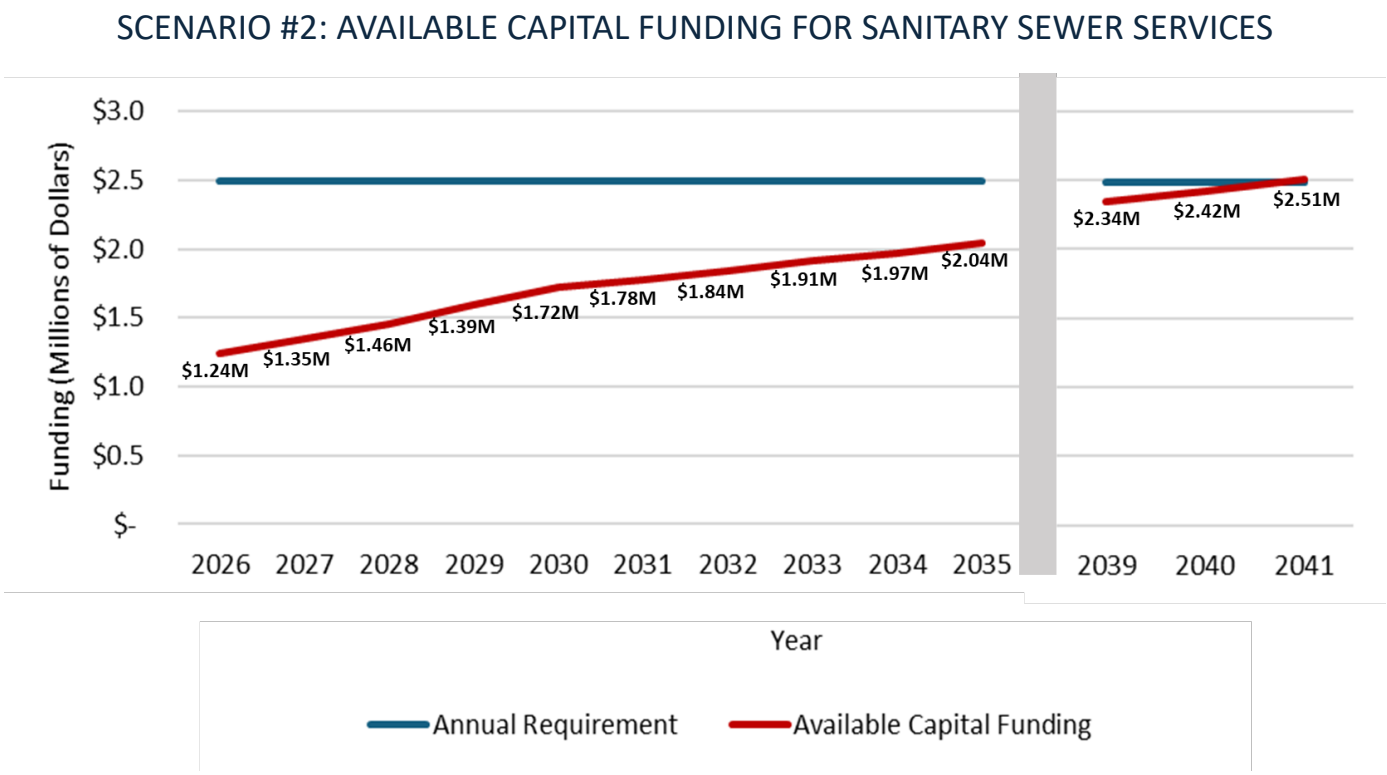



**Figure 41**. The annual rate increase required to meet the sanitary sewer services annual funding requirement (approximately $2.49 million) assumes the municipality phases in 3.5% rate increases over the next sixteen (16) years (Scenario #2). Under this scenario, available capital funding is projected to approach the annual requirement by 2041.

It is important to note that an asset management plan is a dynamic document and should be reviewed regularly to ensure it reflects current information, including updated replacement costs, as well as changes in inventory, available funding sources, levels of service, and financial forecasts.

#### *Scenario #2: Changes to Community and Technical Levels of Service*

The Town of Goderich does not anticipate any changes to qualitative community LoS for any of the asset categories included within the 2025 Asset Management Plan. All asset categories will see adjustments to their technical LoS over time, particularly relating to capital reinvestment rate and average condition of assets. For additional detail, refer to each asset category in Section 3.0 (State of the Infrastructure) or Section 6.5.4 (Proposed Level of Service Results).

#### *Scenario #2: Risk Analysis*

Each proposed level of service scenario involves trade-offs, with benefits balanced by corresponding consequences. For Scenario #2, the following risks have been identified:

- Increased infrastructure backlog during 20-year implementation:
    - While Scenario #2 helps reduce the immediate impact of rate increases on property owners, taking twenty (20) years to reach the target funding levels could potentially mean two decades of sub-optimal asset lifecycle management. Delays in implementing strategic renewals and replacements could lead to more frequent asset failures, reduced reliability, and a higher risk of costly, unbudgeted repairs required to maintain service levels
- Missed opportunities for efficiencies:
    - Under Scenario #2, no changes were made to lifecycle strategies. Mid-lifecycle interventions (e.g., crack-sealing, sewer lining, etc.) can extend asset service life and reduce lifetime costs. Relying solely on existing strategies may result in higher long-term costs to maintain the Town of Goderich's asset inventory
- Political resistance to tax/rate increases:
    - Scenario #2 is the most expensive option analyzed in this asset management plan. Implementing a strategy that would require annual tax increase of 2.5% would likely generate stakeholder pushback and place significant pressure on Council to reduce the tax burden on property owners.

### *SCENARIO #3: Achieve Funding Levels with 1.5% Tax Increase and 2.5% Rate Increase*

This scenario assumes gradual tax and rate increases, achieving the annual requirement in approximately thirty-four (34) years for tax-funded services, twenty (20) years for sanitary sewer services, and thirty (30) years for water services.

- Annual tax increase: ~ 1.5%
- Annual water rate increase: ~ 2.5%
- Annual sanitary sewer rate increase: ~ 2.5%

#### *Scenario #3: Lifecycle Strategies*

Across all asset classes, no changes to lifecycle strategies are required to achieve Scenario #3. However, the longer it takes to reach the annual funding requirement, the more challenging it may be for the Town

to deliver all planned lifecycle activities. Over time, deferred renewals and replacements will accelerate asset deterioration, and unfunded lifecycle work will shift from the forecast into the Town's infrastructure backlog.

### *Scenario #3: Affordability/Achievability*

Of the three proposed level of service scenarios, Scenario #3 mitigates the financial impact on taxpayers while making measurable progress toward the recommended funding levels. For tax-funded services, the Town of Goderich would not meet the annual funding requirement until 2060 and would require an average annual tax increase of 1.5% (Figure 42). For rate-funded assets, the municipality would reach the annual funding requirement for water services in 2055 with a 2.5% rate increase (Figure 43) and would reach the annual funding requirement for sanitary sewer services in 2045 with a 2.5% rate increase (Figure 44). Given the scale and pace of the proposed tax- and rate-supported increases, staff considers Scenario #3 a reasonable and achievable long-term approach and therefore recommends proceeding with Scenario #3.

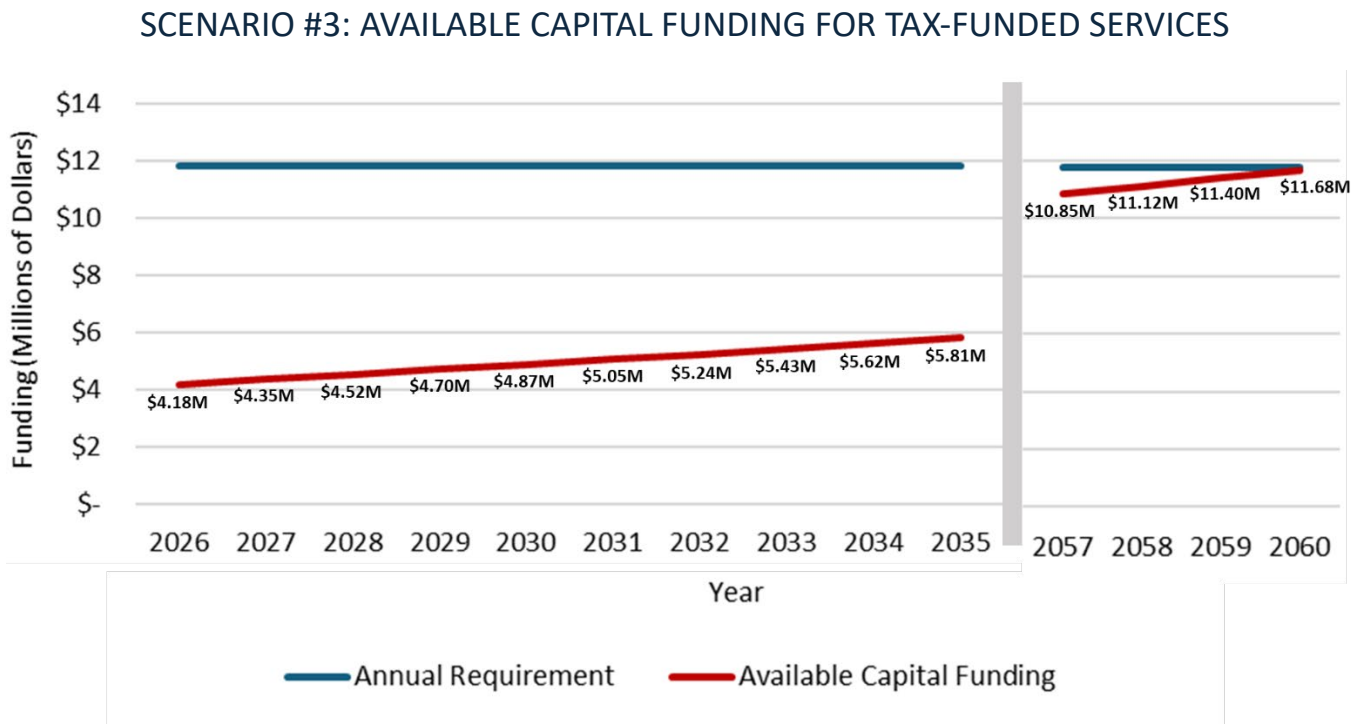



**Figure 42**. Annual tax increase required to meet the annual requirement of approximately $11.8 million over the next ten (10) years, assuming the municipality phases in funding to the recommended level over 35 years (Scenario #3). The available capital funding will approach the annual requirement by 2060 with a tax increase of 1.5%.

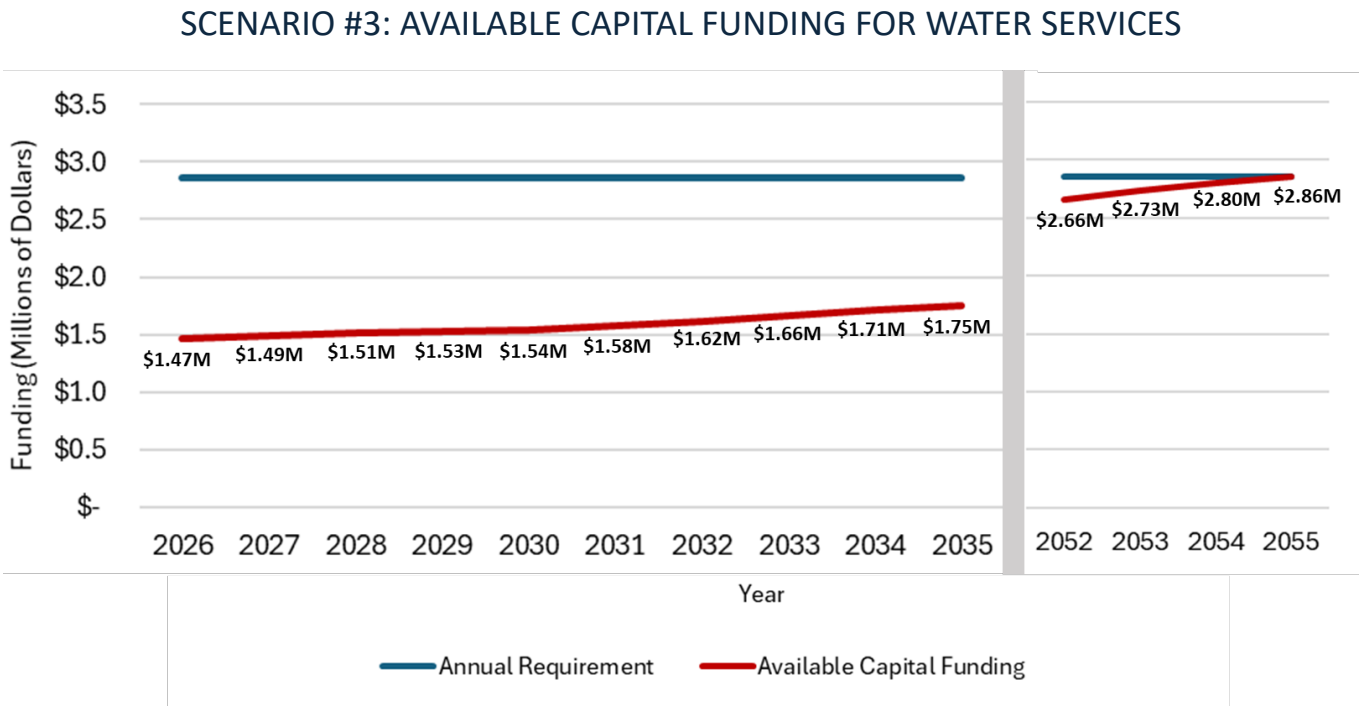



**Figure 43**. The annual rate increase required to meet the water services annual funding requirement (approximately $2.86 million) assumes the municipality phases in 2.5% rate increases over the next twenty-three (30) years (Scenario #3). Under this scenario, available capital funding is projected to approach the annual requirement by 2055.

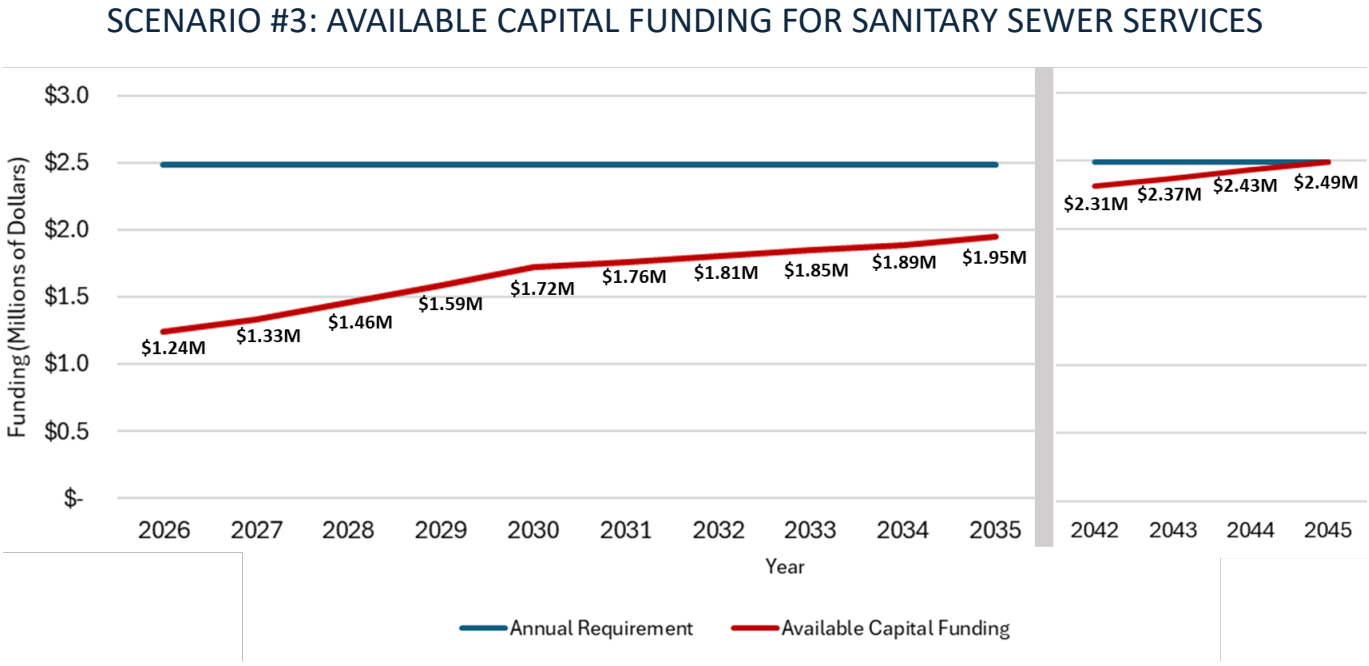



**Figure 44**. The annual rate increase required to meet the sanitary sewer services annual funding requirement (approximately $2.49 million) assumes the municipality phases in 2.5% rate increases over the next sixteen (20) years (Scenario #3). Under this scenario, available capital funding is projected to approach the annual requirement by 2045.

It is important to note that an asset management plan is a dynamic document and should be reviewed regularly to ensure it reflects current information, including updated replacement costs, as well as changes in inventory, available funding sources, levels of service, and financial forecasts.

### *Scenario #3: Changes to Community and Technical Levels of Service*

The Town of Goderich does not anticipate any changes to qualitative community LoS for any of the asset categories included within the 2025 Asset Management Plan. All asset categories will see adjustments to their technical LoS over time, particularly relating to capital reinvestment rate and average condition of assets. For additional detail, refer to each asset category in Section 3.0 (State of the Infrastructure) or Section 6.5.4 (Proposed Level of Service Results).

### *Scenario #3: Risk Analysis*

- Increased infrastructure backlog:
  - While Scenario #3 helps reduce the immediate impact of rate increases on property owners, taking thirty-five (35) years for tax-funded services to reach the target funding levels could result in sub-optimal asset lifecycle management. Delays in implementing strategic renewals and replacements could lead to more frequent asset failures, reduced reliability, and a higher risk of costly, unbudgeted repairs required to maintain service levels
- Missed opportunities for efficiencies:
  - Under Scenario #3, no changes were made to lifecycle strategies. Mid-lifecycle interventions (e.g., crack-sealing, sewer lining, etc.) can extend asset service life and reduce lifetime costs. Relying solely on existing strategies may result in higher long-term costs to maintain the Town of Goderich's asset inventory.
- Reliance on external funding and grant opportunities:
  - Since Scenario #3 reaches the desired funding levels gradually, the Town of Goderich will be more reliant on external funding and/or conditional grants as opportunities arise. While grants can help reduce the tax burden on property owners, they are not a stable long-term revenue source and increase vulnerability to changes in provincial and federal policies and funding programs.
- Political resistance to tax/rate increases:
  - Although Scenario #3 balances community service level expectations with the funding required to deliver those services, it may still face political resistance, particularly because implementation would require an average annual tax increase of 1.5%. While this represents a lower tax burden than Scenario #2, it still could generate stakeholder concern and place pressure on Council to limit the tax burden on property owners.

### *Scenario #3: Recommended Proposed Level of Service Option*

Municipal staff emphasized the importance of balancing community service level expectations with the funding required to deliver those services and the risks associated with deferring renewal work. Town staff also highlighted the need to mitigate financial impacts on property owners while acknowledging the current condition and performance of the Town's infrastructure.

After reviewing all three scenarios, Scenario #3 is recommended as the more appropriate option. An average annal tax increase of 1.5% was considered subjectively manageable to implement, while still moving the municipality toward a more sustainable long-term funding position for its infrastructure. Staff also considered the risks associated with relying on conditional external funding sources and other grant opportunities, including the potential for an increased asset replacement backlog, and determined that this risk is manageable in the context of maintaining reasonable tax and utility rates.

### 6.5.4 Proposed Level of Service Results

This section summarizes the proposed LoS results for each municipal service area under three funding scenarios, showing the impact of different funding levels on forecast asset condition and risk over the planning horizon. The scenarios include a “maintain current funding” baseline (Scenario #1) and options that introduce additional revenues through tax-supported increases for applicable municipal services (e.g., 2.5% (Scenario #2) and 1.5% (Scenario #3) tax rate increase) and rate-supported increases for the water and wastewater systems (e.g., 3.5% (Scenario #2) and 2.5% (Scenario #3) rate increases).

For the purpose of the scenario calculations, additional revenues were allocated proportionally based on each service area’s annual requirement. Where reserve funding was available, the reserve fund balance was applied to offset the forecast backlog to the greatest extent feasible., recognizing that reserve balances are finite and therefore reduce, but do not necessarily eliminate, unfunded renewal needs. Under the tax-supported scenarios, incremental taxation revenue was distributed across applicable service areas using this proportional approach, and for water and wastewater, the incremental revenue generated by the rate increase was applied within the respective utility to improve long-term sustainability and LoS outcomes.

#### *Airport*

The total replacement cost of the municipal airport service is approximately $7,976,055, represented by the following asset categories:

- Buildings: terminal, maintenance garage, pumphouse, clubhouse, three (3) hangars, and all associated roof and mechanical assets
- Land Improvements: three (3) runways, a taxiway, an apron, fencing and gates
- Vehicles: pick-up truck
- Machinery & Equipment: fuel system, off road vehicles and operating equipment

| Scenario | Technical LoS Quantitative Metric | Year 20 | Year 34 |
|---|---|---|---|
| Scenario #1 (Maintain) | Average Condition | 12 - Very Poor | 8 - Very Poor |
| | Average Risk | 16 - Very High | 17 - Very High |
| | Average Annual Investment | $ 0 | |
| Scenario #2 (2.5% Tax Rate Increase) | Average Condition | 23 - Poor | 35 - Poor |
| | Average Risk | 15 - Very High | 13 - High |
| | Average Annual Investment | $ 138,640 | |
| Scenario #3 (1.5% Tax Rate Increase) | Average Condition | 19 - Very Poor | 24 - Poor |
| | Average Risk | 16 - Very High | 14 - High |
| | Average Annual Investment | $94,177 | |

**Table 55**. Airport services under each of the three funding scenarios, and the resulting impact on average asset condition and average risk.

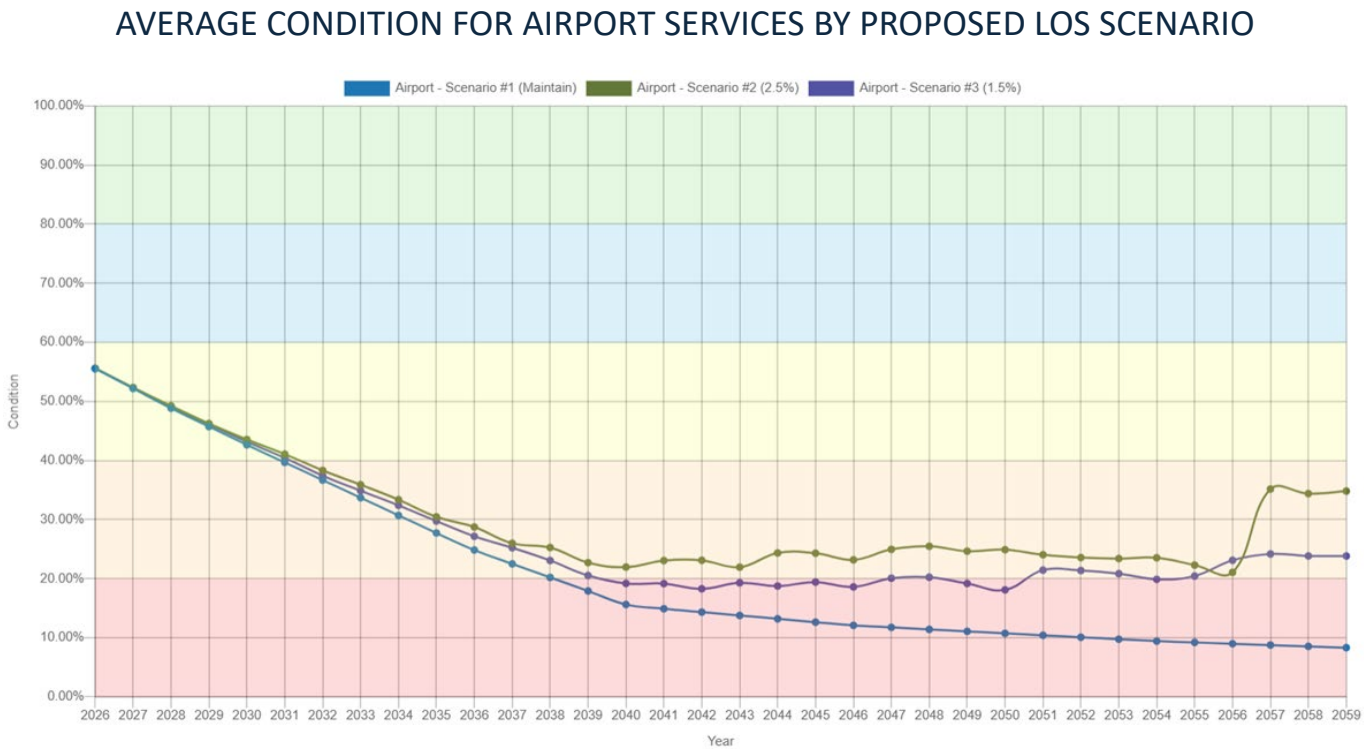



**Figure 45**. Condition results for each of the three proposed level of service scenarios related to the municipality's airport services.

The airport is the only municipal service area where the tax-funded increases modelled - a 2.5% tax increase (Scenario #2) and a 1.5% tax increase (Scenario #3) - do not improve the average asset condition to the proposed level of service target of 40. As shown in Figure 45, the average condition falls below 40 by the early 2030s under all scenarios and remains below the target throughout the planning period, with Scenario #2 and #3 only providing modest stabilization relative to Scenario #1. This is primarily driven by the high replacement costs of major assets, particularly runway infrastructure.

Since the three scenarios do not include external funding, the results indicate that federal government funding would be required to maintain airport assets and achieve an average LoS of 40 or higher; tax increases alone are insufficient. Given the scale of runway renewal costs and the reliance on external

funding, a runway-usage based (needs-based) assessment will likely be required to confirm whether the current number of runways should continue to be supported over the long term. This type of evidence is typically critical to demonstrate that proposed runway investments and replacements are warranted based on demand and operational need, an important success factor where eligibility and competitiveness for federal grant funding are dependent on documented usage and demonstrated need.

Another funding opportunity is to pursue regional partner contributions, including surrounding municipalities and other regional stakeholders, through inter-municipal cost-sharing to reflect the broader regional benefit of the airport and help address high-cost renewal requirements.

### *Cemetery*

The total replacement cost of the municipal cemetery service is approximately $1,736,164, represented by the following asset categories:

- Buildings: mausoleum/chapel, office/equipment depot, storage building, resident, three (3) columbariums, and all associated roof and mechanical assets
- Vehicles: pickup truck
- Machinery & Equipment: tractor loader and backhoe
- Linear Network: water lines and taps

| Scenario | Technical LoS Quantitative Metric | Year 20 | Year 34 |
|---|---|---|---|
| Scenario #1 (Maintain) | Average Condition | 24 - Poor | 19 - Very Poor |
| | Average Risk | 8 - Moderate | 8 - Moderate |
| | Average Annual Investment | $5,000 | |
| Scenario #2 (2.5% Tax Rate Increase) | Average Condition | 30 - Poor | 51 - Fair |
| | Average Risk | 7 - Low | 8 - Moderate |
| | Average Annual Investment | $67,688 | |
| Scenario #3 (1.5% Tax Rate Increase) | Average Condition | 28 - Poor | 54 - Fair |
| | Average Risk | 7 - Low | 6 - Low |
| | Average Annual Investment | $52,111 | |

**Table 56**. Cemetery services under each of the three funding scenarios, and the resulting impact on average asset condition and average risk.

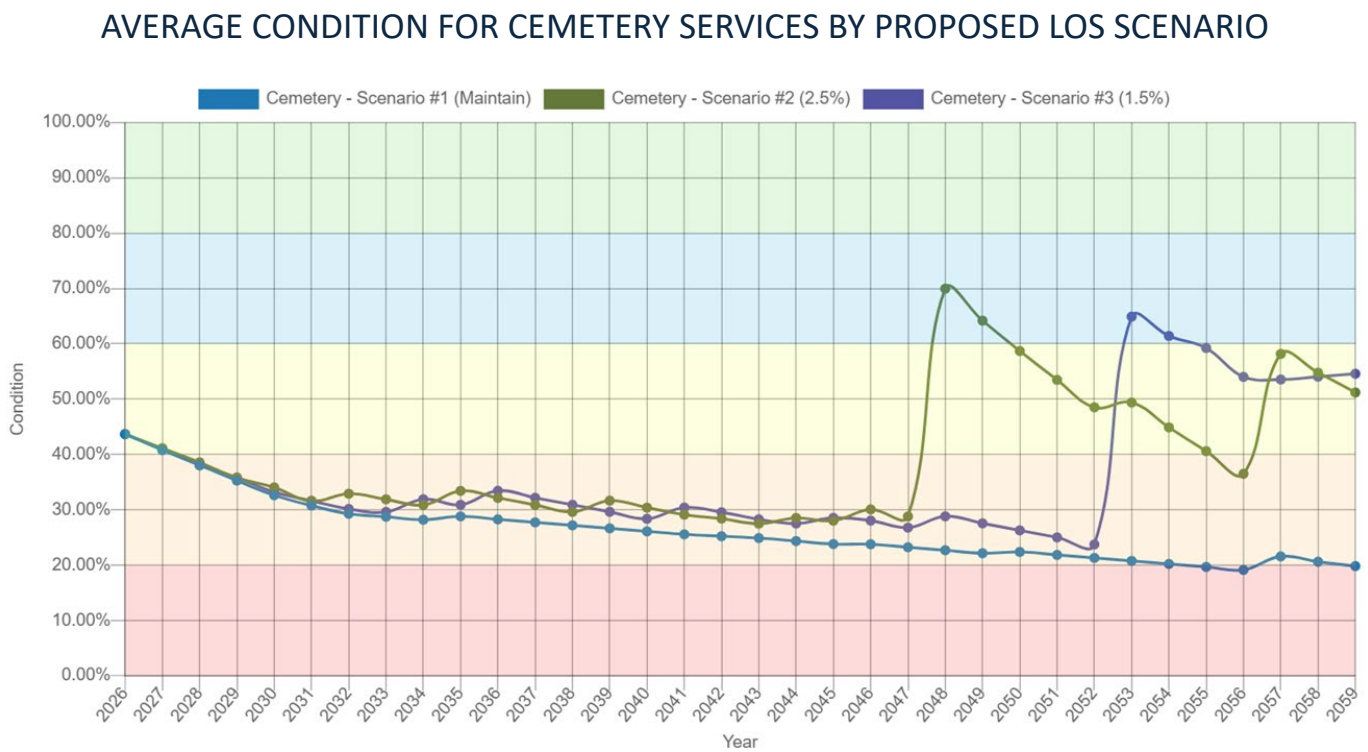



**Figure 46**. Condition results for each of the three proposed level of service scenarios related to the municipality's cemetery services.

Scenarios #2 and #3 both achieve the target of fair condition (40+), with Scenario #3 being the more affordable option. Scenario #1 (current funding) steadily declines from low-fair condition in 2026 to very poor condition by 2059, indicating ongoing deterioration without increased funding. Scenario #2 (2.5% increase) and Scenario #3 (1.5% increase) follow a similar path in the short term, then show major improvements in 2047 and 2052, respectively. Scenario #3 gradually declines and somewhat stabilizes, ending with a slightly higher average condition than Scenario #2 by 2059 (Figure 46).

Without increased investment, the average condition continues to fall. With increased funding, periodic major renewals significantly improve condition, though gains erode between renewal cycles. Replacements will be prioritized based on risk, and lifecycle interventions (e.g., rehabilitation/repair) will be used where appropriate to extend service life and optimize renewal timing.

### *Facilities*

The total replacement cost of the municipal facilities service is approximately $19,154,350, represented by the following asset categories:

- Buildings: various structures (with associated roof and mechanical assets), some of which include the library, municipal town hall, child care centre, MacKay Hall, OneCare building, as well as commercial and rental properties
- Land Improvements: archways and pillars, entrance features and signs, fencing and gates, electrical services

- Vehicles: a facilities pick-up truck and three electric vehicles utilized by the building and by-law departments
- Machinery & Equipment: furniture, computer servers/equipment/software, generators, child care centre kitchen equipment, operating equipment (electric vehicle charging stations), child care centre playground equipment, technical equipment and trailers

| Scenario | Technical LoS Quantitative Metric | Year 20 | Year 34 |
|---|---|---|---|
| Scenario #1 (Maintain) | Average Condition | 55 - Fair | 46 - Fair |
| | Average Risk | 1.8 - Very Low | 2 - Very Low |
| | Average Annual Investment | $322,040 | |
| Scenario #2 (2.5% Tax Rate Increase) | Average Condition | 56 - Fair | 49 - Fair |
| | Average Risk | 1.8 - Very Low | 2 - Very Low |
| | Average Annual Investment | $356,902 | |
| Scenario #3 (1.5% Tax Rate Increase) | Average Condition | 56 - Fair | 48 - Fair |
| | Average Risk | 1.8 - Very Low | 2 - Very Low |
| | Average Annual Investment | $352,441 | |

**Table 57**. Facility services under each of the three funding scenarios, and the resulting impact on average asset condition and average risk.

## AVERAGE CONDITION FOR FACILITY SERVICES BY PROPOSED LOS SCENARIO

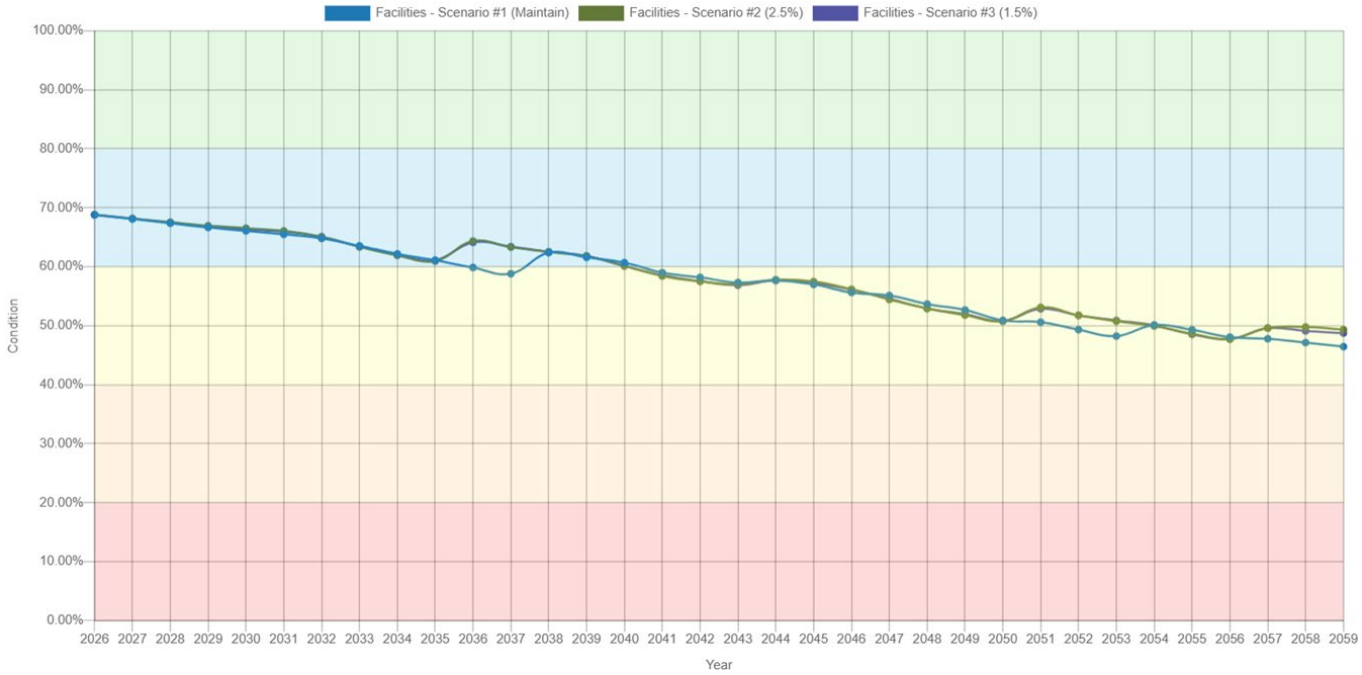



**Figure 47**. Condition results for each of the three proposed level of service scenarios related to the municipality's facility services.

Facilities average condition declines gradually from the high 60 range in 2026 to the high 40 range by 2059, with all three scenarios tracking very closely and only minor separation between them (Scenario #2 shows small, temporary uplifts at a few points, but the overall downward trend remains similar). All three scenarios achieve the proposed level of service target of fair condition (40+), although they finish closer to

the threshold by the end of the forecast period (Figure 47). Since current facilities funding is already very close to the annual requirement (i.e., near "optimal" funding to achieve the target LoS), the municipality could consider reallocating a portion of future taxation increases to other service areas with larger funding gaps, while still maintaining the proposed facilities LoS target of fair condition (40+) over the forecast period. Planned project replacements will be prioritized based on risk, and lifecycle interventions (e.g., targeted rehabilitation/repair) will be incorporated where appropriate to extend service life and optimize renewal timing.

### *Fire*

The total replacement cost of the municipal fire service is approximately $4,194,329, represented by the following asset categories:

- Buildings: fire hall (with associated roof and mechanical assets)
- Land Improvements: parking lot
- Vehicles: ladder, tanker, pumper and rescue trucks
- Machinery & Equipment: building furniture, fire fighting equipment, medical equipment, and technical equipment

| Scenario | Technical LoS Quantitative Metric | Year 20 | Year 34 |
|---|---|---|---|
| Scenario #1 (Maintain) | Average Condition | 30 - Poor | 51 - Fair |
| | Average Risk | 13 - High | 11 - High |
| | Average Annual Investment | $170,000 | |
| Scenario #2 (2.5% Tax Rate Increase) | Average Condition | 30 - Poor | 51 - Fair |
| | Average Risk | 13 - High | 11 - High |
| | Average Annual Investment | $170,000 | |
| Scenario #3 (1.5% Tax Rate Increase) | Average Condition | 30 - Poor | 51 - Fair |
| | Average Risk | 13 - High | 11 - High |
| | Average Annual Investment | $170,000 | |

**Table 58**. Fire services under each of the three funding scenarios, and the resulting impact on average asset condition and average risk.

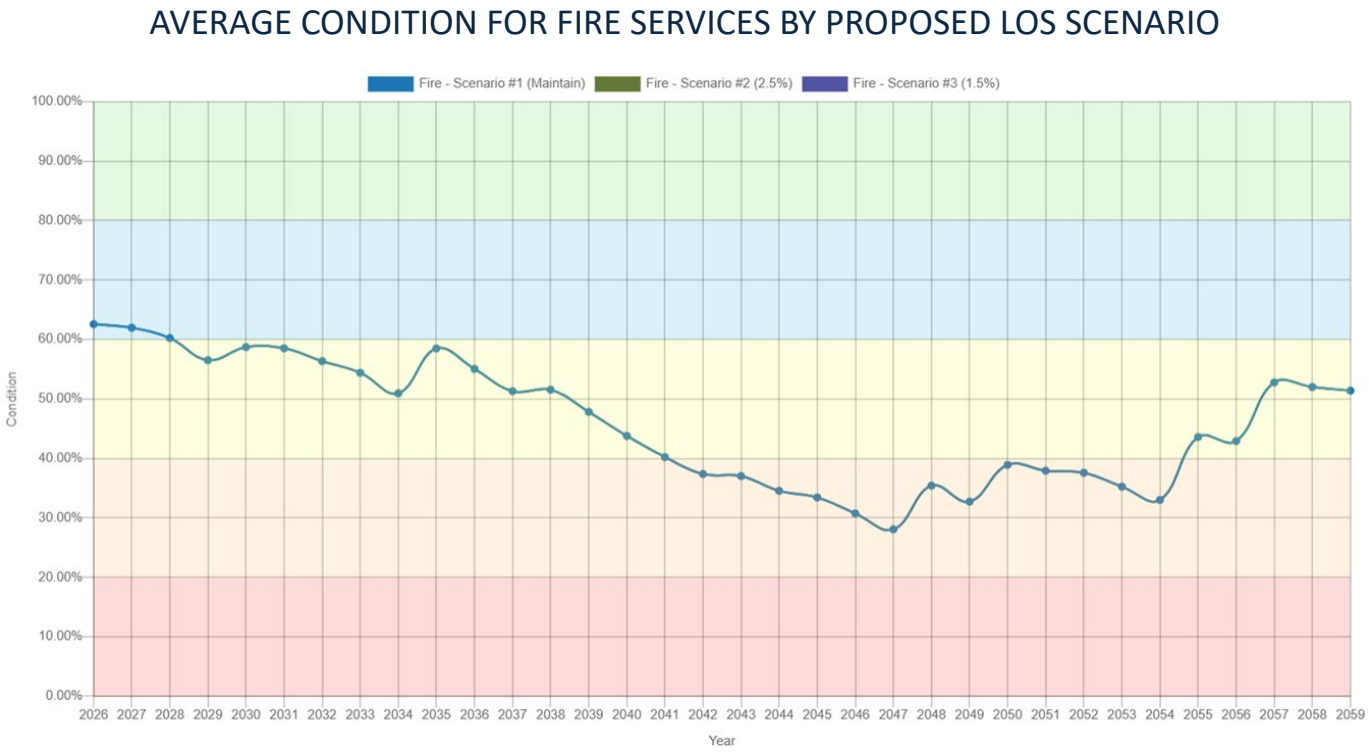



**Figure 48**. Condition results for each of the three proposed level of service scenarios related to the municipality's fire services.

Fire services are already funded at the annual requirement and are currently meeting the proposed LoS target of fair condition (40+) (Figure 48). Since this municipal service is already funded at the required level, funding is the same across all three scenarios, and as a result the condition trajectory is identical in each case (i.e., the funding level and condition outcome do not change between scenarios). In 2026, the average condition is good (just above 60), then trends downward into the high fair condition range through the 2030s before declining more sharply to below the fair threshold around 2041, reaching a low point around 2047. Condition then fluctuates in the poor range before improving and returning to fair in 2055, remaining above 40 through 2059. Given the essential nature of fire services (emergency/protection services), the municipality may also consider borrowing as a financing tool if a key frontline asset, particularly a vehicle, does not perform adequately to meet operational requirements and must be replaced sooner than planned to maintain service reliability and response capability.

During the period when assets fall into the poor range (approximately 2041-2055), replacements will be prioritized based on risk, and lifecycle interventions (e.g., targeted rehabilitation/repair) will be incorporated where appropriate to extend service life and, where possible, avoid deterioration below a fair condition.

### *Maitland Valley Medical Centre*

The total replacement cost of the Maitland Valley Medical Centre is approximately $6,670,603, represented by the following asset categories:

- Buildings: medical clinic facility (with associated roof and mechanical assets)
- Land Improvements: parking lot

- Machinery & Equipment: building furniture, computer server, generator, medical equipment, operating equipment, and technical equipment
- Linear Network: streetlights, PVC sanitary main, PVC storm mains, PVC watermains

| Scenario | Technical LoS Quantitative Metric | Year 20 | Year 34 |
|---|---|---|---|
| Scenario #1 (Maintain) | Average Condition | 50 - Fair | 39 - Poor |
| | Average Risk | 4 - Very Low | 5 - Low |
| | Average Annual Investment | $16,477 | |
| Scenario #2 (2.5% Tax Rate Increase) | Average Condition | 58 - Fair | 49 - Fair |
| | Average Risk | 3 - Very Low | 5 - Low |
| | Average Annual Investment | $123,432 | |
| Scenario #3 (1.5% Tax Rate Increase) | Average Condition | 59 - Fair | 48 - Fair |
| | Average Risk | 3 - Very Low | 5 - Low |
| | Average Annual Investment | $98,304 | |

**Table 59**. Maitland Valley Medic Clinic services under each of the three funding scenarios, and the resulting impact on average asset condition and average risk.

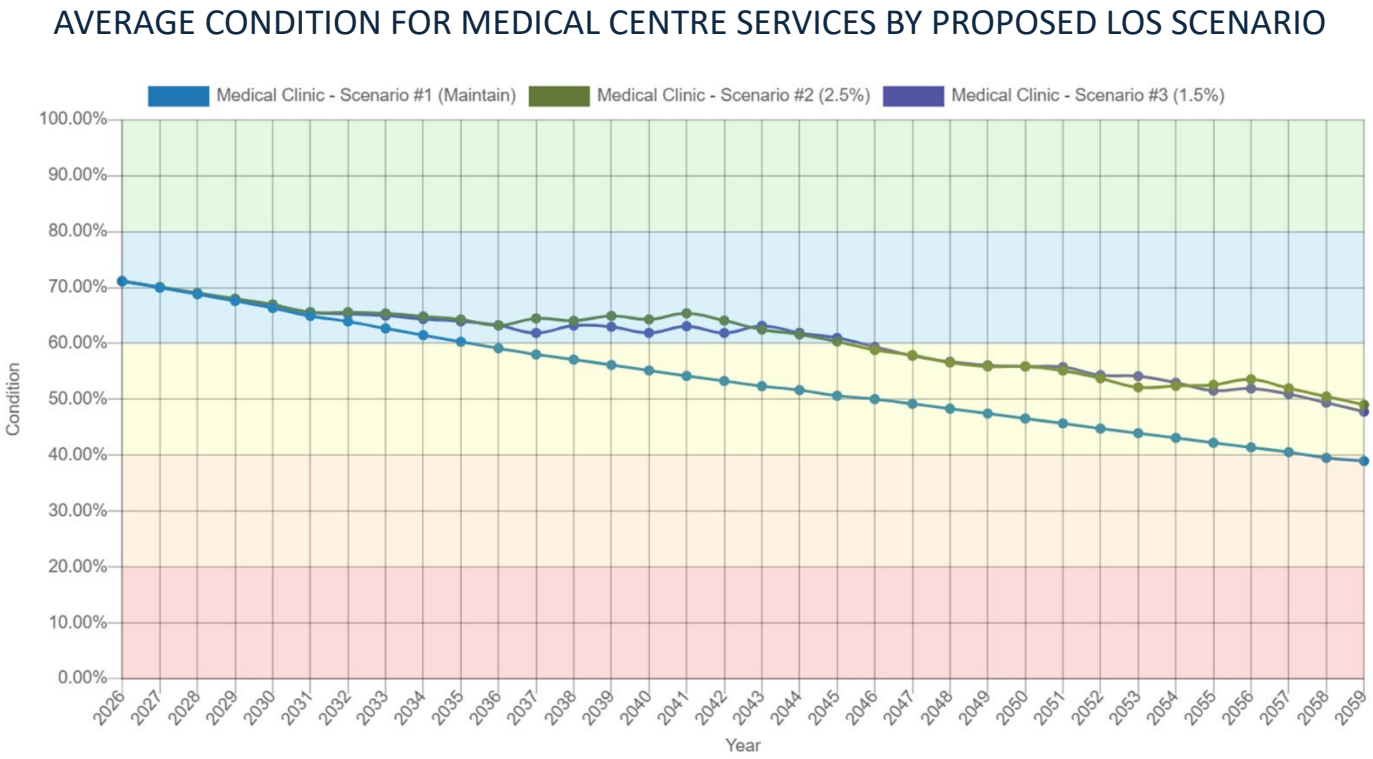



**Figure 49**. Condition results for each of the three proposed level of service scenarios related to the municipality's Maitland Valley Medica Centre services.

Maitland Valley Medical Centre assets are currently meeting the proposed LoS target of fair condition (40+) in 2026. Under Scenario #1 (maintain current funding), the average condition declines steadily from good condition and falls just below fair condition by 2059. In contrast, Scenario #2 (2.5% increase) and Scenario #3 (1.5% increase) track closely together, remaining in good condition through much of the 2030s and early 2040s (with minor fluctuations) before gradually declining over the remainder of the period, ending in fair condition by 2059 (Figure 49). As a result, both scenarios achieve and maintain the fair

condition LoS target (40+) throughout the forecast period. Planned project replacements will be prioritized based on risk, and lifecycle interventions (e.g., targeted rehabilitation/repair) will be incorporated where appropriate to extend service life and optimize renewal timing.

### *Parks*

The total replacement cost of the municipal parks service is approximately $5,674,160, represented by the following asset categories:

- Buildings: parks department garage, various pavilions/washrooms, gazebos and performance stages, and all associated roof and mechanical assets
- Land Improvements: archways and pillars, driveways/walkways/pedestrian bridges, electrical, entrance features/signs, fencing and gates, parking lots, recreational courts, splash pad, sports field amenities, walls and concrete structures
- Vehicles: pickup trucks
- Machinery & Equipment: grounds, off road vehicles, operating equipment, playground equipment, recreation equipment, outdoor rink flooring

| Scenario | Technical LoS Quantitative Metric | Year 20 | Year 34 |
|---|---|---|---|
| Scenario #1 (Maintain) | Average Condition | 41 - Fair | 31 - Poor |
| | Average Risk | 4 - Very Low | 5 - Low |
| | Average Annual Investment | $150,000 | |
| Scenario #2 (2.5% Tax Rate Increase) | Average Condition | 48 - Fair | 42 - Fair |
| | Average Risk | 4 - Very Low | 4 - Very Low |
| | Average Annual Investment | $202,091 | |
| Scenario #3 (1.5% Tax Rate Increase) | Average Condition | 47 - Fair | 41 - Fair |
| | Average Risk | 4 - Very Low | 4 - Very Low |
| | Average Annual Investment | $196,913 | |

**Table 60**. Park services under each of the three funding scenarios, and the resulting impact on average asset condition and average risk.

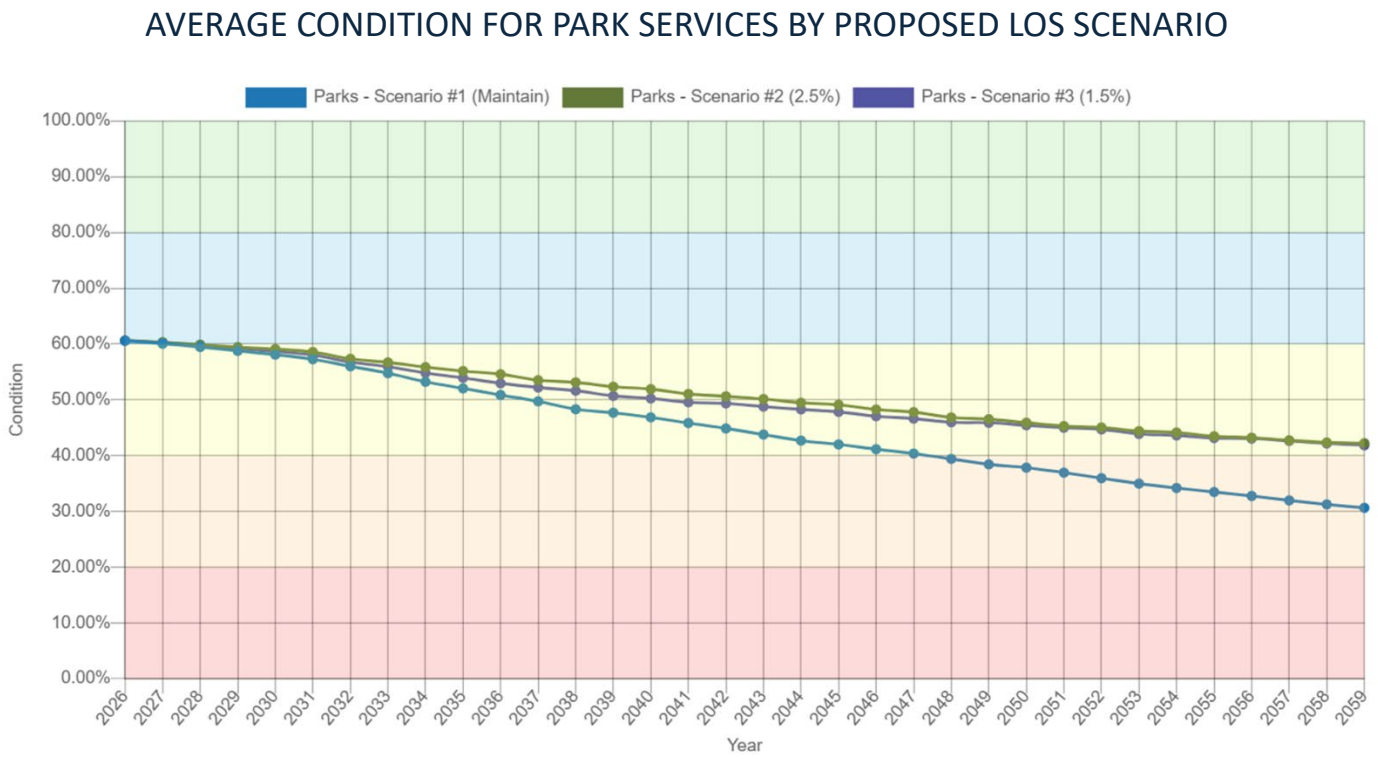



**Figure 50**. Condition results for each of the three proposed level of service scenarios related to the municipality's park services.

Parks services are meeting the proposed LoS target of fair condition (40+) in 2026, with average condition of approximately 60 (good condition) but begins to decline over time at different rates depending on the scenario. Under Scenario #1 (maintain current funding), condition steadily deteriorates to poor condition by 2059 and does not sustain the proposed LoS target of fair condition (40+). Under Scenario #2 (2.5% increase) and Scenario #3 (1.5% increase), the decline is much more gradual, and the average condition remains above 40+ (fair condition) throughout the full forecast period (Figure 50). Scenario #3 tracks between Scenarios #1 and #2 earlier in the period and converges closer to Scenario #2 by 2059, indicating improved long-term stability relative to Scenario #1. Planned project replacements will be prioritized based on risk, and lifecycle interventions (e.g., targeted rehabilitation/repair) will be incorporated where appropriate to extend service life and optimize renewal timing.

### *Public Works*

The total replacement cost of the municipal public works service is approximately $5,169,155, represented by the following asset categories:

- Buildings: public works garage and shed (with associated roof and mechanical assets)
- Land Improvements: fencing, automatic gate, parking lot
- Vehicles: street sweeper, flusher truck, forestry bucket truck, dump trucks, pick-up trucks
- Machinery & Equipment: generator, off road vehicles, operating equipment, office furniture

| Scenario | Technical LoS Quantitative Metric | Year 20 | Year 34 |
|---|---|---|---|
| Scenario #1 (Maintain) | Average Condition | 39 - Poor | 36 - Poor |
| | Average Risk | 6 - Low | 6 - Low |
| | Average Annual Investment | $280,000 | |
| Scenario #2 (2.5% Tax Rate Increase) | Average Condition | 49 - Fair | 44 - Fair |
| | Average Risk | 5 - Low | 5 - Low |
| | Average Annual Investment | $350,197 | |
| Scenario #3 (1.5% Tax Rate Increase) | Average Condition | 49 - Fair | 44 - Fair |
| | Average Risk | 5 - Low | 5 - Low |
| | Average Annual Investment | $342,836 | |

**Table 61**. Public Works services under each of the three funding scenarios, and the resulting impact on average asset condition and average risk.

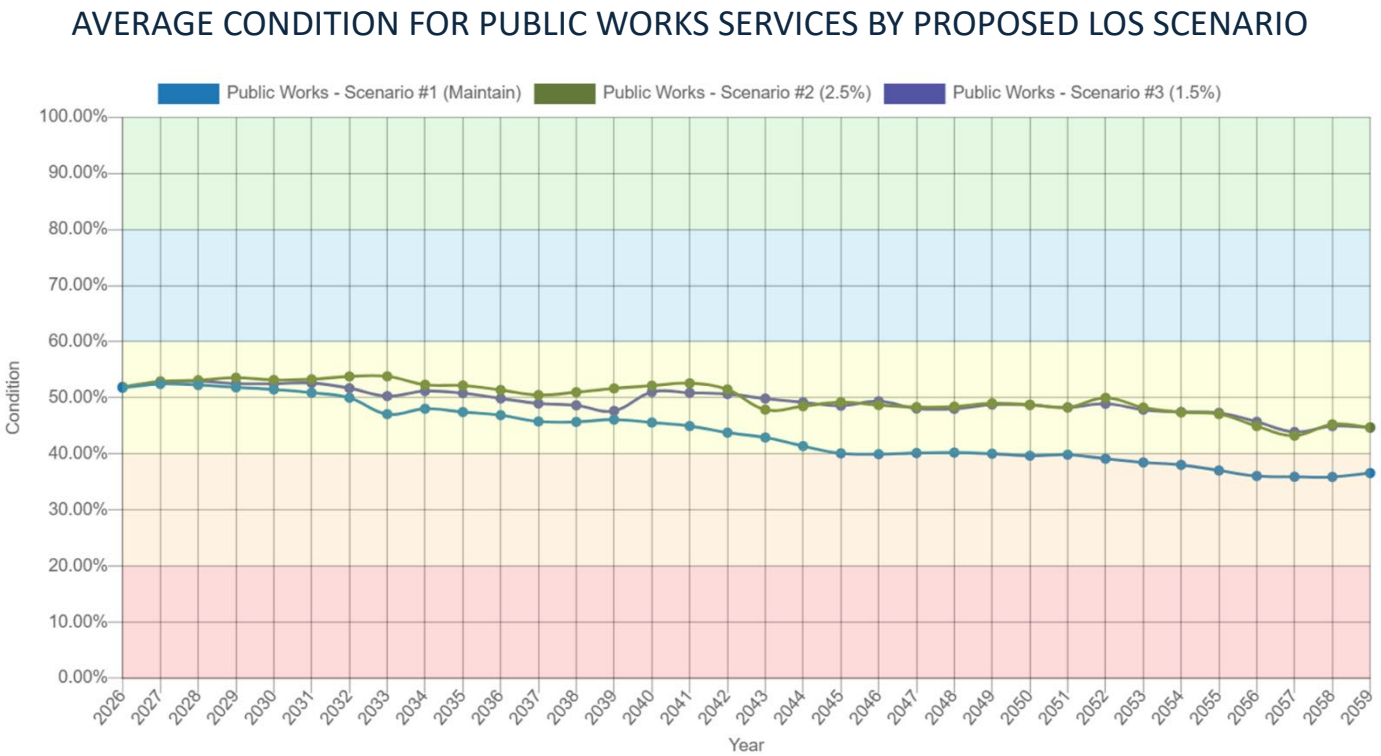



**Figure 51**. Condition results for each of the three proposed level of service scenarios related to the municipality's public works services.

Public Works is meeting the proposed LoS target in 2026, starting with an average condition of approximately 52 (fair condition). Scenario #1 (maintain current funding) shows a steady decline, ending in poor condition by 2059, and therefore does not sustain the 40+ target over the long-term. Scenario #2 (2.5% increase) remains relatively stable within the fair condition range through the late 2020s/early 2030s, then gradually declines but stays above 40+ throughout the forecast period. Scenario #3 (1.5% increase) follows a similar pattern as Scenario #2, but is modestly lower at points while remaining above 40+ for the full forecast (Figure 51). Overall, Scenarios #2 and #3 provide improved long-term stability compared to Scenario #1. Planned project replacements will be prioritized based on risk, and lifecycle interventions (e.g., targeted rehabilitation/repair) will be incorporated where appropriate to extend service life and optimize renewal timing.

### *Recreation*

The total replacement cost of the municipal recreation service is approximately $29,534,961, represented by the following asset categories:

- Buildings: Maitland Recreation Centre, Bannister Park Pavilion, and all associated roof and mechanical assets, including elevators
- Land Improvements: electrical, entrance features/signs, fencing and gates, park lights, parking lots, recreational skate park, sports field amenities
- Machinery & Equipment: building furniture, computer equipment/software, facilities equipment, grounds, ice resurfacers, kitchen/canteen equipment, off road vehicles, operating equipment, playground equipment, recreation equipment, rink boards/flooring/glass, technical equipment
- Linear Network: streetlights, PVC sanitary mains, PVC storm mains, PVC watermains

It should be noted that this analysis excludes Memorial Community Centre, which has a replacement cost of approximately $4,707,426.

| Scenario | Technical LoS Quantitative Metric | Year 20 | Year 34 |
|---|---|---|---|
| Scenario #1 (Maintain) | Average Condition | 44 - Fair | 34 - Poor |
| | Average Risk | 13 - High | 14 - High |
| | Average Annual Investment | $250,000 | |
| Scenario #2 (2.5% Tax Rate Increase) | Average Condition | 54 - Fair | 55 - Fair |
| | Average Risk | 12 - High | 10 - High |
| | Average Annual Investment | $767,407 | |
| Scenario #3 (1.5% Tax Rate Increase) | Average Condition | 54 - Fair | 47 - Fair |
| | Average Risk | 12 - High | 12 - High |
| | Average Annual Investment | $607,074 | |

**Table 62**. Recreation services under each of the three funding scenarios, and the resulting impact on average asset condition and average risk.

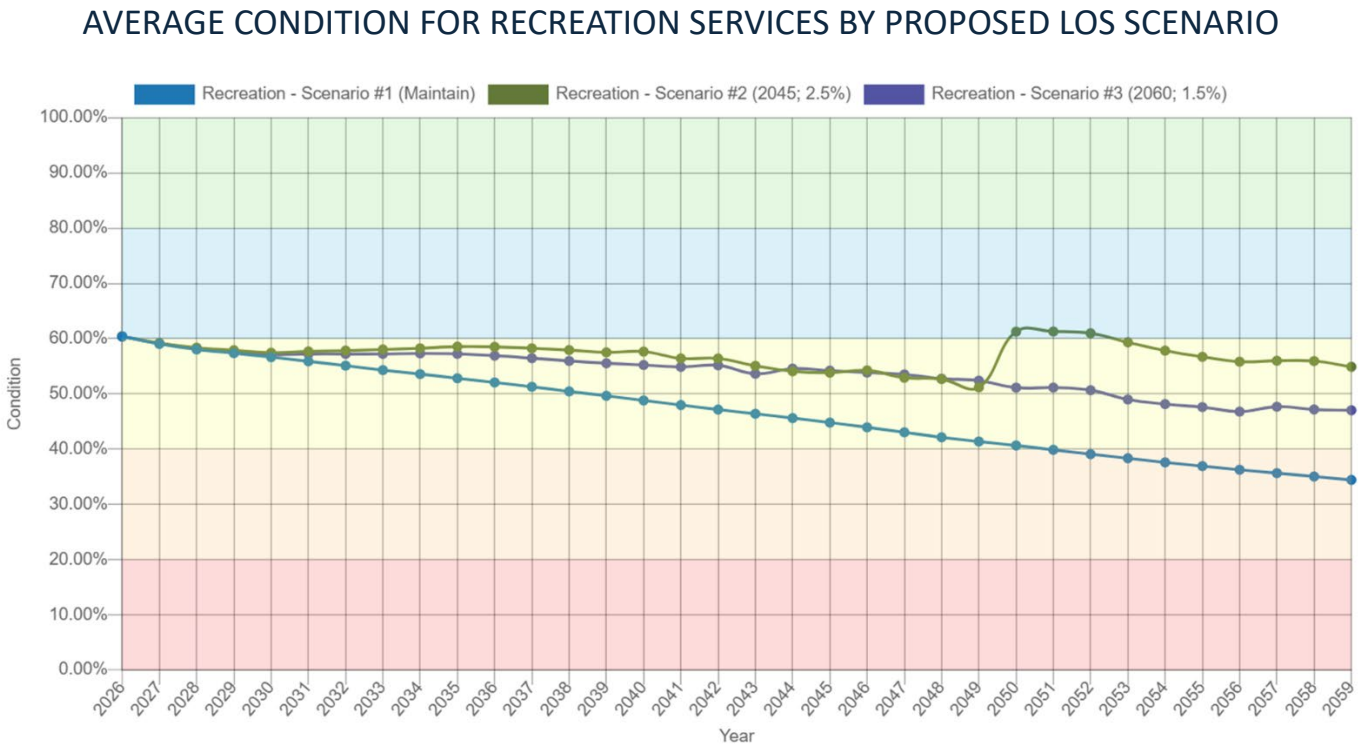



**Figure 52**. Condition results for each of the three proposed level of service scenarios related to the municipality's recreation services.

Recreation services are meeting the proposed LoS target (40+) in 2026, beginning the forecast with an average condition of approximately 60 (good condition). Under Scenario #1 (maintain current funding), average condition declines steadily from good condition in 2026 to poor condition by 2059, falling below the 40+ (fair) target in the early 2050s. Scenario #2 (2.5% increase) remains generally stable in the fair range through the 2030s and 2040s, shows a notable improvement around 2050, and then gradually tapers while remaining above 40+ through 2059. Scenario #3 (1.5% increase) follows a more moderate path, staying in the fair range through much of the 2030s and early 2040s before trending downward, but remaining above the 40+ target for the full forecast period, indicating better long-term service stability than Scenario #1 (Figure 52). Planned project replacements will be prioritized based on risk, and lifecycle interventions (e.g., targeted rehabilitation/repair) will be incorporated where appropriate to extend service life and optimize renewal timing. It should be noted that this analysis does not include Memorial Community Centre assets.

### *Road and Storm*

The total replacement cost of the municipal road and storm service is approximately $263,749,561, represented by the following asset categories:

- Road Network: roads, sidewalks, streetlights, traffic signals, pedestrian crossovers
- Storm Network: storm sewer mains
- Land Improvements: guard rails, parking lots, retaining walls

| Scenario | Technical LoS Quantitative Metric | Year 20 | Year 34 |
|---|---|---|---|
| Scenario #1 (Maintain) | Average Condition | 28 - Poor | 23 - Poor |
| | Average Risk | 12 - High | 12 - High |
| | Average Annual Investment | $2,244,117 | |
| Scenario #2 (2.5% Tax Rate Increase) | Average Condition | 49 - Fair | 61 - Good |
| | Average Risk | 10 - High | 9 - Moderate |
| | Average Annual Investment | $6,901,710 | |
| Scenario #3 (1.5% Tax Rate Increase) | Average Condition | 40 - Fair | 52 - Fair |
| | Average Risk | 11 - High | 10 - High |
| | Average Annual Investment | $5,480,779 | |

**Table 63**. Road and storm services under each of the three funding scenarios, and the resulting impact on average asset condition and average risk.

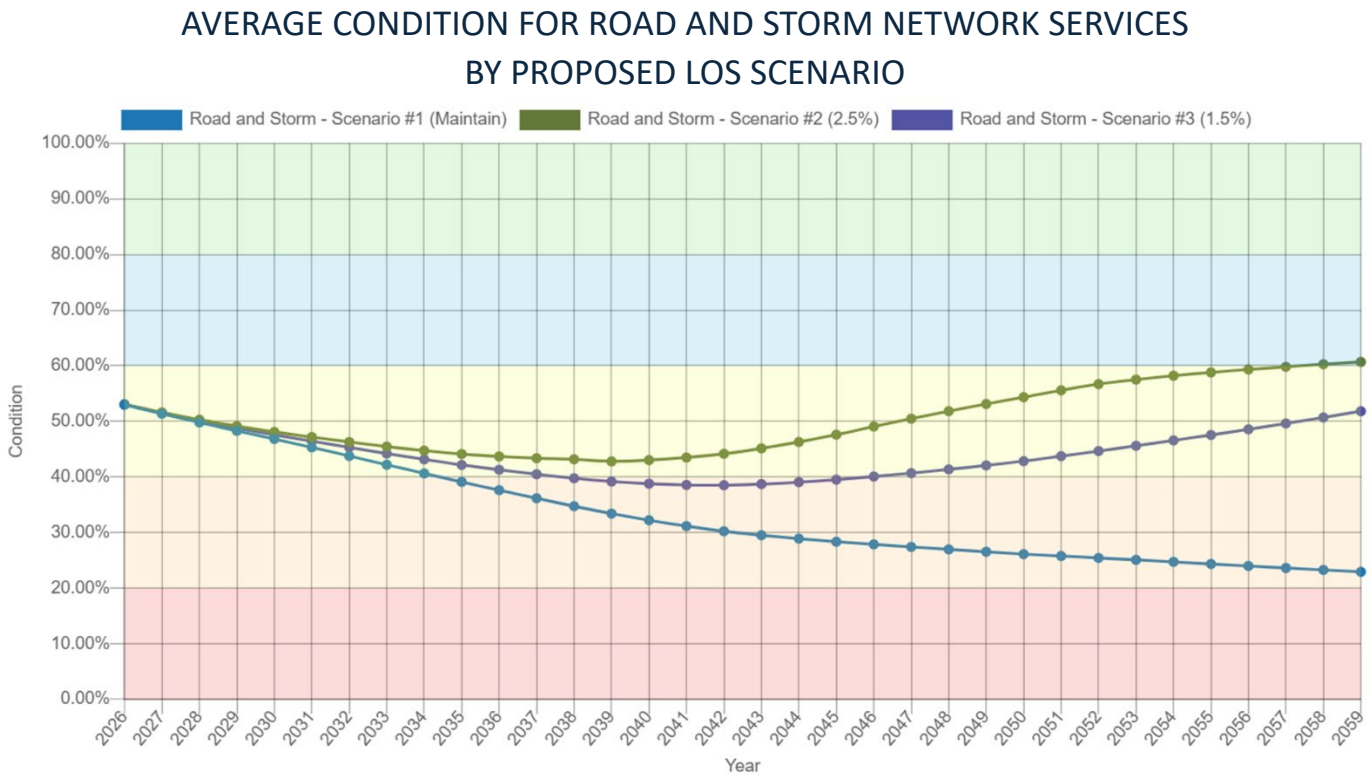



**Figure 53**. Condition results for each of the three proposed level of service scenarios related to the municipality's road and storm network services.

Road and Storm Network services begin the forecast within the fair condition range in 2026. Scenario #1 (maintain current funding) shows a continuous decline, dropping below fair condition by the mid 2030s and approaching the low end of the poor condition range by 2059. Scenario #1 does not sustain the LoS target long term. Scenario #2 (2.5% increase) remains within the fair condition range and then improves steadily from the early 2040s onward, ending in the good condition range by 2059. Scenario #3 (1.5% increase) initially declines further than Scenario #2, dipping to approximately 38-39 condition (poor) in the early 2040s, (briefly below the 40+ target), then gradually recovers and climbs back above 40, remaining in the fair condition range to 2059, indicating stronger long-term performance than Scenario #1 but less consistent LoS achievement than Scenario #2 (Figure 53).

To support prioritization and address higher risk ratings shown in Figure 53, it is important to note that the road network includes multiple road classes with different proposed LoS targets, reflecting differences in usage and criticality:

- Connecting Link: maintain a Pavement Condition Index (PCI) of 50+
- Urban Collector and Semi-Urban Roads: maintain a PCI of 40+
- Urban Local High Class and Low Class (residential streets): maintain a PCI of 30+
- Low Class Bituminous (Cemetery Road) and Gravel Roads: maintain a PCI of 20+

The risk rating presented in Figure 53 represents an average across all assets within this service category. Therefore, individual road classes may have materially different condition, risk, and intervention timing. By setting different LoS triggers by road class, the Town can better manage and prioritize risk- higher-use routes (e.g., Connecting Links) are planned to trigger renewal earlier than lower-volume local roads, aligning investment timing with service demand and community impact.

Additionally, the Town's Road Maintenance Program and the continued development of a structured preventative maintenance program will further assist in managing risk by improving the ability to distinguish which segments warrant full reconstruction versus those that can be addressed through targeted preventative maintenance to extend useful life and optimize renewal timing.

During the period when assets fall into the poor range (approximately 2038-2046), planned project replacements will be prioritized based on risk and coordination with other underground infrastructure needs (water and sewer mains), and lifecycle interventions (e.g., targeted rehabilitation/repair) will be incorporated where appropriate to extend service life and optimize renewal timing.

### *Sewer*

The total replacement cost of the municipal sewer service is approximately $148,078,194, represented by the following asset categories:

- Sanitary Network: wastewater treatment plant, sewage pumping stations, sanitary sewer mains

| Scenario | Technical LoS Quantitative Metric | Year 20 | Year 30 |
|---|---|---|---|
| Scenario #1 (Maintain) | Average Condition | 62 - Good | 58 - Fair |
| | Average Risk | 6 - Low | 6 - Low |
| | Average Annual Investment | $1,143,986 | |
| Scenario #2 (3.5% Rate Increase) | Average Condition | 69 - Good | 69 - Good |
| | Average Risk | 5 - Low | 5 - Low |
| | Average Annual Investment | $2,197,056 | |
| Scenario #3 (2.5% Rate Increase) | Average Condition | 68 - Good | 68 - Good |
| | Average Risk | 5 - Low | 5 - Low |
| | Average Annual Investment | $2,129,492 | |

**Table 64**. Sanitary sewer services under each of the three funding scenarios, and the resulting impact on average asset condition and average risk.

## AVERAGE CONDITION FOR SANITARY SEWER SERVICES BY PROPOSED LOS SCENARIO

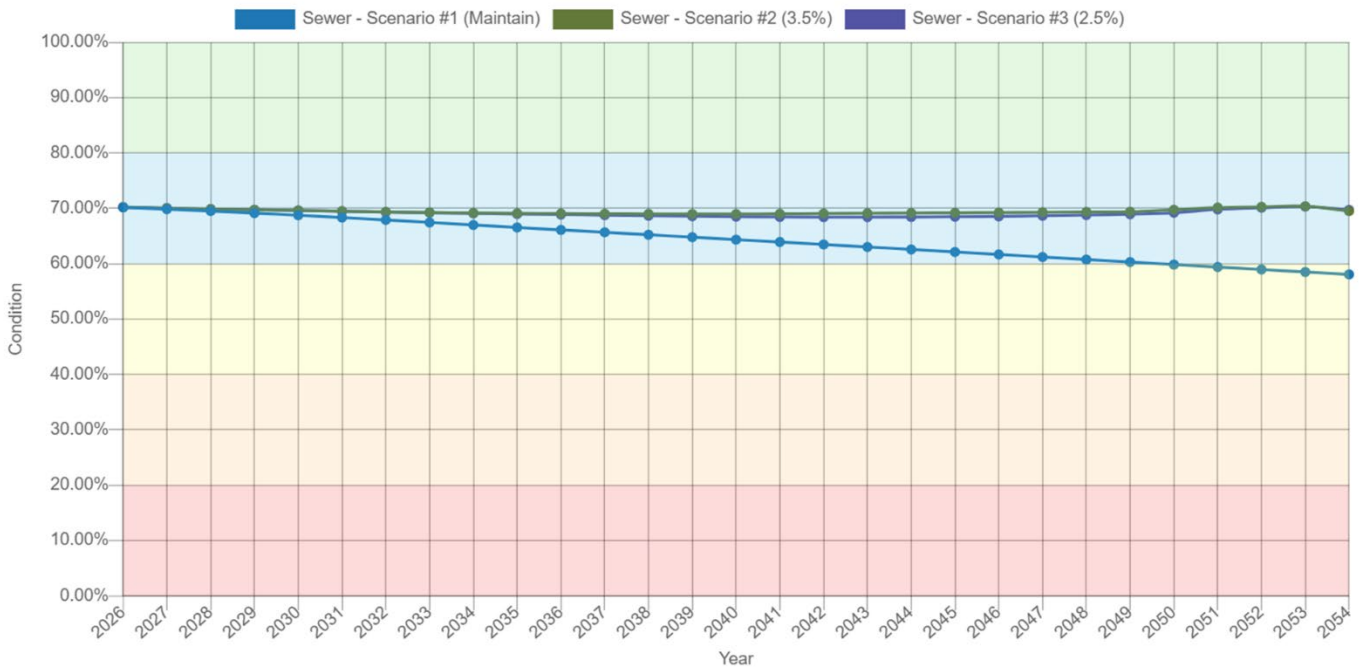



**Figure 54**. Condition results for each of the three proposed level of service scenarios related to the municipality's sanitary sewer services.

Sanitary sewer services are meeting the proposed LoS target of fair condition (40+) in 2026, beginning within the good condition range, with all three scenarios remaining well above the 40+ threshold over the full forecast period. Scenario #1 (maintain current funding) shows a gradual decline into the fair range by 2050, but still maintains the LoS target through 2059. Scenario #2 (3.5% increase) is the most stable, ending with an average condition of approximately 69 (good). Scenario #3 (2.5% increase) performs similarly, tracking slightly below Scenario #2 for much of the period and finishing with an average condition of approximately 68 (good), also sustaining the target.

The sanitary network has the largest share of assets assessed condition data in the Town's asset management inventory, which strengthens the analysis by reducing reliance on age-based assumptions. As reflected in Figure 54, this higher coverage of condition assessment data is associated with a higher confidence level in the forecast results, improving the Town's ability to plan renewals and prioritize investments based on demonstrated need rather than generalized deterioration curves.

It is also important to recognize that the sanitary sewer is a long-lived asset class (e.g., sanitary sewer mains commonly have an assumed lifespan of approximately one hundred (100) years). As a result, the annual requirement is calculated by spreading renewal needs across the one hundred (100) year lifecycle. However, this forecast presents a 30-year "snapshot" within a 100-year renewal cycle. This helps explain why a rate increase was already adopted through the Wastewater Financial Plan, yet additional rate increases can still be required to align with the annual requirement over the long-term, particularly to ensure that funding keeps pace with the full lifecycle renewal profile and avoids deferring costs to later years.

Planned project replacements will be prioritized based on risk, coordinated with road and other underground infrastructure needs (water and storm mains), and supported by lifecycle interventions (e.g., targeted rehabilitation/repair) where appropriate to extend service life and optimize renewal timing.

### *Water*

The total replacement cost of the municipal water service is approximately $175,993,741, represented by the following asset categories:

- Water Network: water treatment plant, booster pumping station, water tower, watermains, fire hydrants

| Scenario | Technical LoS Quantitative Metric | Year 20 | Year 30 |
|---|---|---|---|
| Scenario #1 (Maintain) | Average Condition | 52 - Fair | 48 - Fair |
| | Average Risk | 6 - Low | 7 - Low |
| | Average Annual Investment | $1,455,304 | |
| Scenario #2 (3.5% Rate Increase) | Average Condition | 56 - Fair | 57 - Fair |
| | Average Risk | 6 - Low | 6 - Low |
| | Average Annual Investment | $2,226,615 | |
| Scenario #3 (2.5% Rate Increase) | Average Condition | 55 - Fair | 56 - Fair |
| | Average Risk | 6 - Low | 6 - Low |
| | Average Annual Investment | $2,054,227 | |

**Table 65**. Water services under each of the three funding scenarios, and the resulting impact on average asset condition and average risk.

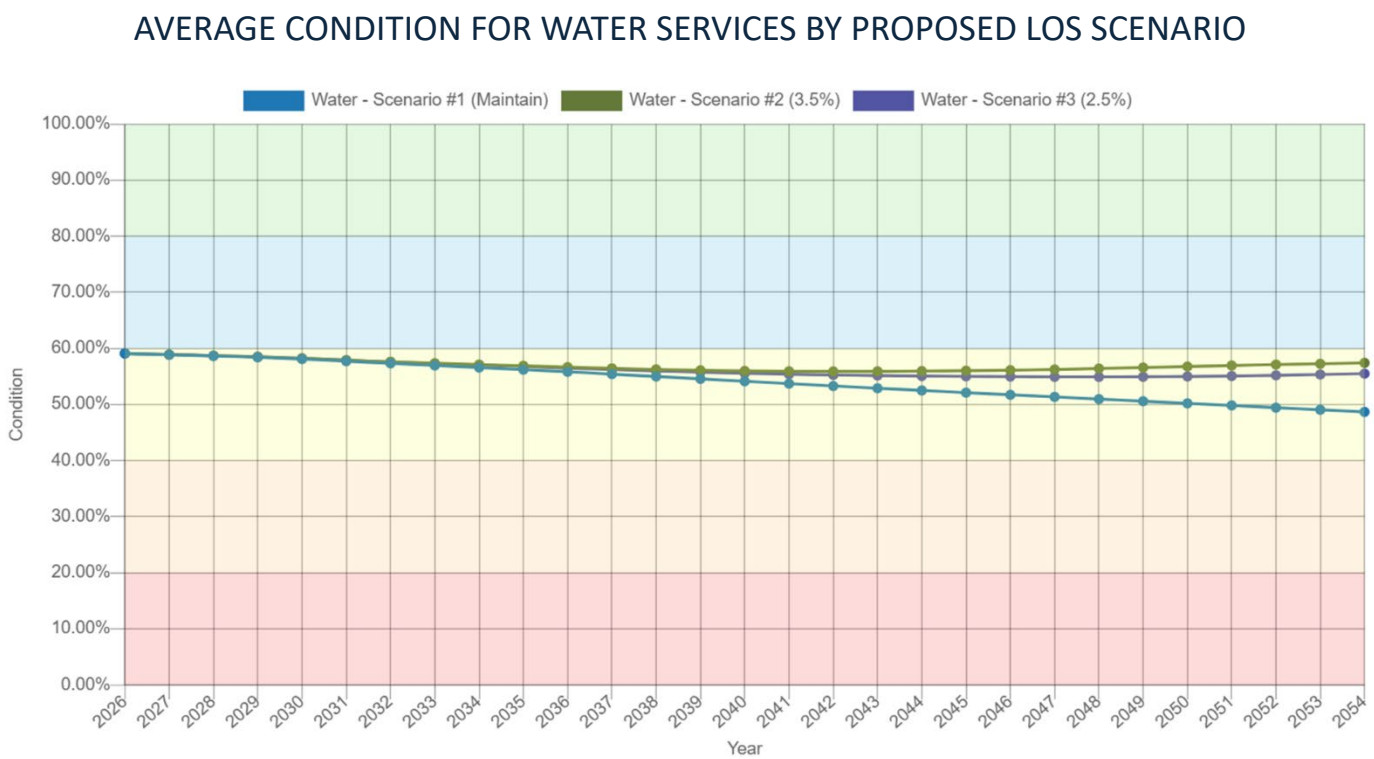



**Figure 55**. Condition results for each of the three proposed level of service scenarios related to the municipality's water services.

Water services are meeting the proposed LoS target of fair condition (40+) in 2026, beginning at the upper end of the fair range, with an average condition of approximately 59. Scenario #1 (maintain current funding) gradually declines over time but remains above the 40+ target. Scenario #2 (3.5% increase) is generally stable and consistently above 40+ for the full forecast. Scenario #3 (2.5% increase) follows the same stable pattern but tracks slightly lower than Scenario #2 in most years, while still remaining above 40+ throughout (Figure 55).

It is also important to recognize that water is a long-lived asset class (e.g., watermains commonly have an assumed lifespan of approximately one hundred (100) years). The annual requirement is therefore calculated by spreading renewal needs across that full lifecycle. However, this forecast presents a 30-year "snapshot" within a 100-year renewal cycle. This helps explain why a rate increase may already have been adopted through the Water Financial Plan, while additional rate increases can still be warranted to fully align ongoing revenues with the long-term annual requirement and avoid deferring renewal costs to later decades.

Planned project replacements will be prioritized based on risk and coordinated with road and other underground infrastructure needs (sewer and storm mains), and lifecycle interventions (e.g., targeted rehabilitation/repairs) will be incorporated where appropriate to extend service life and optimize renewal timing.

Since water mains and fire hydrants are primarily age-based condition assets, the water services average condition tends to be lower (and less responsive to observed field performance) than the sanitary sewer analysis, where CCTV-based assessed condition provides direct evidence of defects and performance, and supports more certain (and often earlier) renewal identification. By contrast, age-based water assets rely more on installation year and expected service life, which can depress the average condition rating relative to sanitary sewers, even when the system is performing well operationally. For watermains, internal inspection is limited and disruptive in pressurized, in-service pipes, so prioritization typically relies more on risk-based methods and hydraulic modeling, supported by break history, pressure/flow data, and operational experience.

### *Waterfront*

The total replacement cost of the waterfront service is approximately $11,914,332, represented by the following asset categories:

- Buildings: pavilions/washrooms, gazebos and sheds located at the waterfront and harbour (with associated roof and mechanical assets)
- Land Improvements: rotary cove wooden archway, flag poles, walls and concrete structures
- Machinery & Equipment: parking meters, waterfront playground equipment, Wi-Fi routers, accessibility mats
- Linear Network: roads, sidewalks, storm sewers

| Scenario | Technical LoS Quantitative Metric | Year 20 | Year 34 |
|---|---|---|---|
| Scenario #1 (Maintain) | Average Condition | 62 - Good | 78 - Good |
| | Average Risk | 7 - Low | 6 - Low |
| | Average Annual Investment | $570,450 | |
| Scenario #2 (2.5% Tax Rate Increase) | Average Condition | 62 - Good | 78 - Good |
| | Average Risk | 7 - Low | 6 - Low |
| | Average Annual Investment | $570,450 | |
| Scenario #3 (1.5% Tax Rate Increase) | Average Condition | 62 - Good | 78 - Good |
| | Average Risk | 7 - Low | 6 - Low |
| | Average Annual Investment | $570,450 | |

**Table 66**. Waterfront services under each of the three funding scenarios, and the resulting impact on average asset condition and average risk.

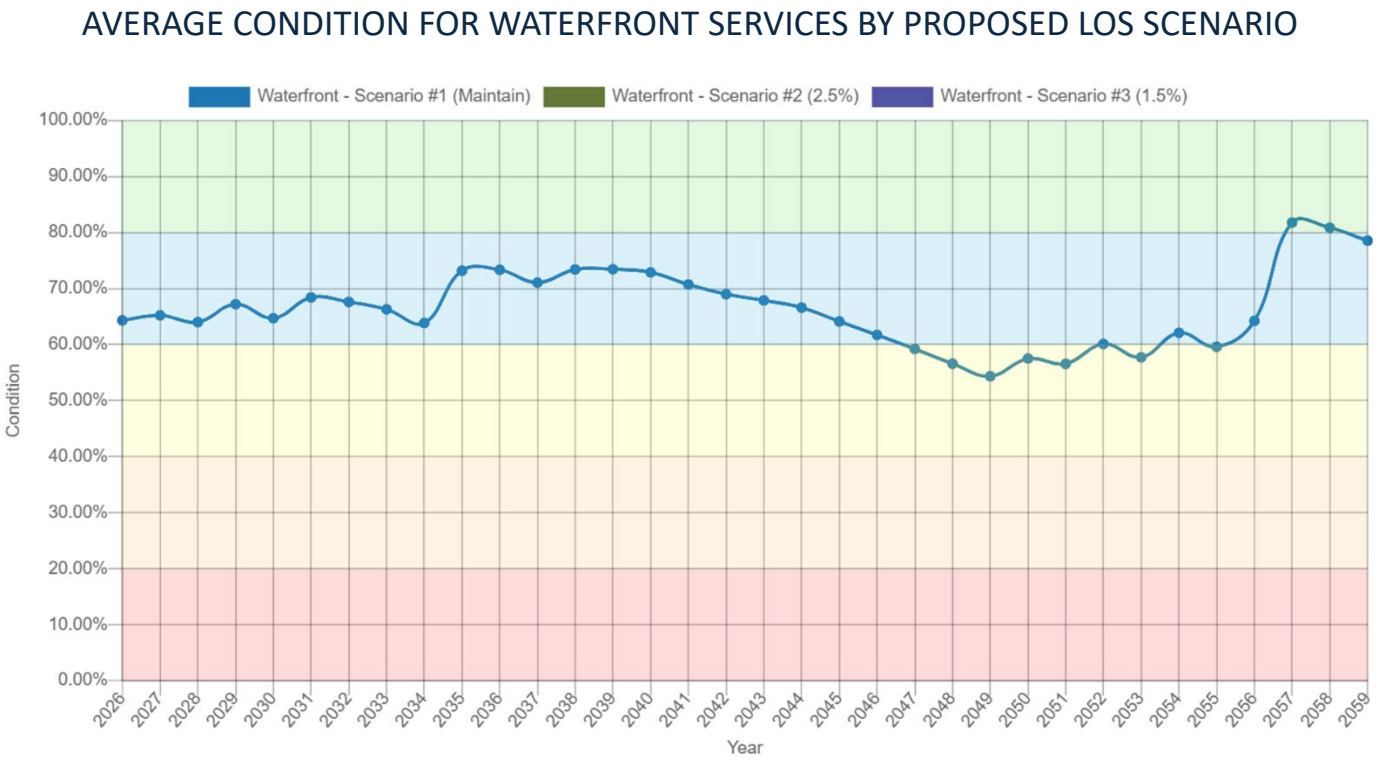



**Figure 56**. Condition results for each of the three proposed level of service scenarios related to the municipality's waterfront services.

Waterfront services are funded at the annual requirement and are currently meeting the proposed LoS target of fair condition (40+) (Figure 56). Since this municipal service is already funded at the required level, the funding allocation is the same across all three scenarios, and the condition trajectory is identical in each case (i.e., neither the funding approach not the resulting condition outcome changes between scenarios). Condition remains generally stable through the late 2020s and 2030s, then declines through the 2040s to a low point in 2049, before recovering modestly and showing a more significant improvement around 2057, finishing in the good condition range by 2059. Overall, waterfront services remain well above the 40+ threshold for the full forecast period, with no scenario-driven differences because the service is already funded at the required level.

## 6.6 Financial Forecast by Municipal Service

The Town of Goderich has completed financial forecasts for each municipal service area (airport, cemetery, facilities, fire, medical centre, parks, public works, recreation, road and storm networks, sewer, water, and waterfront). The recreation forecast excludes the Memorial Community Centre, which is forecast separately. These financial forecasts do not take into consideration risk or available funding. Table 67 summarizes the financial forecast across all municipal services:

| MUNICIPAL SERVICES | Backlog | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|---|---|---|---|---|---|
| Airport | 15,410 | 524,908 | 1,283,250 | 162,018 | - | 38,619 |
| Cemetery | 123,536 | - | - | 50,936 | 870,191 | - |
| Facilities | 324,487 | 177,528 | - | 2,295,050 | 70,277 | 243,470 |
| Fire | 459,273 | 107,049 | 4,317 | 154,419 | - | - |
| Medical Centre | 145,790 | 318,203 | - | 350,680 | - | 13,215 |
| Memorial Arena | 312,609 | 4,240,249 | - | - | - | - |
| Parks | 287,268 | 457,171 | 90,590 | 325,229 | 448,476 | 179,995 |
| Public Works | 997,238 | 499,474 | 647,890 | 19,099 | 18,826 | 53,580 |
| Recreation | 1,320,597 | 6,078,081 | 30,680 | 255,259 | 185,524 | 83,901 |
| Road and Storm | 1,403,959 | 45,344,256 | 6,891,848 | 4,448,226 | 8,241,476 | 15,560,286 |
| Sewer | 3,057,387 | 17,420,241 | 55,981 | 1,111,614 | 750,607 | 1,197,782 |
| Water | 5,592,373 | 25,377,582 | 3,753,578 | 478,826 | 1,057,791 | 1,715,311 |
| Waterfront | - | 1,110,293 | 799,680 | 1,140,846 | 212,281 | - |
| **TOTAL** | **14,039,927** | **101,655,035** | **13,557,812** | **10,792,203** | **11,855,448** | **19,086,160** |

| MUNICIPAL SERVICES | 2030 | 2031 | 2032 | 2033 | 2034 | 2035 |
|---|---|---|---|---|---|---|
| Airport | 56,663 | 4,020,266 | 40,983 | - | 241,016 | 43,491 |
| Cemetery | - | - | 65,890 | - | 79,085 | - |
| Facilities | 124,962 | 240,189 | 55,116 | 17,772 | 508,784 | 25,249 |
| Fire | - | 371,476 | 558,305 | 103,941 | 42,029 | - |
| Medical Centre | 6,500 | 125,710 | 240,770 | 9,079 | 77,934 | 35,081 |
| Memorial Arena | 119,933 | 19,191 | - | 15,768 | 53,862 | - |
| Parks | 18,499 | 278,191 | 304,262 | 155,239 | 321,390 | 69,520 |
| Public Works | 309,690 | 195,563 | 669,933 | 306,602 | 1,061,050 | 1,047,438 |
| Recreation | 259,853 | 362,902 | 363,155 | 194,609 | 1,488,778 | 100,513 |
| Road and Storm | 11,851,899 | 4,143,987 | 11,163,845 | 17,082,485 | 13,089,379 | 19,456,386 |
| Sewer | 1,070,269 | 3,656,128 | 239,656 | 1,054,099 | 605,267 | 2,324,900 |
| Water | - | 6,422,991 | 1,533,167 | 10,144,909 | 1,841,924 | 1,883,861 |
| Waterfront | 15,095 | 40,578 | 340,713 | 2,349,888 | 47,819 | - |
| **TOTAL** | **13,833,363** | **19,877,172** | **15,575,794** | **31,434,391** | **19,458,318** | **24,986,441** |

**Table 67**. Financial forecast from 2025 to 2035, including backlog, across all municipal services.

### *Airport:*

Approximately $6,426,623 is needed for replacement, including backlog, over the next ten years for assets within the municipal airport services (Table 68). In 2023, runway 10/28 received a fair condition rating and is identified as a high-risk asset in the risk heat maps from section 5.3.6. To maintain the proposed level of service of keeping assets as or above a fair condition, replacement or rehabilitation of runway 10/28 is recommended within the next one to two years. Similarly, in the 2023 condition assessment, runway 14/32 was given a good condition rating. However, to sustain the proposed level of service, rehabilitation or replacement of runway 14/32 should be planned within the next five years.

| AIRPORT SERVICES | Backlog | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|---|---|---|---|---|---|
| Buildings | - | - | - | 162,018.37 | - | - |
| Land Improvements | - | 164,622.00 | 1,246,858.20 | - | - | - |
| Vehicles | - | - | - | - | - | - |
| Machinery & Equipment | 15,410.00 | 360,286.00 | 36,391.56 | - | - | 38,619.01 |
| **TOTAL** | **$ 15,410.00** | **$ 524,908.00** | **$ 1,283,249.76** | **$ 162,018.37** | **$ -** | **$ 38,619.01** |

| AIRPORT SERVICES | 2030 | 2031 | 2032 | 2033 | 2034 | 2035 |
|---|---|---|---|---|---|---|
| Buildings | - | - | - | - | - | - |
| Land Improvements | - | 3,862,056.90 | - | - | - | - |
| Vehicles | 56,662.53 | - | - | - | - | - |
| Machinery & Equipment | - | 158,208.92 | 40,982.81 | - | 241,015.51 | 43,491.28 |
| **TOTAL** | **$ 56,662.53** | **$ 4,020,265.82** | **$ 40,982.81** | **$ -** | **$ 241,015.51** | **$ 43,491.28** |

**Table 68**. Financial forecast from 2025 to 2035, including backlog, for airport services.

### *Cemetery:*

The replacement needs for the assets within the municipal cemetery services total approximately $1,189,638 over the next ten years (Table 69). Notably, the cemetery tractor/loader/backhoe is identified in the risk heat maps as being about seven years past its useful life. Additionally, rehabilitation of the cemetery roadway may be necessary over the next five to ten years, along with the replacement of all roofs in the cemetery facility inventory (office/equipment depot, mausoleum/chapel, residence and storage buildings).

| CEMETERY SERVICES | Backlog | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|---|---|---|---|---|---|
| Road Network | - | - | - | - | 870,190.56 | - |
| Buildings | - | - | - | 50,935.90 | - | - |
| Vehicles | 57,361.00 | - | - | - | - | - |
| Machinery & Equipment | 66,175.00 | - | - | - | - | - |
| **TOTAL** | **$ 123,536.00** | **$ -** | **$ -** | **$ 50,935.90** | **$ 870,190.56** | **$ -** |

| CEMETERY SERVICES | 2030 | 2031 | 2032 | 2033 | 2034 | 2035 |
|---|---|---|---|---|---|---|
| Road Network | - | - | - | - | - | - |
| Buildings | - | - | - | - | - | - |
| Vehicles | - | - | 65,889.76 | - | - | - |
| Machinery & Equipment | - | - | - | - | 79,085.25 | - |
| **TOTAL** | **$ -** | **$ -** | **$ 65,889.76** | **$ -** | **$ 79,085.25** | **$ -** |

**Table 69**. Financial forecast from 2025 to 2035, including backlog, for cemetery services.

### *Facilities:*

Facility services require approximately $4,082,885 for replacements over the next ten years (Table 70). Major expenses include the replacement of elevators at the library and Town Hall, various roof replacements (Town Hall, Municipal Child Care Centre, MacKay Hall, Library, Lighthouse, Lawn Bowling building, Service Club storage building, Huckins Street building), and mechanical equipment at Town Hall.

| FACILITIES SERVICES | Backlog | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|---|---|---|---|---|---|
| Buildings | 13,198.00 | 34,731.00 | - | 2,251,552.53 | 14,005.82 | 10,296.09 |
| Land Improvements | 19,070.00 | - | - | - | 20,237.24 | 70,536.69 |
| Machinery & Equipment | 292,219.00 | 142,797.00 | - | - | 36,034.38 | 85,028.30 |
| Vehicles | - | - | - | 43,497.04 | - | 77,609.31 |
| **TOTAL** | **$ 324,487.00** | **$ 177,528.00** | **$ -** | **$ 2,295,049.57** | **$ 70,277.44** | **$ 243,470.39** |

| FACILITIES SERVICES | 2030 | 2031 | 2032 | 2033 | 2034 | 2035 |
|---|---|---|---|---|---|---|
| Buildings | - | 14,863.09 | 36,425.97 | 17,771.72 | 33,567.75 | 25,249.03 |
| Land Improvements | - | 21,475.92 | - | - | 22,790.42 | - |
| Machinery & Equipment | 67,302.56 | 203,850.04 | 18,690.26 | - | 402,461.78 | - |
| Vehicles | 57,659.52 | - | - | - | 49,964.43 | - |
| **TOTAL** | **$ 124,962.08** | **$ 240,189.05** | **$ 55,116.23** | **$ 17,771.72** | **$ 508,784.38** | **$ 25,249.03** |

**Table 70**. Financial forecast from 2025 to 2035, including backlog, for facilities services.

### *Fire:*

Approximately $1,800,809 is needed for replacements, including backlog, over the next ten years for assets within the municipal fire services (Table 71). Many hoses, hydraulic units, and the portable generator have reached end of life and are currently in backlog. The municipality must also prepare for the replacement of another fire vehicle (identified in the risk heat map), the fire hall building's roof, and many of the self-contained breathing apparatus (SCBA) equipment over the next ten years as well.

| FIRE SERVICES | Backlog | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|---|---|---|---|---|---|
| Buildings | - | - | - | 154,419.29 | - | - |
| Land Improvements | - | - | - | - | - | - |
| Vehicles | 261,527.00 | - | - | - | - | - |
| Machinery & Equipment | 197,746.00 | 107,049.00 | 4,316.64 | - | - | - |
| **TOTAL** | **$459,273.00** | **$107,049.00** | **$ 4,316.64** | **$154,419.29** | **$ -** | **$ -** |

| FIRE SERVICES | 2030 | 2031 | 2032 | 2033 | 2034 | 2035 |
|---|---|---|---|---|---|---|
| Buildings | - | - | - | - | - | - |
| Land Improvements | - | - | - | 103,941.42 | - | - |
| Vehicles | - | 97,541.43 | 554,872.61 | - | - | - |
| Machinery & Equipment | - | 273,934.53 | 3,432.27 | - | 42,029.01 | - |
| **TOTAL** | **$ -** | **$371,475.96** | **$558,304.88** | **$103,941.42** | **$42,029.01** | **$ -** |

**Table 71**. Financial forecast from 2025 to 2035, including backlog, for fire services.

### *Maitland Valley Medical Centre:*

The assets within the Maitland Valley Medical Centre have approximately $1,322,964 in capital replacement needs over the next ten years, with most costs associated with roof upgrades, HVAC renewals, and various machinery and equipment replacements (Table 72).

| MEDICAL CENTRE SERVICES | Backlog | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|---|---|---|---|---|---|
| Street Lighting | - | 83,952.00 | - | - | - | - |
| Buildings | - | - | - | 350,680.35 | - | - |
| Land Improvements | - | 186,473.00 | - | - | - | - |
| Machinery & Equipment | 145,790.00 | 47,778.00 | - | - | - | 13,215.41 |
| **TOTAL** | **$145,790.00** | **$318,203.00** | **$ -** | **$350,680.35** | **$ -** | **$13,215.41** |

| MEDICAL CENTRE SERVICES | 2030 | 2031 | 2032 | 2033 | 2034 | 2035 |
|---|---|---|---|---|---|---|
| Street Lighting | - | - | - | - | - | - |
| Buildings | - | - | 228,894.01 | 9,079.19 | - | 35,081.44 |
| Land Improvements | - | - | - | - | - | - |
| Machinery & Equipment | 6,499.72 | 125,710.12 | 11,876.26 | - | 77,934.38 | - |
| **TOTAL** | **$ 6,499.72** | **$125,710.12** | **$240,770.27** | **$ 9,079.19** | **$77,934.38** | **$35,081.44** |

**Table 72**. Financial forecast from 2025 to 2035, including backlog, for the Maitland Valley Medical Centre.

### *Memorial Community Centre:*

The assets within the Memorial Community Centre have approximately $4,761,612 in ten-year capital replacement needs, including backlog (Table 73). Most of this requirement is driven by backlog items also identified in the risk heat maps, including the Memorial Community Centre structure. Facility renewal and replacement projects represent approximately 87% of the total ten-year capital requirement.

As of March 2026, Goderich service groups assumed responsibility for the operations, management, and maintenance of the Memorial Community Centre. However, the Town of Goderich remains the owner of the facility.

| MEMORIAL COMMUNITY CENTRE | Backlog | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|---|---|---|---|---|---|
| Building | 143,323.00 | 3,977,924.00 | - | - | - | - |
| Machinery and Equipment | 169,286.00 | 262,325.00 | - | - | - | - |
| **TOTAL** | **$ 312,609.00** | **$ 4,240,249.00** | **$ -** | **$ -** | **$ -** | **$ -** |

| MEMORIAL COMMUNITY CENTRE | 2030 | 2031 | 2032 | 2033 | 2034 | 2035 |
|---|---|---|---|---|---|---|
| Building | - | - | - | 15,768.19 | - | - |
| Machinery and Equipment | 119,932.99 | 19,190.93 | - | - | 53,861.63 | - |
| **TOTAL** | **$ 119,932.99** | **$ 19,190.93** | **$ -** | **$ 15,768.19** | **$ 53,861.63** | **$ -** |

**Table 73**. Financial forecast from 2025 to 2035, including backlog, for the Memorial Community Centre.

### *Parks:*

Approximately $2,935,831 is needed for replacements, including backlog, over the next ten years for assets within the municipal parks services (Table 74). Key fleet and operating equipment (e.g., mowers and pickup trucks) will require phased renewal across multiple years within the ten-year period. The risk heat maps also show that several playground assets, as well as roofs on many pavilions, washrooms, gazebos, and performance stages, are nearing end of life and should be prioritized for renewal within the next decade.

| PARKS SERVICES | Backlog | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|---|---|---|---|---|---|
| Street Lighting | - | 20,433.00 | 14,110.68 | - | - | 10,567.79 |
| Buildings | - | - | - | 256,143.39 | - | - |
| Land Improvements | 16,819.00 | 71,527.00 | - | - | - | - |
| Vehicles | 142,834.00 | - | 59,655.72 | 51,653.78 | - | 95,545.20 |
| Machinery & Equipment | 127,615.00 | 365,211.00 | 16,823.88 | 17,431.90 | 448,476.05 | 73,882.49 |
| **TOTAL** | **$287,268.00** | **$457,171.00** | **$ 90,590.28** | **$325,229.07** | **$448,476.05** | **$179,995.48** |

| PARKS SERVICES | 2030 | 2031 | 2032 | 2033 | 2034 | 2035 |
|---|---|---|---|---|---|---|
| Street Lighting | - | - | - | - | - | - |
| Buildings | - | - | - | - | - | - |
| Land Improvements | - | - | - | 67,082.19 | - | 49,414.38 |
| Vehicles | - | - | 164,071.36 | 68,525.67 | 59,333.96 | - |
| Machinery & Equipment | 18,498.87 | 278,191.39 | 140,190.19 | 19,631.15 | 262,056.32 | 20,106.09 |
| **TOTAL** | **$ 18,498.87** | **$278,191.39** | **$304,261.55** | **$155,239.01** | **$321,390.28** | **$ 69,520.47** |

**Table 74**. Financial forecast from 2025 to 2035, including backlog, for parks services.

### *Public Works:*

The replacement needs for the assets within public works services total approximately $5,826,382 over the next ten years (Table 75). Of this total, 56% relates to vehicles, with a further 41% allocated to machinery and equipment. These assets will require phased renewal across multiple years within the ten-year period.

| PUBLIC WORKS SERVICES | Backlog | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|---|---|---|---|---|---|
| Buildings | - | - | - | 19,098.62 | - | - |
| Land Improvements | 145,826.00 | - | - | - | - | - |
| Vehicles | 783,763.00 | - | 266,915.64 | - | - | 53,580.39 |
| Machinery & Equipment | 67,649.00 | 499,474.00 | 380,974.08 | - | 18,825.83 | - |
| **TOTAL** | **$ 997,238.00** | **$ 499,474.00** | **$ 647,889.72** | **$ 19,098.62** | **$ 18,825.83** | **$ 53,580.39** |

| PUBLIC WORKS SERVICES | 2030 | 2031 | 2032 | 2033 | 2034 | 2035 |
|---|---|---|---|---|---|---|
| Buildings | - | - | - | - | - | - |
| Land Improvements | - | - | - | - | - | - |
| Vehicles | 309,690.25 | 49,397.99 | 342,311.78 | 306,602.17 | 547,802.95 | 592,138.73 |
| Machinery & Equipment | - | 146,164.61 | 327,621.23 | - | 513,246.84 | 455,299.29 |
| **TOTAL** | **$ 309,690.25** | **$ 195,562.60** | **$ 669,933.01** | **$ 306,602.17** | **$ 1,061,049.79** | **$ 1,047,438.02** |

**Table 75**. Financial forecast from 2025 to 2035, including backlog, for public works services.

### *Recreation:*

The assets within recreation services have approximately $10,723,853 in ten-year capital replacement needs, including backlog (Table 76). Most of this requirement is driven by backlog items also identified in the risk heat maps, including the Maitland Recreation Centre roof and various mechanical components at the facility. Facility renewal and replacement projects represent approximately 70% of the total ten-year capital replacement. Mechanical components are expected to be renewed in phases over the ten-year period, with major work anticipated early in the planning horizon and again near the end of the financial forecast.

| RECREATION SERVICES | Backlog | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|---|---|---|---|---|---|
| Street Lighting | - | 106,614.00 | - | - | - | - |
| Buildings | 768,117.00 | 5,550,662.00 | - | - | - | - |
| Land Improvements | - | 83,418.00 | - | 236,641.06 | - | - |
| Machinery and Equipment | 552,480.00 | 337,387.00 | 30,679.56 | 18,617.96 | 185,523.57 | 83,901.48 |
| **TOTAL** | **$ 1,320,597.00** | **$ 6,078,081.00** | **$ 30,679.56** | **$ 255,259.02** | **$ 185,523.57** | **$ 83,901.48** |

| RECREATION SERVICES | 2030 | 2031 | 2032 | 2033 | 2034 | 2035 |
|---|---|---|---|---|---|---|
| Street Lighting | - | - | - | - | - | - |
| Buildings | 35,745.72 | 8,728.88 | 214,058.72 | 45,277.61 | 908,707.76 | - |
| Land Improvements | 16,836.12 | 35,761.29 | - | 128,364.66 | 37,662.15 | - |
| Machinery and Equipment | 207,271.30 | 318,412.28 | 149,095.97 | 20,966.84 | 542,408.29 | 100,513.41 |
| **TOTAL** | **$ 259,853.14** | **$ 362,902.45** | **$ 363,154.69** | **$ 194,609.11** | **$ 1,488,778.20** | **$ 100,513.41** |

**Table 76**. Financial forecast from 2025 to 2035, including backlog, for recreation services.

### *Road and Storm:*

Approximately $158,678,032 is forecast to be required for asset replacement (including backlog) over the next ten years for assets funded through the municipal road and storm services (Table 77). This financial forecast schedules replacements primarily based on asset condition. Therefore, while a risk score is assigned to each asset, the capital replacement reports do not automatically prioritize replacements based on risk. Professional judgement and additional “human factor” considerations are still required to incorporate external drivers when setting priorities such as public safety, growth and development pressures, climate change impacts, coordination with other capital works, and operational constraints.

Of the approximately $158.7M forecast over the ten-year period, roughly $30M is associated with assets rated very low to low risk. For these assets, preventative maintenance strategies will be applied to extend useful life and defer full replacement where appropriate. Additionally, regularly scheduled condition assessments can help confirm whether these assets continue to perform at a high condition rating (i.e., good to very good condition), allowing planned replacements to be deferred when warranted. Continual condition monitoring also strengthens project prioritization by directing available funding to the locations where it is most needed, based on current condition, risk and other operational or service-level considerations.

Road reconstruction projects are typically prioritized by upgrading surface treated roadways to an urban high-class bituminous (HCB) surface. However, project selection also considers factors such as adjacent development and available grant funding. Most importantly, capital roadwork should be coordinated with underground infrastructure needs (i.e., sanitary, water and storm systems) to maximize cost efficiencies and reduce repeat disruptions. This approach allows the Town to target specific sections of the following roads for future reconstruction: Oxford Street, Hincks Street, Huron Road, Toronto Street, Elgin Street, Courthouse Square, Britannia Road, Victoria Street, Maitland Road, St. David Street, Horton Street, East Street, Jones Street and North Harbour Road.

In addition, streetlight replacement will require phased renewals over multiple years, primarily near the end of the ten-year period.

Most storm sewer infrastructure was installed beginning in the 1950s and has an assumed service life of 100 years. At present, most storm assets have an age-based condition rating, as the Town began incorporating a limited number of storm assets into its annual CCTV condition assessment in 2021, with a focus being on the older sanitary system. For example, a condition assessment completed on a section of storm sewer on Suncoast Drive identified defects that have been included in the 2026 budget for repair, demonstrating the value of condition-based assessments in better understanding how assets are performing. The Town will continue to expand storm sewer CCTV inspections annually to develop more reliable condition and performance data for the storm network.

| ROAD AND STORM SERVICES | Backlog | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|---|---|---|---|---|---|
| Road Network | 1,274,000 | 38,930,500 | 5,872,650 | 4,409,735 | 7,713,322 | 10,475,237 |
| Sidewalk Network | 16,204 | 586,614 | 74,919 | 27,050 | 117,536 | 61,962 |
| Street Lighting and Traffic Signals | 10,996 | 553,549 | 11,216 | 11,440 | 11,669 | - |
| Storm Network | 10,282 | 5,213,307 | 933,063 | - | 398,948 | 5,023,087 |
| Land Improvements | 92,477 | 60,286 | - | - | - | - |
| **TOTAL** | **1,403,959** | **45,344,256** | **6,891,848** | **4,448,226** | **8,241,476** | **15,560,286** |

| ROAD AND STORM SERVICES | 2030 | 2031 | 2032 | 2033 | 2034 | 2035 |
|---|---|---|---|---|---|---|
| Road Network | 10,890,101 | 3,159,167 | 9,258,981 | 11,886,602 | 8,447,631 | 10,161,964 |
| Sidewalk Network | 114,824 | 90,037 | 165,755 | 196,320 | 298,318 | 170,354 |
| Street Lighting and Traffic Signals | 846,973 | 382,934 | 138,009 | 1,023,634 | 176,156 | 13,404 |
| Storm Network | - | 511,850 | 1,601,100 | 3,975,930 | 4,167,273 | 9,110,663 |
| Land Improvements | - | - | - | - | - | - |
| **TOTAL** | **11,851,899** | **4,143,987** | **11,163,845** | **17,082,485** | **13,089,379** | **19,456,386** |

**Table 77**. Financial forecast from 2025 to 2035, including backlog, for road and storm network services.

### *Sewer:*

The assets within the sanitary sewer services have approximately $32,543,931 in capital replacement needs (including backlog) over the next ten years (Table 78). Over the ten-year forecast, about 82% of the replacement need relates to sanitary mains**,** and approximately 16% is attributed to the wastewater treatment plant**.**

The Town has assessed approximately 78% of its sanitary mains, providing a more reliable understanding of system performance than age-based condition ratings alone.

When considering sanitary main replacement needs in isolation (i.e., not factoring in road condition or other underground infrastructure), the Town generally prioritizes replacement of vitrified clay mains**.** However, as with the road network, sanitary renewal priorities are coordinated with road and other underground infrastructure needs (i.e., roads, watermains, and storm systems) to maximize cost efficiencies and minimize repeat disruptions.

The financial forecast for sanitary sewer services schedules replacements primarily based on asset condition. Therefore, while a risk score is assigned to each asset, capital replacement reports do not automatically prioritize replacements based on risk. Professional judgement and ongoing condition assessments are required to incorporate external drivers and ensure projects are prioritized based on the most current condition and risk information. Of the approximately $32.5M forecast over the ten-year period, roughly $8M is associated with sanitary network assets rated very low to low risk. For these assets, preventative maintenance and targeted rehabilitation strategies will be applied to extend useful life and defer full replacement where appropriate (e.g., cleaning and inspections, targeted lining/repairs, etc.).

| SEWER SERVICES | Backlog | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|---|---|---|---|---|---|
| Pollution Control Plant | 296,078.00 | 2,610,135.00 | - | 52,403.91 | 294,421.54 | - |
| Sewage Pumping Station | - | 280,265.00 | - | - | - | - |
| Sanitary Sewer Mains | 2,753,153.00 | 14,529,841.00 | - | 1,059,210.43 | 447,530.52 | 1,197,781.55 |
| Land Improvements | - | - | 55,980.66 | - | - | - |
| Machinery & Equipment | 8,156.00 | - | - | - | 8,655.21 | - |
| **TOTAL** | **$ 3,057,387.00** | **$ 17,420,241.00** | **$ 55,980.66** | **$ 1,111,614.34** | **$ 750,607.27** | **$ 1,197,781.55** |

| SEWER SERVICES | 2030 | 2031 | 2032 | 2033 | 2034 | 2035 |
|---|---|---|---|---|---|---|
| Pollution Control Plant | 579,623.68 | 775,829.06 | 190,774.86 | - | 331,566.48 | - |
| Sewage Pumping Station | 270,743.80 | - | 48,881.17 | - | - | - |
| Sanitary Sewer Mains | 219,901.98 | 2,871,113.91 | - | 1,054,098.59 | 263,952.93 | 2,324,900.28 |
| Land Improvements | - | - | - | - | - | - |
| Machinery & Equipment | - | 9,184.98 | - | - | 9,747.17 | - |
| **TOTAL** | **$ 1,070,269.46** | **$ 3,656,127.95** | **$ 239,656.03** | **$ 1,054,098.59** | **$ 605,266.58** | **$ 2,324,900.28** |

**Table 78**. Financial forecast from 2025 to 2035, including backlog, for sanitary sewer services.

### *Water:*

Approximately $59,802,312 in replacements (including backlog) is forecast over the next ten years for assets funded through the municipal water services (Table 79). Over the ten-year period, about 78% of the replacement need relates to watermains, while approximately 19% is associated with the water treatment plant and water tower. Fire hydrant replacements will likely require a phased renewal approach over multiple years.

When considering watermain needs alone (excluding road condition and other underground infrastructure), the Town generally prioritizes replacement of 100 mm cast iron watermains. Locations with a history of repeated watermain breaks are also high priority. However, as with the road network, watermain renewal priorities are ultimately coordinated with road and underground infrastructure needs (i.e., roads, sanitary, and storm systems) to maximize cost efficiencies and minimize repeat disruptions.

The financial forecast for water services schedules replacements primarily based on asset condition. Therefore, while a risk score is assigned to each asset, capital replacement reports do not automatically prioritize replacements based on risk. Professional judgement and ongoing condition assessments are required to incorporate external drivers and ensure projects are prioritized based on the most current condition and risk information. For water network assets, continuing condition assessments and preventative maintenance can support deferring replacement where appropriate, not only for facilities such as the water treatment plant and booster pumping station, but also through targeted rehabilitation and proactive programs for watermains (e.g., leak detection, spot repairs) and fire hydrants (e.g., inspection and rebuilds). Of the approximately $59M forecast over the ten-year period, roughly $25M is associated with water network assets rated very low to low risk, where these strategies may be applied to extend useful life and defer full replacement when performance and condition remain acceptable.

| WATER SERVICES | Backlog | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|---|---|---|---|---|---|
| Watermains | 5,233,200.00 | 19,057,335.00 | 3,753,577.56 | 281,363.70 | 1,057,790.91 | 1,102,548.08 |
| Fire Hydrants | - | 1,194,063.00 | - | - | - | - |
| Water Treatment Plant | 348,271.00 | 4,544,487.00 | - | 80,013.00 | - | 558,605.36 |
| Booster Pumping Station | - | 267,936.00 | - | 87,238.58 | - | 54,157.33 |
| Land Improvements | - | 14,692.00 | - | 2,142.18 | - | - |
| Machinery & Equipment | 10,902.00 | 299,069.00 | - | 28,068.95 | - | - |
| **TOTAL** | **$ 5,592,373.00** | **$ 25,377,582.00** | **$ 3,753,577.56** | **$ 478,826.41** | **$ 1,057,790.91** | **$ 1,715,310.77** |

| WATER SERVICES | 2030 | 2031 | 2032 | 2033 | 2034 | 2035 |
|---|---|---|---|---|---|---|
| Watermains | - | 5,670,727.79 | 1,533,166.84 | 5,017,392.26 | 1,816,516.81 | 1,883,860.79 |
| Fire Hydrants | - | - | - | - | - | - |
| Water Treatment Plant | - | 488,501.12 | - | 5,127,516.55 | 25,407.67 | - |
| Booster Pumping Station | - | 239,636.10 | - | - | - | - |
| Land Improvements | - | 11,848.35 | - | - | - | - |
| Machinery & Equipment | - | 12,277.42 | - | - | - | - |
| **TOTAL** | **$ -** | **$ 6,422,990.78** | **$ 1,533,166.84** | **$ 10,144,908.81** | **$ 1,841,924.48** | **$ 1,883,860.79** |

**Table 79**. Financial forecast from 2025 to 2035, including backlog, for water services.

### *Waterfront:*

The assets within the waterfront services have approximately $6,057,193 in capital replacement needs over the next ten years, with no backlog items identified (Table 80). The largest requirements, representing 84% of the total, are within the Road Network asset category, including roadwork, sidewalks and streetlighting along Cove Road. Other capital needs include parking meter renewals and roof replacements at several waterfront pavilions and washroom facilities.

| WATERFRONT SERVICES | Backlog | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|---|---|---|---|---|---|
| Road Network | - | 980,000.00 | 799,680.00 | 1,038,277.58 | - | - |
| Sidewalk Network | - | - | - | - | - | - |
| Street Lighting | - | - | - | - | - | - |
| Storm Sewer Network | - | - | - | - | - | - |
| Buildings | - | - | - | 102,568.87 | - | - |
| Land Improvements | - | 94,261.00 | - | - | - | - |
| Machinery & Equipment | - | 36,032.00 | - | - | 212,280.86 | - |
| **TOTAL** | **$ -** | **$ 1,110,293.00** | **$ 799,680.00** | **$ 1,140,846.45** | **$ 212,280.86** | **$ -** |

| WATERFRONT SERVICES | 2030 | 2031 | 2032 | 2033 | 2034 | 2035 |
|---|---|---|---|---|---|---|
| Road Network | - | - | - | 2,296,452.39 | - | - |
| Sidewalk Network | - | - | 242,206.12 | - | - | - |
| Street Lighting | - | - | - | 53,435.71 | - | - |
| Storm Sewer Network | - | - | - | - | - | - |
| Buildings | - | - | - | - | - | - |
| Land Improvements | 15,094.99 | - | - | - | - | - |
| Machinery & Equipment | - | 40,577.89 | 98,506.65 | - | 47,819.23 | - |
| **TOTAL** | **$ 15,094.99** | **$ 40,577.89** | **$ 340,712.77** | **$ 2,349,888.10** | **$ 47,819.23** | **$ -** |

**Table 80**. Financial forecast from 2025 to 2035, including backlog, for waterfront services.

# 7.0 CONCLUSION AND RECOMMENDATIONS

The objective of the 2025 Town of Goderich Asset Management Plan is to provide the information needed to make informed decisions that support sustainable management of the Town's capital assets, now and into the future. It should be noted that this data reflects the status of the Town's assets in 2025 and will evolve with maintenance needs, condition assessments, as well as external factors (e.g., development priorities, climate change).

## 7.1 Summary of Key Findings:

- The total replacement cost of all assets within the Town of Goderich inventory is approximately $685,526,565.
- The condition distribution of all assets within the asset inventory includes the following: 58% (approximately $399 million) are in good to very good condition, 24% (approximately $167 million) are in fair condition, and 18% (approximately $120 million) are in poor to very poor condition.
- The assets in poor to very poor condition occur across all asset classes and will be considered as priorities for future capital budgets and forecasts.
- The following activities have assisted in addressing the information gap regarding the Town's assets:
    - The following asset networks have undergone condition studies to reflect actual performance of assets: roads, sidewalks, buildings (including water treatment plant, wastewater treatment plant, booster pumping station, and sewage pumping stations), as well as sanitary and some storm sewer mains.
    - Contributions to the capital replacement reserves and reserve funds are required on an annual basis by the municipality, with funding increases a gradual phase-in of.
    - Critical issues and assets in need of repair and/or replacement will continue to be assessed and prioritized through the annual capital budget process by the municipality.
- Maintaining existing infrastructure at the expected level of service of the public can be a financial challenge and has resulted in a considerable and challenging infrastructure funding gap.
- Continue to seek funding from other sources (e.g., Federal and Provincial Governments) when available to assist in capital related projects.

## 7.2 Next Steps for the Asset Management and Capital Programs:

- Continue to update and refine asset data within the asset inventory database. The asset management manager should regularly update the inventory to account for asset replacements, upgrades and disposals, as well as asset condition after each assessment is complete.

- Review and refine allocation of additional taxation revenue among municipal services based on further analysis of asset need, risks and strategic priorities.
- Further develop lifecycle events (preventative maintenance) schedules for core assets to extend service life of infrastructure and reduce replacement costs.
- Repair and replacement of capital assets should be prioritized based on a risk assessment. For example, assets identified as critical (i.e., upper right quadrant of the risk heat maps, high probability of failure and consequence of failure) should be prioritized first. Additionally, capital assets with a fair condition rating should be targeted for maintenance to ensure they continue to perform at current levels of service.
- Continue to schedule condition assessments for the following asset networks: roads, sidewalks, sanitary, storm and buildings. Ideally, these assessments would occur every 2- 3 years, but no longer than 5 years. A plan should be developed to gather more accurate data on the watermain infrastructure. Assessed condition should begin to be gathered for other asset networks (e.g., fleet, machinery and equipment).
- Development of targeted public engagement surveys for each individual service area (i.e., a survey focusing on transportation services, another survey focusing on recreation services, etc.), available year-round on the municipal website to better gauge public satisfaction.
- Provide education to staff and Council in order to implement the asset management and financial strategy, prioritize projects and support current service levels.

## 7.3 Summary of Recommendations

- Therefore, it is recommended that Goderich Town Council adopts the selected level of service target range for roads (by road class) and a level of service target of fair (40+) for all remaining assets
- Additionally, it is recommended that Goderich Town Council accepts the Proposed Level of Service Scenario #3, outlined in the Financial Strategy, which proposes the implementation of an annual 1.5% tax increase for tax-funded services, as well as a 2.5% rate increase for rate-funded services, to be confirmed annually during the budget process.
- The Town of Goderich should update the Asset Management Plan at a minimum of every five years, as per O. Reg 588/17, and ensure it follows the standards and principles outlined in the Asset Management Policy.

# APPENDIX A:

# Levels of Service Table

| Function | Service Expectations | Strategic Level of Service (Qualitative Descriptions) | Proposed Level of Service (Quantitative Descriptions) | Action Plan | Performance Measures | Current Levels of Service Using Average Condition (Jan 1 2024 to Dec 31 2024) | Percentage Below Proposed Level of Service | Financial Requirement to Achieve Proposed Levels of Service and Above |
|---|---|---|---|---|---|---|---|---|
| | "Reasonably smooth roads that transport all types of vehicles without congestion" | Safe, reliable roads with adequate capacity | All areas of the Town of Goderich are connected to the municipal road network. This includes residential, commercial, institutional and industrial customers. The Town of Goderich owns all road network assets with the exception of streetlight poles which are owned by ERTH Power (formally Goderich Hydro) | | | TOTAL CENTRE LANE KILOMETRES:<br>Connecting Link: 4.86 km<br>Urban Collector: 3.66 km<br>Semi-Urban: 2.07 km<br>Urban Local HC: 58.00 km<br>Urban Local LC: 3.16 km<br>LC Bituminous: 4.00 km<br>Rural Gravel: 0.48 km | | |
| | | | Connecting Link: **50+**<br>Urban Collector: **40+**<br>Semi-Urban: **40+**<br>Urban Local HC: **30+**<br>Urban Local LC: **30+**<br>LC Bituminous: **20+**<br>Rural Gravel: **20+**<br>Land Improvements: **40+** | 1. Schedule road pavement condition assessments on an ongoing basis | Condition Rating (Pavement Condition Index (PCI)) | Connecting Link: **68** (Fair)<br>Urban Collector: **51** (Fair)<br>Semi-Urban: **25** (Poor)<br>Urban Local HC: **56** (Fair)<br>Urban Local LC: **19** (Very Poor)<br>LC Bituminous: **45** (Fair)<br>Rural Gravel: **31** (Poor)<br>Land Improvements: **74** (Good) | Connecting Link Roads PCI <50: **0%**<br>Urban Collector Roads PCI <40: **33% (~1.2 km)**<br>Semi-Urban Roads PCI <40: **75% (~1.5 km)**<br>Urban Local H.C. Roads PCI <30: **22% (~12 km)**<br>Urban Local L.C. Roads PCI <30: **93% (~2.9 km)**<br>LC Bituminous Roads PCI <20: **0%**<br>Rural Gravel Roads PCI <20: **0%**<br>Land Improvements Condition <40: **19%** | Urban Collector: $3,013,500<br>Semi-Urban: $3,773,000<br>Urban Local H.C.: $29,506,500<br>Urban Local L.C.: $6,543,750<br>Land Improvements: $92,477<br>**TOTAL: $42,929,227** |
| | | | Compliance with Provincial Minimum Maintenance Standards | 1. Continue weekly/biweekly road patrols<br>2. Continue with surface treated (Urban Local L.C.) road replacement program, incorporated in annual road reconstruction capital planning<br>3. Budget for annual road reconstruction capital projects (Class 1-3 roads) and annual preventative maintenance program of Class 4-5 roads | Number of minimum maintenance standard non-compliance events | Compliant with provincial minimum maintenance standards | | |
| | | | Minimize complaints | | Service requests | Response to service requests | | |
| | "Sidewalks that allow access to key areas of the community" | Safe, accessible sidewalks, with access from residential, commercial/institutional areas to downtown and waterfront | The majority of the Town of Goderich is connected via sidewalks, with very little gaps in services. This includes residential, commercial and institutional customers | | | TOTAL KILOMETRES:<br>Concrete: 64.52 km<br>Asphalt: 1,03 km<br>Paving Stone: 1.51 km<br>Wood: 1.75 km | | |
| | | | Concrete Sidewalk: **40+**<br>Asphalt Sidewalk: **40+**<br>Wood Sidewalk: **40+**<br>Paving Stone Sidewalk: **40+** | 1. Schedule sidewalk condition assessments on an ongoing basis | Condition Rating (Sidewalk Condition Index (SCI)) | Concrete Sidewalk: **77** (Good)<br>Asphalt Sidewalk: **72** (Good)<br>Wood Sidewalk: **80** (Very Good)<br>Paving Stone Sidewalk: **71** (Good) | Concrete Sidewalk <40: **5% (~3.5 km)**<br>Asphalt Sidewalk <40: **23% (~0.6 km)**<br>Wood Sidewalk <40: **8% (~0.2 km)**<br>Paving Stone Sidewalk <40: **0%** | Concrete Sidewalk: $457,600<br>Asphalt Sidewalk: $39,482<br>Wood Sidewalk: $105,736<br>**TOTAL: $602,818** |
| | | | Compliance with Provincial Minimum Maintenance Standards | 1. Continue sidewalk inspections once every year (as per Minimum Maintenance Standards)<br>2. Continue annual repair and replacement of sidewalk segments (accessibility requirements where necessary)<br>3. Budget for sidewalk replacement where necessary during annual road reconstruction capital projects | Number of minimum maintenance standard non-compliance events | Compliant with provincial minimum maintenance standards | | |
| | | | Minimize complaints | | Service requests | Response to service requests | | |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| Transportation Services | "Streetlights that keep the roadway (and sidewalk, if applicable) illuminated" | Reliable, energy efficient LED streetlights | All areas of Town contain LED streetlights that provide the required illumination for road and sidewalk safety | | | Number of streetlights associated with roadway transportation services: 1,481 units | | |
| | | | Streetlighting: **40+** | | Condition Rating | Streetlighting: **60** (Good) | Streetlighting <40: **0%** | |
| | | | Compliance with Provincial Minimum Maintenance Standards | 1. Continue streetlight inspections once every year, as per minimum maintenance standards | Number of minimum maintenance standard non-compliance events | Compliant with provincial minimum maintenance standards | | |
| | | | Minimize complaints | | Service requests | Response to service requests | | |
| | "Traffic signals are placed where needed to ensure smooth and safe traffic flow and safe pedestrian crossing" | Reliable, energy efficient LED traffic signals | The Town of Goderich contains traffic signals along connecting link roads, where warranted | | | Number of traffic signals: 33 units<br>(7 sets of 4 signals, 1 set of 5 signals) | | |
| | | | Traffic Signals: **40+** | | Condition Rating | Traffic Signals: **38** (Poor) | Traffic Signals <40: **71%** | Traffic Signals: $564,545<br>**TOTAL: $564,545** |
| | | | Minimize complaints | 1. Continue traffic signal inspections (performed by ERTH Power) | Service requests | Response to service requests | | |
| | "Pedestrian crossings are placed where needed to ensure safe and accessible street crossings, promoting active transportation and fostering a connected, inclusive community." | Safe, accessible pedestrian crossings, with access from residential areas to schools zones, the downtown core and waterfront. | The Town of Goderich contains pedestrian crossings, where warranted by traffic studies. | | | Number of pedestrian crossings: 2 units | | |
| | | | Pedestrian Crossings: **40+** | | Condition Rating | Pedestrian Crossings: **98** (Very Good) | Pedestrian Crossings <40: **0%** | |
| | | | Minimize complaints | | Service requests | Response to service requests | | |
| | "Ability to drive on roads and access sidewalks throughout the year, despite seasonal conditions" | Clean and safe roads and sidewalks during the winter, spring, summer and fall seasons | All roads maintained by the Town of Goderich are plowed and salted as per Provincial Winter Road Maintenance Standards. Additionally, the Town of Goderich Operations Department provides curbside leaf collection, sewer flushing and street sweeping services to residents of the municipality | | | Buildings: 2 structures (with associated roof and mechanical assets)<br><br>Land Improvements: fencing, automatic gate, parking lot<br><br>Vehicles: 1 street sweeper, 1 flusher truck, 1 forestry bucket truck, 5 dump trucks, 8 pick-up trucks<br><br>Machinery & Equipment: generator, off road vehicles, operating equipment, office furniture | | |
| | | | Buildings: **40+**<br>Land Improvements: **40+**<br>Vehicles: **40+**<br>Machinery & Equipment: **40+** | | Condition Rating | Buildings: **65** (Good)<br>Land Improvements: **32** (Poor)<br>Vehicles: **36** (Poor)<br>Machinery & Equipment: **29** (Poor) | Buildings <40: **0%**<br>Land Improvements <40: **77%**<br>Vehicles <40: **49%**<br>Machinery & Equipment: **46%** | <br>Land Improvements: $145,826<br>Vehicles: $1,019,845<br>Machinery & Equipment: $584,772<br>**TOTAL: $1,750,443** |
| | | | Compliance with Provincial Minimum Maintenance Standards | 1. Continue preventative maintenance program on winter maintenance vehicles and machinery | Number of minimum maintenance standard non-compliance events | Compliant with provincial minimum maintenance standards | | |
| | | | Minimize complaints | | Service requests | Response to service requests | | |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | "Waterfront property on the shoreline of Lake Huron for all residents and visitors to enjoy" | Accessible, clean and safe waterfront for residents and visitors to enjoy the environmental and social benefits | The Goderich waterfront, located on the shoreline of Lake Huron, is a significant feature of the Town of Goderich. Consisting of three beaches and approximately 1.6 km of boardwalk, the waterfront is a valuable place, economically, socially and environmentally, for the Goderich community as well as visiting tourists. The waterfront plays a key role in economic development and tourism while serving as a valuable recreational and cultural amenity to local residents. Additionally, the Goderich Water Treatment Plant, as well as private commercial and industrial businesses are located along the waterfront. | | | Buildings: Snug Harbour DRFP Building, Rotary Cove Gazebo, Main Beach Accessibility Shed<br><br>Land Improvements: Dock 8 Electrical Service, North Harbour Road Transformer, Pedestrian Bridge, Flag Pole<br><br>Machinery & Equipment: 15 parking meters and 2 Wi-Fi routers | | |
| | | | Buildings: **40+**<br>Land Improvements: **40+**<br>Machinery & Equipment: **40+** | | Condition Rating | Buildings: **88** (Very Good)<br>Land Improvements: **87** (Very Good)<br>Machinery & Equipment: **73** (Good) | Buildings <40: **0%**<br>Land Improvements <40: **0%**<br>Machinery & Equipment <40: **14%** | Machinery & Equipment: $18,368<br><br>**TOTAL: $18,368** |
| | | | Minimize complaints | | Service requests | Response to service requests | | |
| | "Ability to accept load factor of five aircrafts and satisfy round the clock pilot re-fueling needs" | Clean, safe and reliable aircraft movement areas | The Goderich Regional Airport (CYGD) is a registered fair size general aviation (GA) facility with three runways, three hangars, a terminal and all supporting infrastructure (fuel farm, equipment garage, taxiways, apron and ramp). The airport is owned and managed by the Town of Goderich and is a recognized Airport of Entry for up to 15 passengers and crews (AOE-15) on board the same aircraft | | | Buildings: 7 structures (with associated roof and mechanical assets)<br><br>Land Improvements: 3 runways, 1 taxiway, 1 apron, fencing and gates<br><br>Vehicles: 1 pick-up truck<br><br>Machinery & Equipment: fuel system, off road vehicles and operating equipment | | |
| | | | Buildings: **40+**<br>Land Improvements: **40+**<br>Vehicles: **40+**<br>Machinery & Equipment: **40+** | | Condition Rating | Buildings: **63** (Good)<br>Land Improvements: **54** (Fair)<br>Vehicles: **70** (Good)<br>Machinery & Equipment: **21** (Poor) | Buildings <40: **0%**<br>Land Improvements <40: **3%**<br>Vehicles <40: **0%**<br>Machinery & Equipment: **52%** | Land Improvements: $164,622<br><br>Machinery & Equipment: $375,696<br><br>**TOTAL: $540,318** |
| | | | Meet federal legislative requirements | | Number of non-compliance events | Compliant with federal regulation | | |
| | | | Minimize complaints | | Service requests | Response to service requests | | |
| | "Clean, tasteful water at a normal pressure that is constantly available at a reasonable cost to all residential, commercial, institutional and industrial facilities" | Quality and efficient municipal water supply system with adequate capacity | The Goderich Drinking Water System is classified as a large municipal residential system. The system is owned by the Town of Goderich and operated by the municipal Operating Authority, Veolia Water Canada. The Town of Goderich owns a Class III conventional design Water Treatment Plant, as well as a Class III water distribution system consisting of a Booster Pumping Station and Water Tower. All areas of the Town of Goderich are connected to the municipal drinking water system. This includes residential, commercial, institutional and industrial customers<br><br>Additionally, all areas of the Town of Goderich have access to a fire hydrant in case of an emergency. This includes urban areas, as well as commercial, institutional and industrial businesses. The Town of Goderich owns all fire hydrant assets | | | Percent of properties that are connected to the municipal water system: **99.9%**<br><br>Percent of properties where fire flow is available: **99.9%**<br><br>TOTAL KILOMETRES OF WATERMAINS:<br>Cast Iron: 15.35 km<br>Ductile Iron: 24.70 km<br>PVC: 29.52 km<br>Steel: 0.17 km | | |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | | PVC : **40+**<br>Cast Iron: **40+**<br>Ductile Iron: **40+**<br>Steel: **40+** | 1. Continue replacement of cast iron, ductile iron and steel pipe material with PVC material watermain | Condition Rating | PVC: **80** (Very Good)<br>Cast Iron: **32** (Poor)<br>Ductile Iron: **58** (Fair)<br>Steel: **36** (Poor) | PVC <40: **0%**<br>Cast Iron <40: **70% (~10.5 km)**<br>Ductile Iron <40: **0%**<br>Steel <40: **100% (~0.17 km)** | Cast Iron: $23,750,439<br>Steel: $540,096<br>**TOTAL: $24,290,535** |
| | | | Water Treatment Plant: **40+**<br>Booster Pumping Station: **40+**<br>Water Tower: **40+**<br>Fire Hydrants: **40+** | 1. Continue condition assessments for the Water Treatment Plant, Booster Pumping Station and Water Tower facilities (including all components)<br>2. Water Treatment Plant Electrical Upgrades (MCC/HVAC replacement project)<br>3. Water Treatment Plant Capacity Expansion | Condition Rating | Water Treatment Plant: **48** (Fair)<br>Booster Pumping Station: **55** (Fair)<br>Water Tower: **57** (Fair)<br>Fire Hydrants: **46** (Fair) | Water Treatment Plant< 40: **23%**<br>Booster Pumping Station <40: **7%**<br>Water Tower <40: **25%**<br>Fire Hydrants <40: **69%** | Water Treatment Plant: $3,468,197<br>Booster Pumping Station: $212,937<br>Water Tower: $1,734,532<br>Fire Hydrants: $1,194,063<br>**TOTAL: $6,609,729** |
| | | | Meet legislative requirements | 1. Future consideration and possible implementation of residential water meters | Number of non-compliance events | Compliant with legislative requirements | | |
| | | | In general, there have been a low number of service disruptions within the Town of Goderich. During a water main break, Town staff are notified and Veolia Canada is sent to the site to fix the break immediately | | Number of water main breaks | Water main breaks: **8** | | |
| | | | In general, there have been a low number of boil water advisories and precautionary boil water notices (PBWN) within the Town of Goderich. Veolia Canada notifies Town of Goderich staff if a PBWN and/or boil water advisory is in effect. Veolia Canada distributes notification letters to all customers who could be effected by the potential PBWN and/or boil water advisory | | Number of days per year where a boil water advisory is in place | Boil water advisories: **None** | | |
| | | | Unaccounted for water to remain under 20% based on the American Water Works Association's (AWWA) standard benchmark | | Percentage of unaccounted for water | Unaccounted for water: **10%** | | |
| | | | Minimize complaints | | Service requests | Response to service requests | | |
| | "Municipal wastewater systems that removes biological waste from residential, commercial, institutional and industrial facilities and treats waste with minimal harm to the environment" | Quality municipal wastewater collection system, with adequate capacity and little to no environmental impacts | All areas of the Town of Goderich are connected to the municipal wastewater system. This includes residential, commercial, institutional and industrial customers. The system is owned by the Town of Goderich and operated by the municipal Operating Authority, Veolia Water Canada. The Goderich Wastewater Treatment Plant has been classified as a Class III facility, while the wastewater collection system has been classified as a Class II collection system consisting of six sewage pumping stations | | | Percent of properties that are connected to the municipal wastewater system: **99.9%**<br><br>TOTAL KILOMETRES SANITARY MAIN:<br>Asbestos Cement: 8.87 km<br>Concrete: 5.62 km<br>Ductile Iron: 0.21 km<br>PVC: 19.32 km<br>Vitrified Clay: 25.38 km | | |
| Environmental Services | | | PVC: **40+**<br>Asbestos Cement: **40+**<br>Concrete: **40+**<br>Ductile Iron: **40+**<br>Vitrified Clay: **40+** | 1. Continue replacement of asbestos cement, ductile iron and vitrified clay pipe material with PVC and/or concrete material sanitary sewer<br>2. Continue annual condition assessment of sanitary sewer network | Condition Rating | PVC: **86** (Very Good)<br>Asbestos Cement: **69** (Good)<br>Concrete: **77** (Good)<br>Ductile Iron: **90** (Very Good)<br>Vitrified Clay: **62** (Good)<br>Manhole Liners: **99** (Very Good) | PVC <40: **2% (~0.35km)**<br>Asbestos Cement <40: **5% (~0.48 km)**<br>Concrete <40: **3% (~0.17 km)**<br>Ductile Iron <40: **0%**<br>Vitrified Clay <40: **6% (~1.6 km)**<br>Manhole Liners <40: **0%** | PVC: $725,679<br>Asbestos Cement: $982,891<br>Concrete: $335,240<br>Vitrified Clay: $3,595,380<br>**TOTAL: $5,639,190** |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | | | Wastewater Treatment Plant: **40+**<br>Sewage Pumping Stations: **40+** | | Condition Rating | Wastewater Treatment Plant: **56** (Fair)<br>Sewage Pumping Stations: **64** (Good) | Wastewater Treatment Plant <40: **15%**<br>Sewage Pumping Stations <40: **14%** | Wastewater Treatment Plant: $2,914,369<br>Sewage Pumping Stations: $280,265<br><br>**TOTAL: $3,194,634** |
| | | | In general, there have been a low number of service disruptions within the Town of Goderich. During a sewer main backup, Town staff are notified and repair the break immediately | | Number of main incidents (i.e., sanitary sewer main backups) | Sewer main incidents (backups): **None** | | |
| | | | The Town of Goderich no longer contains any combined sanitary and stormwater sewers. The wastewater treatment plant contains two combined sewer overflow (CSO) tanks. Bypasses may occur at the wastewater treatment plant when there is a heavy rainfall event | | Number of incidents of bypass | Bypass incidents: **None** | | |
| | | | All monitoring and sampling for effluent quality assurance is completed quarterly as required by the Goderich Wastewater Treatment Plant Certificate of Approval. As of 2016, the Goderich Wastewater Treatment Plant has been found to be below the Ministry standards for effluent discharge, decreasing sampling to once a year | | | Effluent violations: **None** | | |
| | | | Meet legislative requirements | | Number of non-compliance events | Compliant with legislative requirements | | |
| | "Minimal flooding on streets or properties" | Stormwater system with adequate capacity | All areas of the Town of Goderich are connected to the municipal stormwater system. This includes residential, commercial, institutional and industrial customers. The Town of Goderich owns all stormwater assets, including municipal stormwater ponds | Condition study of storm sewer infrastructure | | **88%** of municipal stormwater management system resilient to a 5-year storm<br><br>**91%** of properties within the Town of Goderich that are resilient to a 100-year storm<br><br>TOTAL KILOMETRES STORM MAIN:<br>Asbestos Cement: 0.006 km<br>Clay: 0.023 km<br>Concrete: 40.73 km<br>Open Ditch: 0.20 km<br>PVC: 9.16 km<br>Steel: 2.23 km | | |
| | | | PVC: **40+**<br>Asbestos Cement: **40+**<br>Clay: **40+**<br>Concrete: **40+**<br>Open Ditch: **40+**<br>Steel: **40+** | 1. Continue replacement of asbestos cement, clay and steel pipe material with PVC and/or concrete material storm sewer<br>2. Condition assessment of storm sewer infrastructure | Condition Rating | PVC: **84** (Very Good)<br>Asbestos Cement: **43** (Fair)<br>Clay: **58** (Fair)<br>Concrete: **56** (Fair)<br>Open Ditch: **45** (Fair)<br>Steel: **45** (Fair) | PVC <40: **0%**<br>Asbestos Cement <40: **0%**<br>Clay <40: **0%**<br>Concrete <40: **7% (~2.8 km)**<br>Open Ditch <40: **81% (~0.19 km)**<br>Steel <40: **8% (~0.25 km)** | Concrete: $4,731,167<br>Open Ditch: $83,886<br>Steel: $408,536<br><br>**TOTAL: $5,223,589** |
| | | | Minimize flooding incidents | Stormwater management ponds | Number of flooding incidents | Response to flooding incidents | | |
| | | | Minimize complaints | | Service requests | Response to service requests | | |
| | "Curbside waste collection to be divided into three waste streams (solid waste, organic waste and recyclable material), to be processed with minimal harm to the environment and support waste diversion. Organic waste to be collected on a weekly basis, while solid waste and recyclables are collected on a bi-weekly basis, on alternating weeks." | Responsive, cost effective and efficient solid waste, organics and recycling collection and disposal system | Service provided by Waste Management Inc. and Bluewater Recycling | No municipal capital assets pertaining to this service | | Current service provider: Waste Management Inc. and Bluewater Recycling | | |
| | | | Meet legislative requirements | | Number of non-compliance events | Compliant with legislative requirements | | |
| | | | Minimize complaints | | Service requests | Response to service requests | | |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | "Collection site to sort non-curbside waste into individual bins (i.e., shingles, construction material, yard waste, white goods, bulk items, electronic waste, tires, batteries and other hazardous waste) in efforts to support waste diversion and provide minimal harm to the environment" | Efficient, cost effective collection of non-curbside waste with adequate capacity and little to no environmental impacts | Service provided by the Mid-Huron Recycling Centre Board (the Municipality of Central Huron, the Municipality of Huron East and the Town of Goderich). Please note that the Municipal Hazardous and Special Waste (MHSW) collection at the Mid-Huron Recycling Centre is provided by the County of Huron | No municipal capital assets pertaining to this service | | Service provided by the Mid-Huron Recycling Centre Board (the Municipality of Central Huron, the Municipality of Huron East and the Town of Goderich). Please note that the Municipal Hazardous and Special Waste (MHSW) collection at the Mid-Huron Recycling Centre is provided by the County of Huron | | |
| | | | Meet legislative requirements | | Number of non-compliance events | Compliant with legislative requirements | | |
| | | | Minimize complaints | | Service requests | Response to service requests | | |
| | "Collection site for yard waste (i.e., garden waste, grass, twigs, spring and fall yard cleanup) from April to November in efforts to support waste diversion and provide minimal harm to the environment" | Efficient, cost effective collection of yard waste with adequate capacity and little to no environmental impacts | Minimize complaints | No municipal capital assets pertaining to this service | Service requests | Response to service requests | | |
| | "Arrival at emergencies as quick as possible with trained, competent firefighters" | Responsive, capable and equipped fire services | The Goderich Fire Department, composed of dedicated volunteer Firefighters, respond to fire related emergencies, motor vehicles accidents, HAZMAT emergencies to an awareness level, shore-based water rescues, dangerous public hazards, and any other emergencies deemed necessary . The Goderich Fire Department covers an area of roughly 218 sq km through service agreements, and protects the lives of property owners as well as thousands of seasonal visitors | | | Buildings: 1 structure (with associated roof and mechanical assets)<br><br>Land Improvements: parking lot<br><br>Vehicles: ladder, tanker, pumper and rescue trucks<br><br>Machinery & Equipment: building furniture, fire fighting equipment, medical equipment, and technical equipment | | |
| | | | Buildings: **40+**<br>Land Improvements: **40+**<br>Vehicles: **40+**<br>Machinery & Equipment: **40+** | | Condition Rating | Buildings: **61**(Good)<br>Land Improvements: **66** (Good)<br>Vehicles: **58** (Fair)<br>Machinery & Equipment: **47** (Fair) | Buildings <40: **0%**<br>Land Improvements <40: **0%**<br>Vehicles <40: **28%**<br>Machinery & Equipment <40: **58%** | Vehicles: $744,577<br>Machinery & Equipment: $304,795<br><br>**TOTAL: $1,049,372** |
| | | | Minimize response times | | Response times | Response times within requirements | | |
| | | | Meet legislative requirements | | Number of non-compliance events | Compliant with legislative requirements | | |
| | | | Minimize complaints | | Service requests | Response to service requests | | |
| | "Police will respond to emergencies in a timely manner" | Responsive, capable and equipped police services | Service provided by the Ontario Provincial Police | | | Machinery & Equipment: CCTV cameras located at the waterfront and computer server | | |
| | | | Machinery & Equipment: **40+** | | Condition Rating | Machinery & Equipment: **88** (Very Good) | Machinery & Equipment <40: **0%** | |
| | "Ability to ensure by-laws are being adhered to" | Responsive, equipped and capable by-law enforcement services | Municipal By-Law Enforcement Officers are responsible for enforcing matters such as parking enforcement, property standards, animal control services, and other regulations related to municipal by-laws | | | Vehicles: 2 electric vehicles<br><br>Machinery & Equipment: Operating Equipment | | |
| | | | Vehicles: **40+**<br>Machinery & Equipment: **40+** | | Condition Rating | Vehicles: **42** (Fair)<br>Machinery & Equipment: **86** (Very Good) | Vehicles <40: **46%**<br>Machinery & Equipment <40: **0**% | Vehicles: $41,808<br><br>**TOTAL: $41,808** |
| Protection Services | | | Meet legislative requirements | | Number of non-compliance events | Compliant with legislative requirements | | |
| | | | Minimize complaints | | Service requests | Response to service requests | | |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | "Providing back-up power to key municipally-owned buildings in case of emergency" | Responsive and capable generators located at all water distribution facilities (water treatment plant, water tower, booster pumping station), pollution control plant, medical clinic, fire hall, town hall, MacKay hall and public works garage | Ontario Regulation 380/04 establishes the minimum standards for emergency management programs required by municipalities and provincial ministries and supports the requirement in the Emergency Management and Civil Protection Act for mandatory emergency management programs | | | Machinery & Equipment: generators | | |
| | | | Machinery & Equipment: **40+** | | Average Condition Rating | Machinery & Equipment: **49** (Fair) | Machinery & Equipment <40: **59%** | Machinery & Equipment: $46,161<br><br>**TOTAL: $46,161** |
| | | | Meet legislative requirements | | Number of non-compliance events | Compliant with legislative requirements | | |
| | | | Follow basic generator maintenance program | | Number of non-compliance events | Meeting generator maintenance requirements | | |
| | | | Minimize complaints | | Service requests | Response to service requests | | |
| | "Ability to ensure the Ontario Building Code rules and regulations are being adhered to" | Responsive, equipped and capable building inspection services | The Building Department reviews all building plans to ensure compliance with the Ontario Building Code. Additionally, the Building Department processes and administers building and development applications for the Town of Goderich and inspects all ongoing construction for compliance with the Building Code | | | Vehicles: 1 electric vehicle<br><br>Machinery & Equipment: building furniture | | |
| | | | Vehicles: **40+** | | Condition Rating | Vehicles: **56** (Fair) | Vehicles <40: **0%** | |
| | | | Machinery & Equipment: **40+** | | | Machinery & Equipment: **30** (Poor) | Machinery & Equipment <40: **100%** | Machinery & Equipment: $7,022<br><br>**TOTAL: $7,022** |
| | | | Minimize complaints | | Service requests | Response to service requests | | |
| | "Recreation facilities to meet the demands of the community and are available and accessible for community functions" | Sustainable quantity and quality of recreation facilities and community halls | The Maitland Recreation Centre, Memorial Arena & Community Centre and Bannister Park are owned and operated by the Town of Goderich, while recreational programming is provided by the Goderich Huron YMCA. The Maitland Recreation Centre contains a single ice pad arena, public pool, gymnasium, fitness centre and community space. Memorial Arena & Community Centre contains space that can be utilized by service groups or rented for large community events, equipped with a kitchen facility. Bannister Park contains one hard ball diamond, two soft ball diamonds, a soccer field, skate park, playground and pavilion with washroom facilities | | | Buildings: 3 structures (with associated roof and mechanical assets, including two elevators)<br><br>Land Improvements: electrical, entrance features/signs, fencing and gates, park lights, parking lots, recreational skate park, sports field amenities<br><br>Machinery & Equipment: building furniture, computer equipment/software, facilities equipment, grounds, ice resurfacers, kitchen/canteen equipment, off road vehicles, operating equipment, playground equipment, recreation equipment, rink boards/flooring/glass, technical equipment<br><br>Linear Network: Streetlights, PVC Sanitary Main, PVC Storm Main, PVC Watermain | | |
| | | | Maitland Recreation Centre<br>Buildings: **40+**<br>Land Improvements: **40+**<br>Machinery & Equipment: **40+**<br>Road Network: **40+**<br>Sanitary Network: **40+**<br>Storm Network: **40+**<br>Water Network: **40+** | | Condition Rating | Maitland Recreation Centre<br>Buildings: **13** (Very Poor)<br>Land Improvements: **84** (Very Good)<br>Machinery & Equipment: **36** (Poor)<br>Linear Network: **74** (Good) | Maitland Recreation Centre<br>Buildings <40: **28%**<br>Land Improvements <40: **0%**<br>Machinery & Equipment <40: **64%**<br>Linear Network: **5%** | Maitland Recreation Centre<br>Buildings: $6,318,779<br><br>Machinery & Equipment: $854,812<br>Linear Network: $106,614<br><br>**TOTAL: $7,280,205** |
| | | | Memorial Arena & Community Centre<br>Buildings: **40+**<br>Machinery & Equipment: **40+** | | Condition Rating | Memorial Arena & Community Centre<br>Buildings: **20** (Poor)<br>Machinery & Equipment: **14** (Very Poor) | Memorial Arena & Community Centre<br>Buildings <40: **99.7%**<br>Machinery & Equipment <40: **75%** | Memorial Arena & Community Centre<br>Buildings: $4,121,247<br>Machinery & Equipment: $431,611<br><br>**TOTAL: $4,552,858** |
| | | | Bannister Park<br>Buildings: **40+**<br>Land Improvements: **40+**<br>Machinery & Equipment: **40+** | | Condition Rating | Bannister Park<br>Buildings: **92** (Very Good)<br>Land Improvements: **78** (Good)<br>Machinery & Equipment: **65** (Good) | Bannister Park<br>Buildings <40: **0%**<br>Land Improvements <40: **0%**<br>Machinery & Equipment <40: **0%** | |

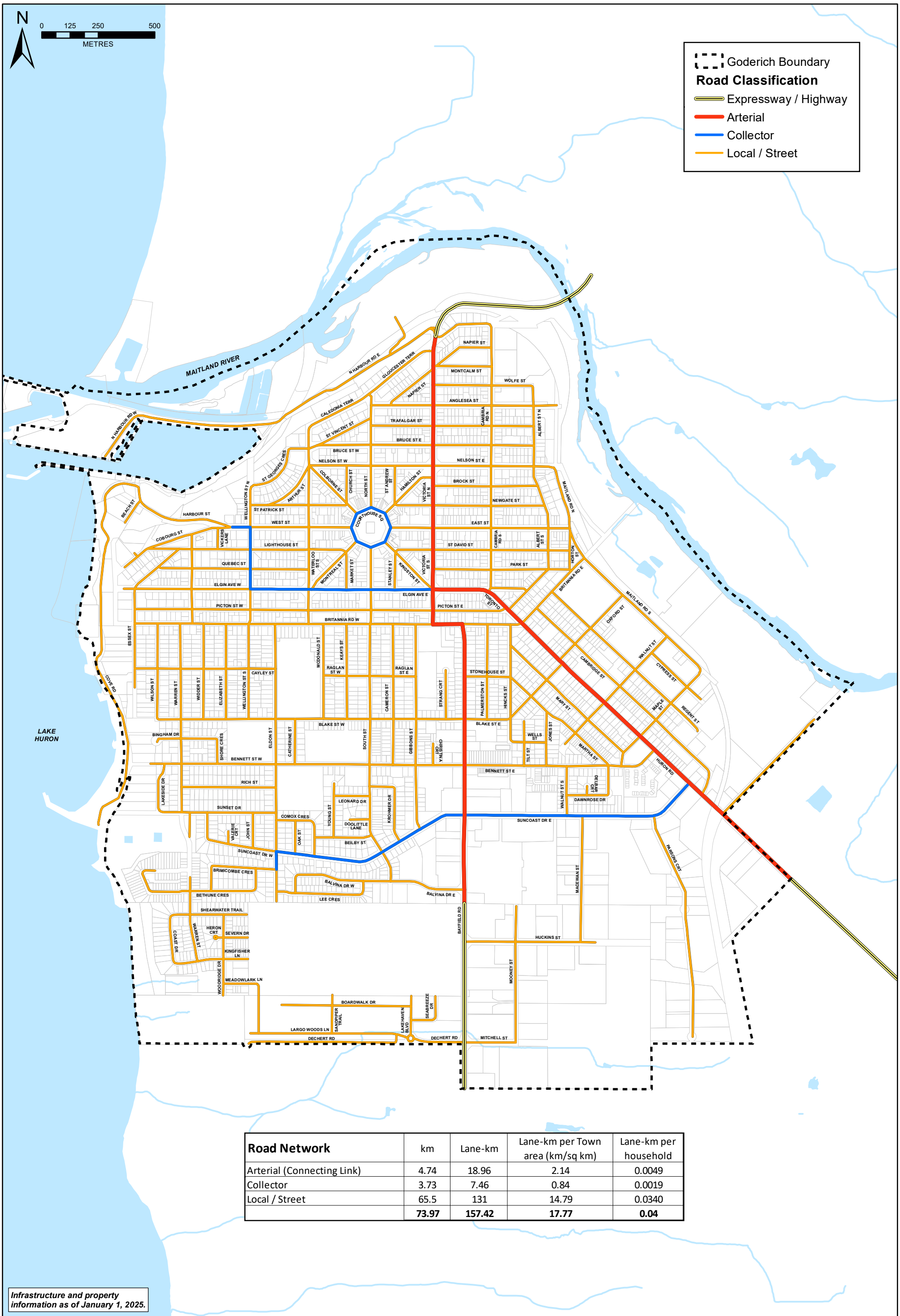
| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | | Meet membership and enrollment requirements | Future consideration of an additional ice pad based on need | Facility capacity utilized | Facility capacity utilized; membership and enrollment of programs | | |
| | | | Follow preventative maintenance plan and basic facility maintenance program | | Number of non-compliance events | Meeting preventative maintenance plan and facility maintenance requirements | | |
| | | | Minimize complaints | | Service requests | Response to service requests | | |
| Recreation and Cultural Services | "Municipally-owned parks that are clean, safe and accessible, with playgrounds and green space" | Sustainable quantity and quality of municipal parks | The Town of Goderich Parks Department maintains all pavilions, public washroom facilities, waterfront assets (i.e., boardwalk, wooden staircases), public parks and greenspaces (i.e., grass cutting, landscaping, tree pruning and garbage collection). Additionally, the Parks Department is responsible for planting and ongoing seasonal maintenance of all municipal flower beds, hanging baskets and planters. The Parks Supervisor is responsible for regulatory inspections of all municipally-owned playground equipment | | | Buildings: 17 structures (with associated roof and mechanical assets)<br><br>Land Improvements: archways and pillars, driveways/walkways/pedestrian bridges, electrical, entrance features/signs, fencing and gates, parking lots, recreational courts, splash pad, sports field amenities, walls and concrete structures<br><br>Vehicles: nine pickup trucks<br><br>Machinery & Equipment: grounds, off road vehicles, operating equipment, playground equipment, recreation equipment, outdoor rink flooring | | |
| | | | Bingham Park: **40+**<br>Cannon Park: **40+**<br>Columbus Park: **40+**<br>Courthouse Park: **40+**<br>Delbar Park: **40+**<br>Dutch Park: **40+**<br>Gaol Bank Lions Lookout: **40+**<br>Gloucester Park: **40+**<br>Harbour Park: **40+**<br>Krohmer Park: **40+**<br>Lakeside Park: **40+**<br>Lighthouse Park: **40+**<br>Main Beach Park: **40+**<br>Rotary Cove Park: **40+**<br>Sunset Park: **40+**<br>Taylor Morrison Park: **40+**<br>Victoria Park: **40+**<br>Water Tower Park: **40+**<br>Waterworks Park: **40+**<br>Young Park: **40+** | | Condition Rating | Bingham Park: **0** (Very Poor)<br>Cannon Park: **0** (Very Poor)<br>Coast Park: **95** (Very Good)<br>Columbus Park: **61** (Good)<br>Courthouse Park: **59** (Fair)<br>Delbar Park: **0** (Very Poor)<br>Dutch Park: **59** (Fair)<br>Gaol Bank Lions Lookout: **59** (Fair)<br>Gloucester Park: **0** (Very Poor)<br>Harbour Park: **54** (Fair)<br>Krohmer Park: **8** (Very Poor)<br>Lakeside Park: **5** (Very Poor)<br>Lighthouse Park: **49** (Fair)<br>Main Beach: **62** (Fair)<br>Rotary Cove Beach: **70** (Good)<br>St. Christopher's Beach: **55** (Fair)<br>Sunset Park: **0** (Very Poor)<br>Taylor Morrison Park: **0** (Very Poor)<br>Victoria Park: **56** (Fair)<br>Water Tower Park: **1** (Very Poor)<br>Waterworks Park: **55** (Fair)<br>Young Park: **26** (Poor) | Bingham Park <40: **100%**<br>Cannon Park <40: **100%**<br>Coast Park <40: **0%**<br>Columbus Park <40: **25%**<br>Courthouse Park <40: **2%**<br>Delbar Park <40: **100%**<br>Dutch Park <40: **0%**<br>Gaol Bank Lions Lookout <40: **0%**<br>Gloucester Park <40: **100%**<br>Harbour Park <40: **3%**<br>Krohmer Park <40: **100%**<br>Lakeside Park <40: **100%**<br>Lighthouse Park <40: **0.4%**<br>Main Beach <40: **0%**<br>Rotary Cove Beach <40: **0%**<br>St Christopher's Beach <40: **0%**<br>Sunset Park <40: **100%**<br>Taylor Morrison Park <40: **100%**<br>Victoria Park <40: **16%**<br>Water Tower Park <40: **100%**<br>Waterworks Park <40: **0%**<br>Young Park <40: **100%** | Bingham Park: $2,069<br>Cannon Park: $2,069<br><br>Columbus Park: $85,287<br>Courthouse Park: $30,502<br>Delbar Park: $8,360<br><br>Gloucester Park: $1,034<br>Harbour Park: $38,325<br>Krohmer Park: $20,379<br>Lakeside Park: $26,372<br>Lighthouse Park: $2,069<br><br>Sunset Park: $2,069<br>Taylor Morrison Park: $1,034<br>Victoria Park: $142,530<br>Water Tower Park: $6,368<br><br>Young Park: $33,447<br><br>**TOTAL: $401,914** |
| | | | Buildings: **40+**<br>Land Improvements: **40+**<br>Vehicles: **40+**<br>Machinery & Equipment: **40+** | | Condition Rating | Buildings: **72** (Good)<br>Land Improvements: **46** (Fair)<br>Vehicles: **18** (Very Poor)<br>Machinery & Equipment: **20** (Poor) | Buildings <40: **0%**<br>Land Improvements <40: **59%**<br>Vehicles <40: **74%**<br>Machinery & Equipment <40: **68%** | Land Improvements: $154,547<br>Vehicles: $250,968<br>Machinery & Equipment: $335,828<br><br>**TOTAL: $741,343** |
| | | | Provide 1 park per 1,000 residents | | Number of parks per 1,000 residents | Approximately 3 parks per 1,000 residents | | |
| | | | Follow playground inspection program | | Number of non-compliance events | Compliant with playground inspection program and legislative | | |
| | | | Minimize complaints | | Number of service requests | Response to service requests | | |
| | "Library facility that is accessible to the community" | Safe and functional facility | The Library facility is owned and maintained by the Town of Goderich, while Library services are provided by the County of Huron | | | Buildings: 1 structure (with associated roof and mechanical assets, including an elevator) | | |
| | | | Buildings: **40+** | | Condition Rating | Buildings: **62** (Good) | Buildings <40: **0%** | |
| | | | Follow facility maintenance program | | Number of non-compliance events | Meeting facility maintenance requirements | | |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | | Minimize complaints | | Number of service requests | Response to service requests | | |
| Health Services | "Access to health services to enhance quality of life" | Available, quality health care | The Maitland Valley Medical Clinic facility is owned and maintained by the Town of Goderich, while medical services are provided by the Maitland Valley Family Health Team | | | Buildings: 1 structure (with associated roof and mechanical assets)<br><br>Land Improvements: parking lot<br><br>Machinery & Equipment: building furniture, computer server, generator, medical equipment, operating equipment, and technical equipment<br><br>Linear Network: Streetlights, PVC Sanitary Main, PVC Storm Main, PVC Watermain | | |
| | | | Buildings: **40+**<br>Land Improvements: **40+**<br>Machinery & Equipment: **40+**<br>Linear Network: **40+** | | Condition Rating | Buildings: **69** (Good)<br>Land Improvements: **25** (Poor)<br>Machinery & Equipment: **23** (Poor)<br>Linear Network: **74** (Good) | Buildings <40: **0%**<br>Land Improvements <40: **100%**<br>Machinery & Equipment <40: **74%**<br>Linear Network <40: **11%** | Land Improvements: $186,473<br>Machinery & Equipment: $193,568<br>Linear Network: $83,952<br><br>**TOTAL: $463,993** |
| | | | Meet legislative requirements | | Number of non-compliance events | Meeting legislative requirements | | |
| | | | Follow facility maintenance program | | Number of non-compliance events | Meeting facility maintenance requirements | | |
| | | | Minimize complaints | | Service requests | Response to service requests | | |
| | "Availability of a well-maintained and private site for internment needs" | Available, well-maintained cemetery | The Maitland Cemetery is owned and operated by the Town of Goderich. The Parks Department is responsible for full burials and cremations at the site, maintaining the mausoleum and columbariums, as well as general ground maintenance (i.e., tree trimming and landscaping) while lawn maintenance is completed by an outside contractor. The Town of Goderich owns the cemetery house and fulfills landlord responsibilities for the rental property | | | Buildings: 7 structures (with associated roof and mechanical assets)<br><br>Vehicles: pickup truck<br><br>Machinery & Equipment: tractor loader and backhoe<br><br>Linear Network: water lines and taps | | |
| | | | Buildings: **40+**<br>Vehicles: **40+**<br>Machinery & Equipment: **40+**<br>Linear Network: **40+** | | Condition Rating | Buildings: **61** (Good)<br>Vehicles: **0** (Very Poor)<br>Machinery & Equipment: **0** (Very Poor)<br>Linear Network: **49** (Fair) | Buildings <40: **0%**<br>Vehicles <40: **100%**<br>Machinery & Equipment <40: **100%**<br>Linear Network <40: **0%** | Vehicles: $57,361<br>Machinery & Equipment: $66,175<br><br>**TOTAL: $123,536** |
| | | | Minimize complaints | | Service requests | Response to service requests | | |
| Social Services | "Availability of child care services so parents/caregivers can pursue careers" | Available, safe child care service location | The Goderich Municipal Child Care Centre is owned, operated and maintained by Town of Goderich staff. The Centre offers programs for infants (3 months to 18 months), toddlers (18 months to 2.5 years) and pre-schoolers (2.5 years to 5 years). The Centre is equipped with a full kitchen for meal preparation, and three outdoor playground areas | | | Buildings: 5 structures (with associated roof and mechanical assets)<br><br>Land Improvements: fencing and gates<br><br>Machinery & Equipment: building furniture, children's furniture, kitchen/canteen equipment, office furniture, playground equipment | | |
| | | | Buildings: **40+**<br>Land Improvements: **40+**<br>Machinery & Equipment: **40+** | | Condition Rating | Buildings: **65** (Good)<br>Land Improvements: **90** (Very Good)<br>Machinery & Equipment: **44** (Fair) | Buildings <40: **1%**<br>Land Improvements <40: **0%**<br>Machinery & Equipment <40: **26%** | Buildings: $34,731<br><br>Machinery & Equipment: $123,141<br><br>**TOTAL: $157,872** |
| | | | Meet legislative requirements | | Number of non-compliance events | Meeting legislative requirements | | |
| | | | Follow playground inspection program | | Number of non-compliance events | Compliant with playground inspection program | | |
| | | | Minimize complaints | | Service requests | Response to service requests | | |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | "Accessible and well-maintained community hall for senior citizen activities and functions" | Available, accessible location for senior citizens | The MacKay Centre for Seniors is a non-profit organization offering social, recreational and volunteer opportunities for older adults in Goderich and the surrounding area. The Town of Goderich owns and maintains MacKay Hall, where programming is provided | | | Buildings: 1 structure (with associated roof and mechanical assets, including an elevator) | | |
| | | | Buildings: **40+** | | Condition Rating | Buildings: **67** (Good) | Buildings <40: **0%** | |
| | | | Follow facility maintenance program | | Number of non-compliance events | Meeting facility maintenance requirements | | |
| | | | Minimize complaints | | Service requests | Response to service requests | | |
| Planning and Development Services | "Land made ready for development, as needed" | Available serviced land for development | The Town of Goderich provides land use planning services in conjunction with the County of Huron Planning and Development Department. Assets within this service function relate to properties owned by the Town of Goderich and rented by a third party, as well as tourism-related equipment | | | Buildings: 6 structures (with associated roof and mechanical assets)<br><br>Land Improvements: fencing and gates, leasehold improvements<br><br>Machinery & Equipment: tourism trailer and 3 dual electric vehicle charging stations | | |
| | | | Buildings: **40+**<br>Land Improvements: **40+**<br>Machinery & Equipment: **40+** | | Condition Rating | Buildings: **68** (Good)<br>Land Improvements: **14** (Very Poor)<br>Machinery & Equipment: **52** (Fair) | Buildings <40: **1%**<br>Land Improvements <40: **100%**<br>Machinery & Equipment <40: **7%** | Buildings: $13,198<br>Land Improvements: $33,762<br>Machinery & Equipment: $4,040<br><br>**TOTAL: $51,000** |
| | | | Minimize complaints | | Service requests | Response to service requests | | |
| General Government Services | "A Town Hall that allows attendance at Council meetings, the payment of taxes, as well as a public space where questions about the municipality can be directed" | Safe and functional equipment and facilities | Many municipal services are provided at Town Hall, some of which include payment of taxes, lottery licensing, purchases of waterfront parking passes, issuing of marriage licenses, purchases of cemetery plots and renewal of dog tags. The general public are able to have inquiries addressed by municipal staff from the following departments: Clerk's office, Treasury, Operations and Environmental Services, Economic Development, Building and Planning, as well as Municipal By-Law Enforcement. Additionally, the Council Chambers are located within Town Hall. Goderich Town Council consists of one Mayor, one Deputy Mayor and five Councillors | | | Buildings: 4 structures (with associated roof and mechanical assets, including an elevator)<br><br>Vehicles: 1 pickup truck<br><br>Machinery & Equipment: building and office furniture, computer equipment/software, operating equipment, and technical equipment | | |
| | | | Buildings: **40+**<br>Vehicles: **40+**<br>Machinery & Equipment: **40+** | | Condition Rating | Buildings: **65** (Good)<br>Vehicles: **70** (Good)<br>Machinery & Equipment: **23** (Poor) | Buildings <40: **0%**<br>Vehicles <40: **0%**<br>Machinery & Equipment <40: **50%** | Machinery & Equipment: $237,003<br><br>**TOTAL: $237,003** |
| | | | Follow facility maintenance program | | Number of non-compliance events | Meeting facility maintenance requirements | | |
| | | | Minimize complaints | | Service requests | Response to service requests | | |

# APPENDIX B:

# Service Maps




| Road Network | km | Lane-km | Lane-km per Town area (km/sq km) | Lane-km per household |
|---|---|---|---|---|
| Arterial (Connecting Link) | 4.74 | 18.96 | 2.14 | 0.0049 |
| Collector | 3.73 | 7.46 | 0.84 | 0.0019 |
| Local / Street | 65.5 | 131 | 14.79 | 0.0340 |
| | **73.97** | **157.42** | **17.77** | **0.04** |

*Infrastructure and property information as of January 1, 2025.*

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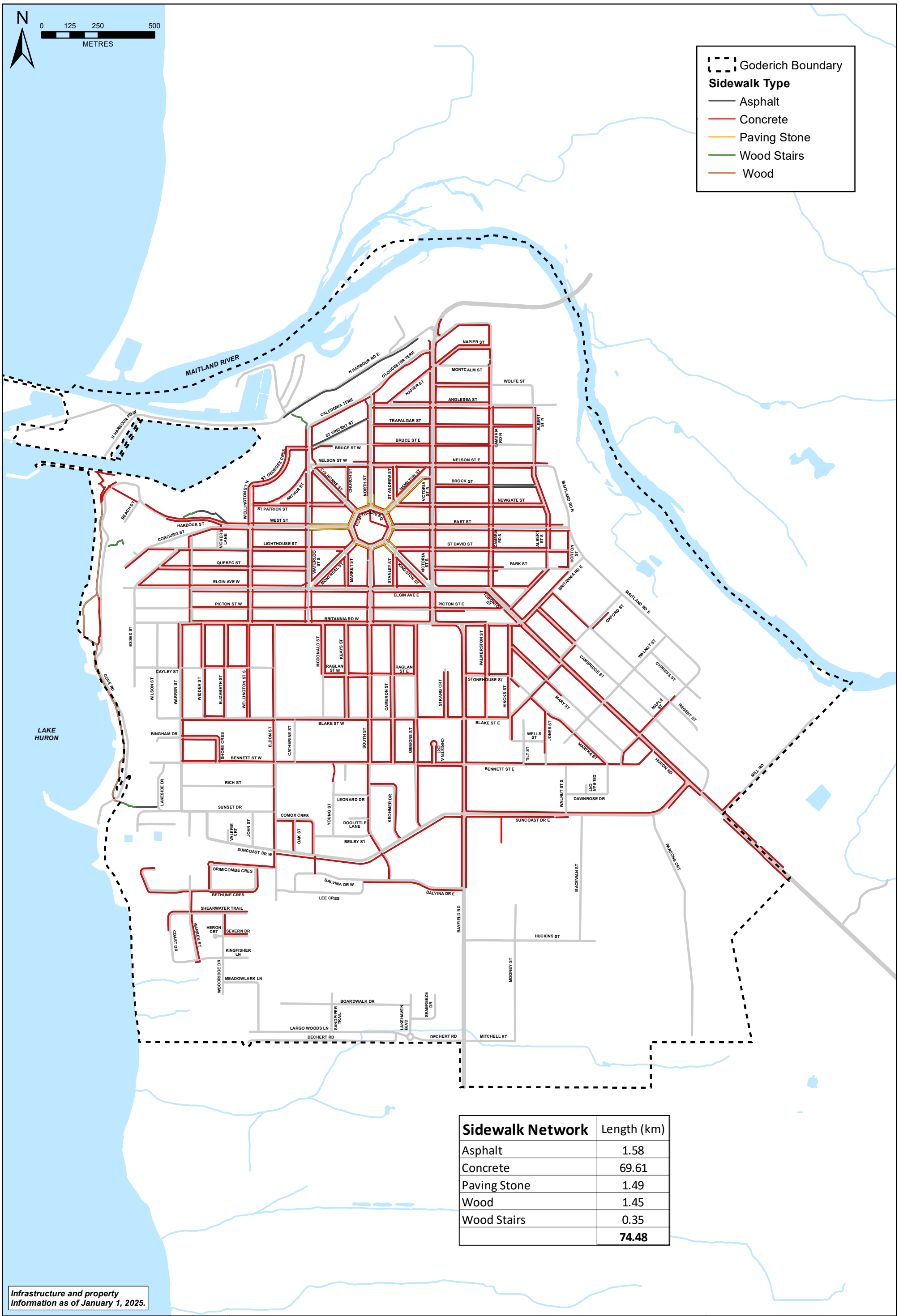
**ASSET MANAGEMENT PLAN**

MUNICIPAL ROAD NETWORK

**TOWN OF GODERICH**

| DATE FEB. 2026 | PROJECT No. 22184 |
|---|---|
| SCALE 1:15,000 | FIGURE No. B1 |




| Sidewalk Network | Length (km) |
|---|---|
| Asphalt | 1.58 |
| Concrete | 69.61 |
| Paving Stone | 1.49 |
| Wood | 1.45 |
| Wood Stairs | 0.35 |
| | **74.48** |

*Infrastructure and property information as of January 1, 2025.*

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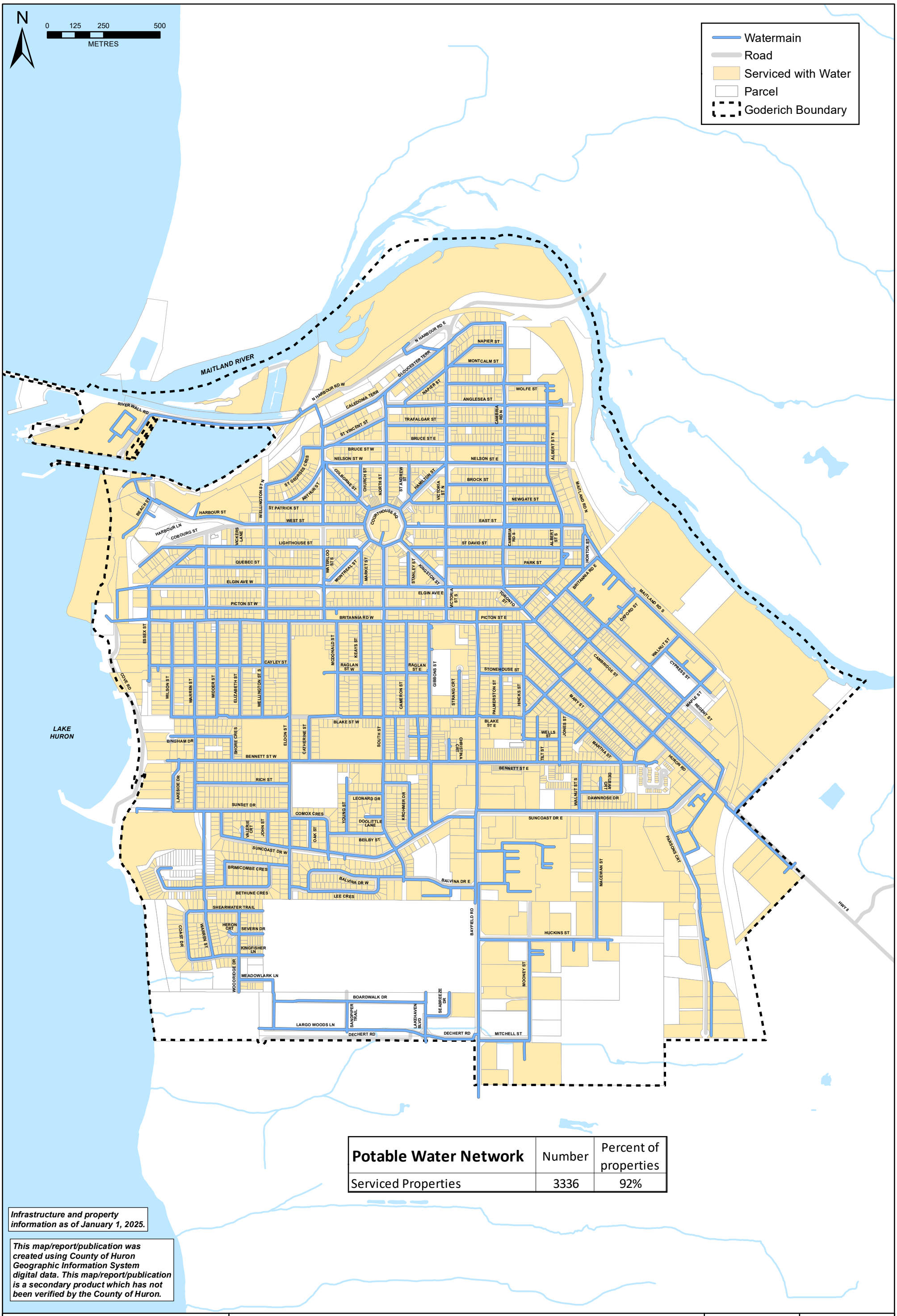
**ASSET MANAGEMENT PLAN**

MUNICIPAL SIDEWALK NETWORK

**TOWN OF GODERICH**

| DATE FEB. 2026 | PROJECT No. 22184 |
|---|---|
| SCALE 1:15,000 | FIGURE No. B2 |




| Potable Water Network | Number | Percent of properties |
|---|---|---|
| Serviced Properties | 3336 | 92% |

*Infrastructure and property information as of January 1, 2025.*

*This map/report/publication was created using County of Huron Geographic Information System digital data. This map/report/publication is a secondary product which has not been verified by the County of Huron.*

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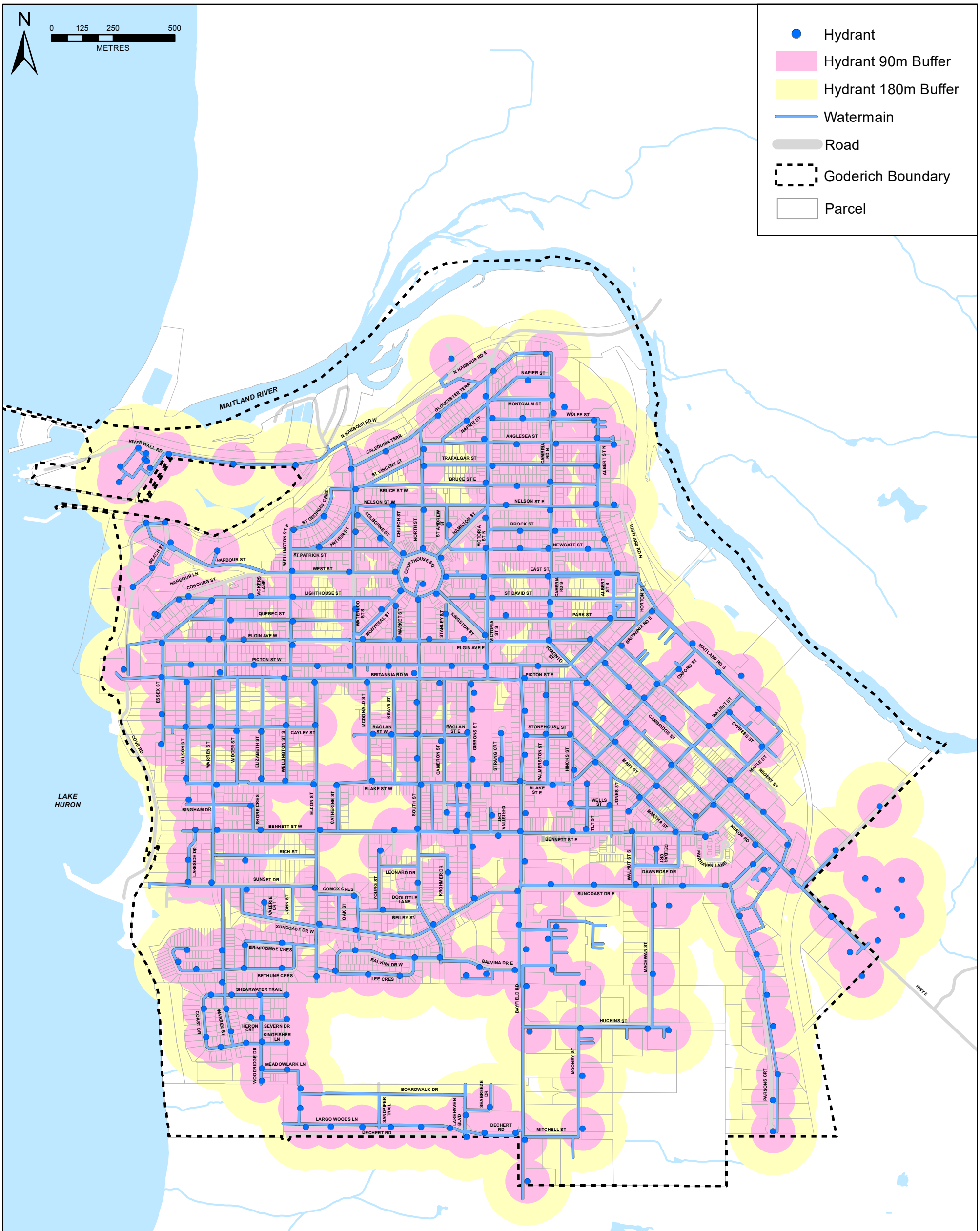
**ASSET MANAGEMENT PLAN**

MUNICIPAL WATER DISTRIBUTION SYSTEM AND SERVICED PROPERTIES

**TOWN OF GODERICH**

| DATE FEB. 2026 | PROJECT No. 22184 |
|---|---|
| SCALE 1:15,000 | FIGURE No. B3 |




| Fire Protection | Number | Percent of properties |
|---|---|---|
| Properties within 90m of a hydrant | 3437 | 95% |
| Properties within >90m to 180m of a hydrant | 172 | 5% |
| Properties within >180m from a hydrant | 1 | 0.03% |

*Infrastructure and property information as of January 1, 2025.*

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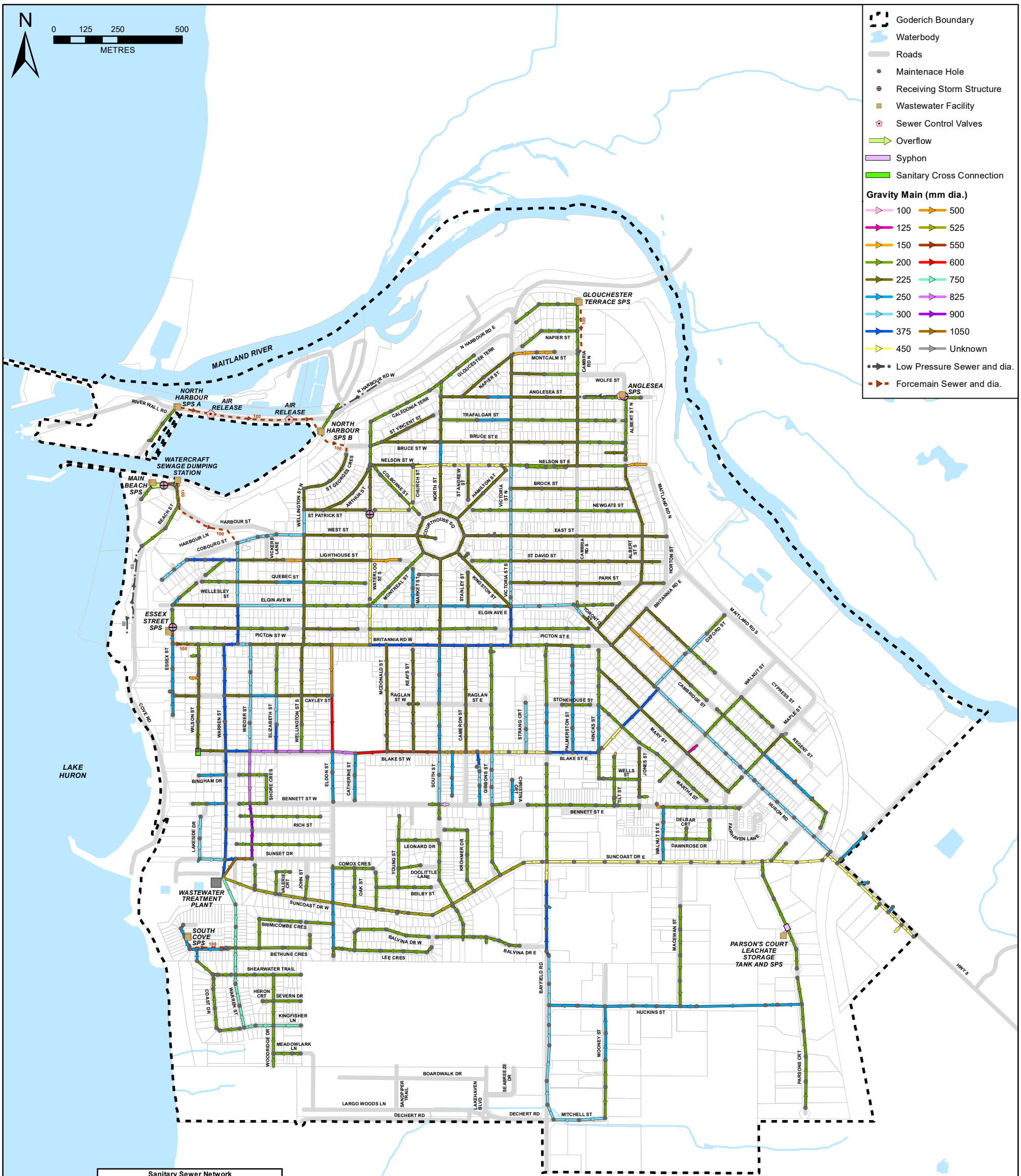
**ASSET MANAGEMENT PLAN**

MUNICIPAL WATER DISTRIBUTION SYSTEM
FIRE FLOW

**TOWN OF GODERICH**

| DATE FEB. 2026 | PROJECT No. 22184 |
|---|---|
| SCALE 1:15,000 | FIGURE No. B4 |




| Sanitary Sewer Network | | | |
|---|---|---|---|
| Type | Diameter (mm) | Number of Segments | Length (m) |
| Gravity Main | Unknown | 5 | 128 |
| Gravity Main | 100 | 4 | 113 |
| Gravity Main | 125 | 2 | 51 |
| Gravity Main | 150 | 24 | 834 |
| Gravity Main | 200 | 332 | 22265 |
| Gravity Main | 225 | 169 | 16152 |
| Gravity Main | 250 | 80 | 5883 |
| Gravity Main | 300 | 68 | 5725 |
| Gravity Main | 375 | 45 | 3018 |
| Gravity Main | 450 | 44 | 3344 |
| Gravity Main | 500 | 4 | 352 |
| Gravity Main | 525 | 17 | 1449 |
| Gravity Main | 550 | 2 | 204 |
| Gravity Main | 600 | 2 | 342 |
| Gravity Main | 750 | 11 | 823 |
| Gravity Main | 825 | 6 | 616 |
| Gravity Main | 900 | 4 | 216 |
| Gravity Main | 1050 | 2 | 154 |
| | | **821** | **61.7 km** |
| Low Pressure | 100 | 6 | 429 |
| Low Pressure | 50 | 4 | 370 |
| Forcemain | 100 | 20 | 1847 |

***Infrastructure and property information as of January 1, 2025.***

| Sanitary Sewer Cross Connections | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Connection Number | Location | Diameter (mm) | Number of Segments | Length (m) | Sanitary Source | Receiving Stormwater Structure | | | Receiving Waterbody |
| | | | | | | Description | Easting | Northing | |
| 4 | Blake St W & Wilson | 225 | 1 | 10 | MH 51 | 380mm storm sewer west of 2-MH-87 | 441789 | 4842734 | Lake Huron |
| 12 | St. Patrick & Waterloo | 525 | 1 | 2 | MH 171 | 5-MH-39 | 442459 | 4843664 | Maitland River |

| Sanitary Sewer Overflow Locations | | | | | | | |
|---|---|---|---|---|---|---|---|
| Diameter (mm) | Number of Segments | Length (m) | Source | Receiving Stormwater Structure | | | Receiving Watercourse |
| | | | | Description | Easting | Northing | |
| 200 | 1 | 55 | Main Beach SPS | 4-MH-3 | 441656 | 4843779 | Lake Huron |
| 200 | 1 | 9 | Glouchester Terrace SPS | Railside ditch | 443270 | 4844507 | Maitland River |
| 200 | 1 | 20 | Essex Street SPS | 3-MH-13 | 441692 | 4843224 | Lake Huron |
| 150 | 1 | 11 | Anglesea SPS | Catchbasin | 443453 | 4844126 | Maitland River |
| *UTM NAD83 Zone 17N* | | | | | | | |

| Sanitary Sewage Facilities: ECA Number 084-W601 Issue Number 1 (Oct.25, 2022) | | | | |
|---|---|---|---|---|
| Name | Asset ID | ECA | Northing | Easting |
| Main Beach SPS | | Issue 1 | 4843788 | 441609 |
| North Harbour SPS A | | Issue 1 | 4844084 | 441707 |
| North Harbour SPS B | | Issue 1 | 4843990 | 442267 |
| Glouchester Terrace SPS | | Issue 1 | 4844498 | 443271 |
| South Cove SPS | | Issue 1 | 4842020 | 441751 |
| Essex Street SPS | | Issue 1 | 4843213 | 441675 |
| Parson's Court Leachate Storage Tank and SPS | | Issue 1 | 4842020 | 444074 |
| Anglesea SPS | | FormSS2- 2023 | 4844138 | 443435 |
| *UTM NAD83 Zone 17N* | | | | |

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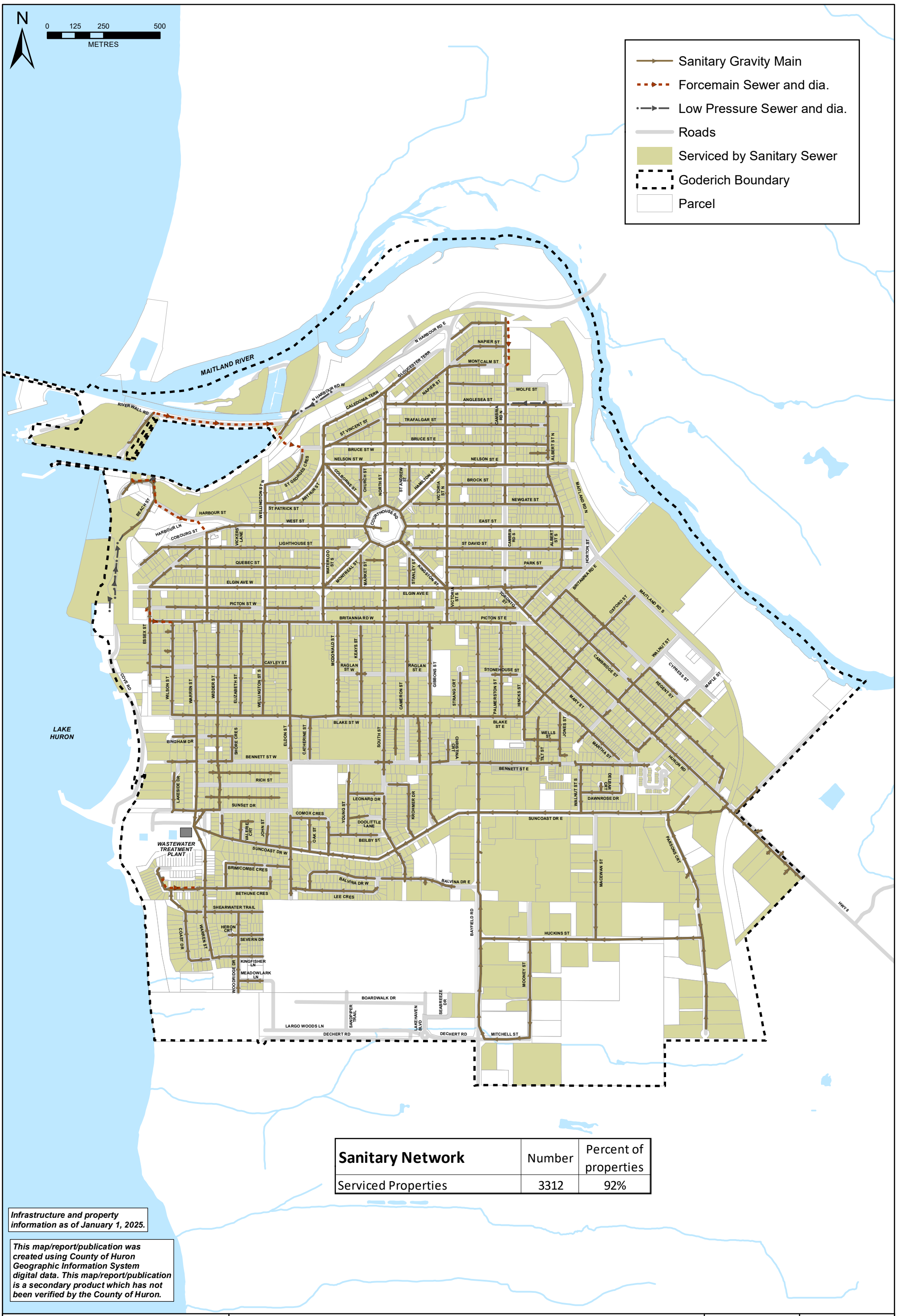
**ASSET MANAGEMENT PLAN**

MUNICIPAL WASTEWATER COLLECTION SYSTEM

**TOWN OF GODERICH**

| DATE FEB. 2026 | PROJECT No. 22184 |
|---|---|
| SCALE 1:15,000 | FIGURE No. B5 |




| Sanitary Network | Number | Percent of properties |
|---|---|---|
| Serviced Properties | 3312 | 92% |

*Infrastructure and property information as of January 1, 2025.*

*This map/report/publication was created using County of Huron Geographic Information System digital data. This map/report/publication is a secondary product which has not been verified by the County of Huron.*

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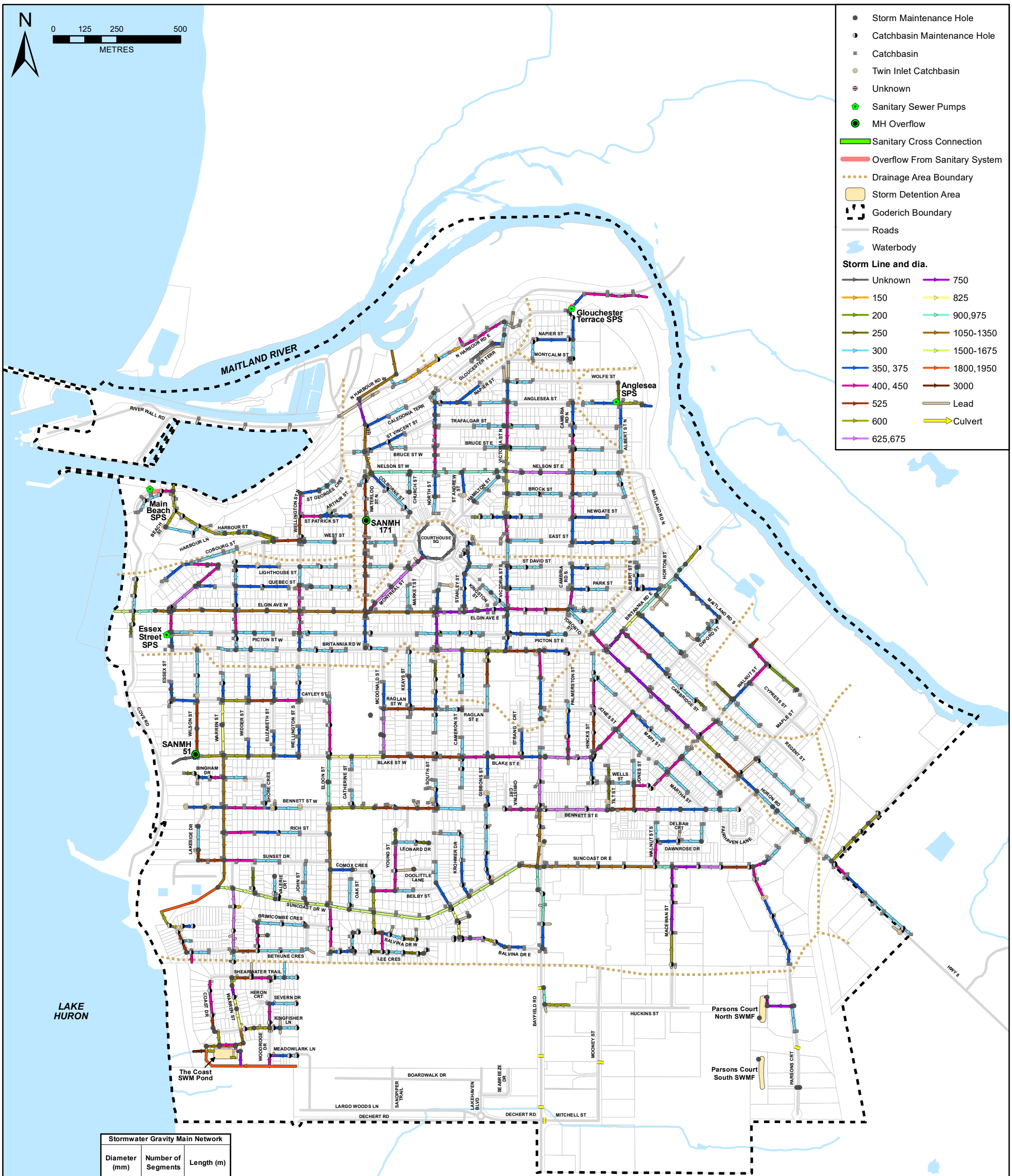
**ASSET MANAGEMENT PLAN**

MUNICIPAL WASTEWATER COLLECTION SYSTEM AND SERVICED PROPERTIES

**TOWN OF GODERICH**

| DATE FEB. 2026 | PROJECT No. 22184 |
|---|---|
| SCALE 1:15,000 | FIGURE No. B6 |




| Stormwater Gravity Main Network | | |
|---|---|---|
| Diameter (mm) | Number of Segments | Length (m) |
| 150 | 8 | 273 |
| 200 | 10 | 296 |
| 250 | 30 | 1214 |
| 300 | 281 | 14466 |
| 350 | 2 | 49 |
| 375 | 171 | 9427 |
| 400 | 2 | 23 |
| 450 | 115 | 6375 |
| 525 | 52 | 3484 |
| 600 | 61 | 3037 |
| 625 | 3 | 202 |
| 675 | 29 | 1946 |
| 750 | 26 | 1696 |
| 825 | 13 | 788 |
| 900 | 14 | 935 |
| 975 | 5 | 531 |
| 1050 | 23 | 1812 |
| 1200 | 15 | 1572 |
| 1350 | 1 | 70 |
| 1500 | 2 | 69 |
| 1525 | 7 | 816 |
| 1675 | 5 | 437 |
| 1800 | 1 | 400 |
| 1950 | 1 | 245 |
| 3000 | 1 | 51 |
| Unknown | 26 | 694 |
| | 904 | 50.9 km |

| Sanitary Sewer Cross Connections | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Connection Number | Location | Diameter (mm) | Number of Segments | Length (m) | Sanitary Source | Receiving Stormwater Structure | | | Receiving Waterbody |
| | | | | | | Description | Easting | Northing | |
| 4 | Blake St W & Wilson | 225 | 1 | 10 | MH 51 | 380mm storm sewer west of 2-MH-87 | 441789 | 4842734 | Lake Huron |
| 12 | St. Patrick & Waterloo | 525 | 1 | 2 | MH 171 | 5-MH-39 | 442459 | 4843664 | Maitland River |

| Sanitary Sewer Overflow Locations | | | | | | | |
|---|---|---|---|---|---|---|---|
| Diameter (mm) | Number of Segments | Length (m) | Source | Receiving Stormwater Structure | | | Receiving Watercourse |
| | | | | Description | Easting | Northing | |
| 200 | 1 | 55 | Main Beach SPS | 4-MH-3 | 441656 | 4843779 | Lake Huron |
| 200 | 1 | 9 | Gloucester Terrace SPS | Railside ditch | 443270 | 4844507 | Maitland River |
| 200 | 1 | 20 | Essex Street SPS | 3-MH-13 | 441692 | 4843224 | Lake Huron |
| 150 | 1 | 11 | Anglesea SPS | Catchbasin | 443453 | 4844126 | Maitland River |
| UTM NAD83 Zone 17N | | | | | | | |

| Stormwater Management Facilities: ECA Number 084-S701 Issue Number 1 (Oct.26, 2022) | | | | |
|---|---|---|---|---|
| Name | Asset ID | ECA | Easting | Northing |
| Parsons Court North SWMF | | Issue 1 | 444023 | 4841740 |
| Parsons Court South SWMF | | Issue 1 | 444018 | 4841490 |
| The Coast SWMF | | 3163-C5JRDC | 441896 | 4841565 |
| UTM NAD83 Zone 17N | | | | |

***Infrastructure and property information as of January 1, 2025.***

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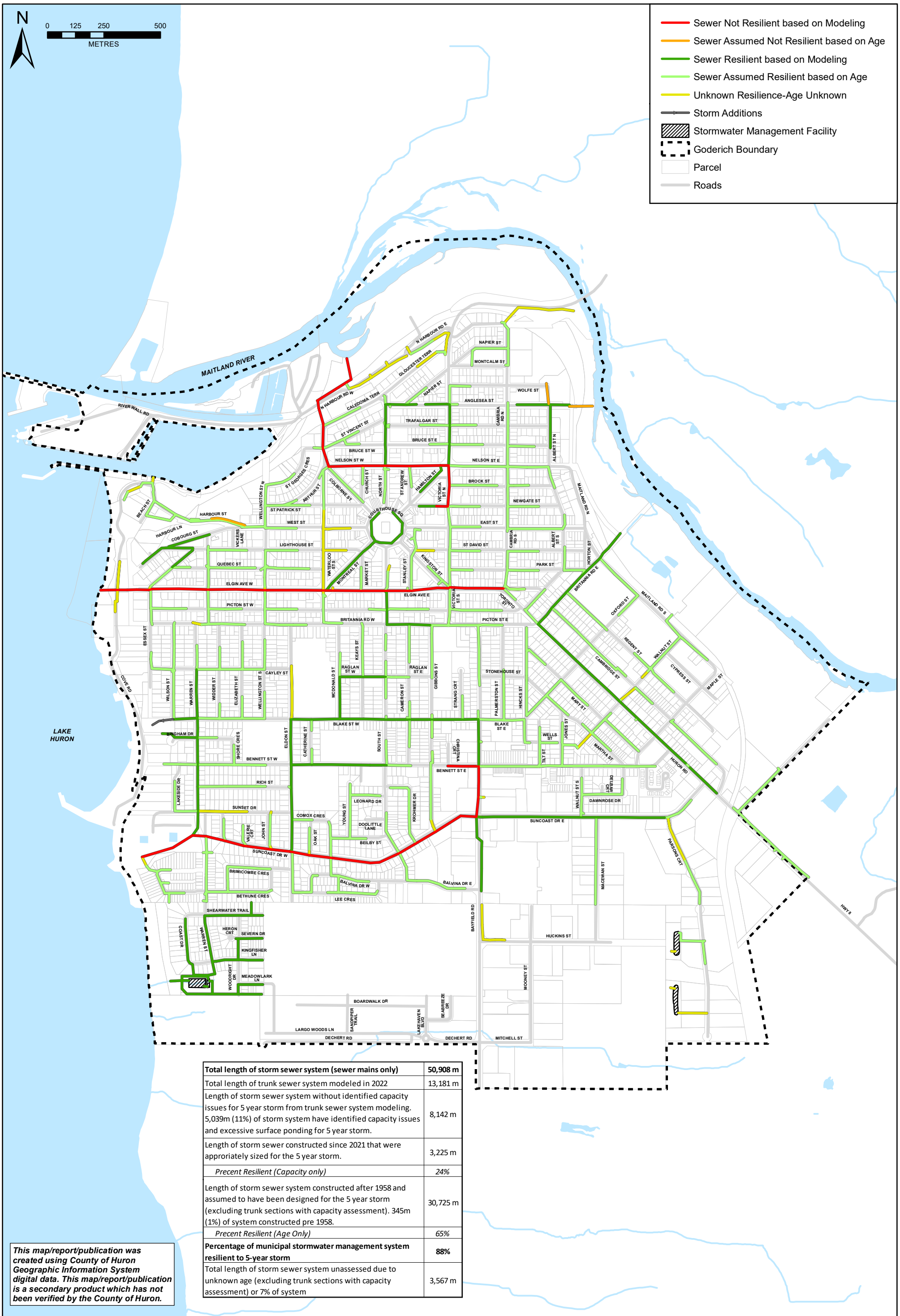
**ASSET MANAGEMENT PLAN**

MUNICIPAL STORMWATER MANAGEMENT SYSTEM

**TOWN OF GODERICH**

| DATE MAR. 2026 | PROJECT No. 22184 |
|---|---|
| SCALE 1:15,000 | FIGURE No. B7 |




| Total length of storm sewer system (sewer mains only) | 50,908 m |
|---|---|
| Total length of trunk sewer system modeled in 2022 | 13,181 m |
| Length of storm sewer system without identified capacity issues for 5 year storm from trunk sewer system modeling. 5,039m (11%) of storm system have identified capacity issues and excessive surface ponding for 5 year storm. | 8,142 m |
| Length of storm sewer constructed since 2021 that were approriately sized for the 5 year storm. | 3,225 m |
| *Precent Resilient (Capacity only)* | *24%* |
| Length of storm sewer system constructed after 1958 and assumed to have been designed for the 5 year storm (excluding trunk sections with capacity assessment). 345m (1%) of system constructed pre 1958. | 30,725 m |
| *Precent Resilient (Age Only)* | *65%* |
| **Percentage of municipal stormwater management system resilient to 5-year storm** | **88%** |
| Total length of storm sewer system unassessed due to unknown age (excluding trunk sections with capacity assessment) or 7% of system | 3,567 m |

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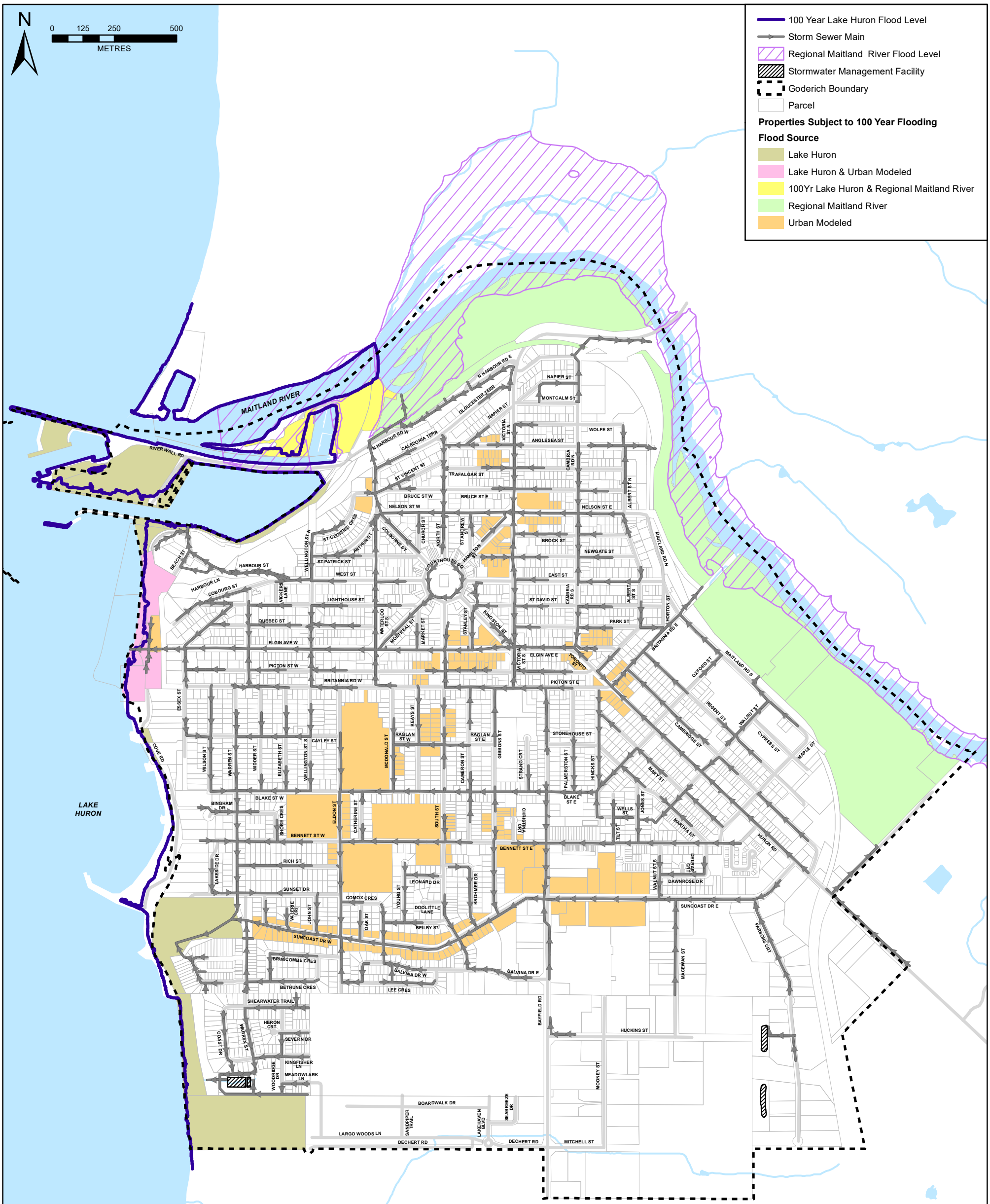
**ASSET MANAGEMENT PLAN**

MUNICIPAL STORMWATER MANAGEMENT SYSTEM
5-YEAR STORM RESILIENCE

**TOWN OF GODERICH**

| DATE MARCH 2026 | PROJECT No. 22184 |
|---|---|
| SCALE 1:15,000 | FIGURE No. B8 |




| | |
|---|---|
| Total number of properties in Regional floodplain | 7 |
| Total number of properties in 100 yr Lake Huron flooding | 16 |
| Total number of properties in Regional Riverine and 100 yr Lake Huron flooding | 3 |
| Total number of properties vulnerable to 100 yr flooding within the urban storm system | 276 |
| Total number of properties vulnerable to 100 yr flooding within the urban storm system and 100 yr Lake Huron flooding | 3 |
| **Percentage of properties in municipality resilient to a 100 year storm** | **92%** |

*Infrastructure and property information as of January 1, 2025.*

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**ASSET MANAGEMENT PLAN**

MUNICIPAL STORMWATER MANAGEMENT SYSTEM
100-YEAR STORM RESILIENCE

**TOWN OF GODERICH**

| DATE FEB. 2026 | PROJECT No. 22184 |
|---|---|
| SCALE 1:15,000 | FIGURE No. B9 |

# APPENDIX C:

# Public Engagement Survey Results

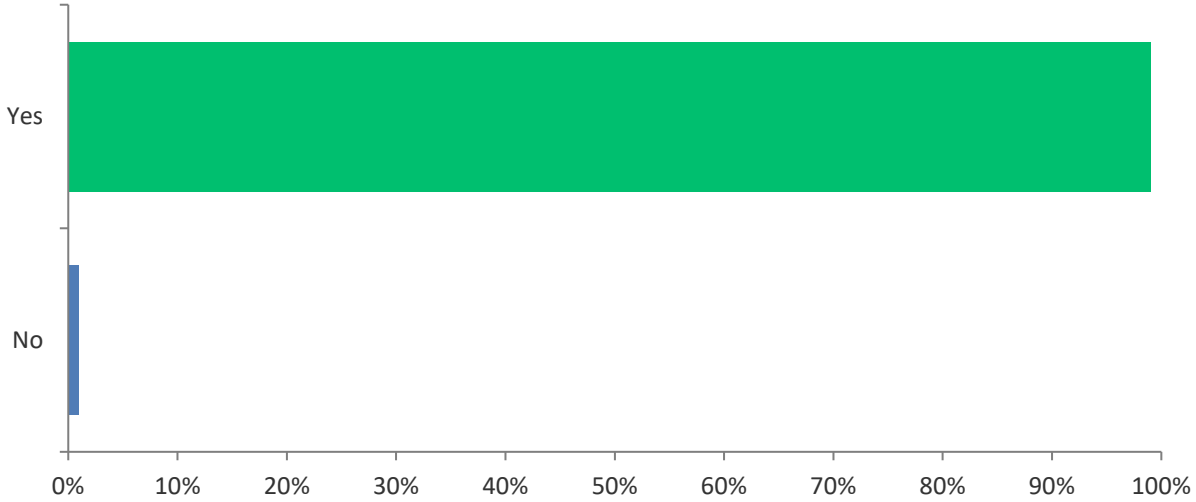
# Town of Goderich Municipal Levels of Service Public Engagement Survey for Core Infrastructure Assets

Tuesday, May 20, 2025



Powered by SurveyMonkey

## Q1: Are you a current resident/property owner within the Town of Goderich?

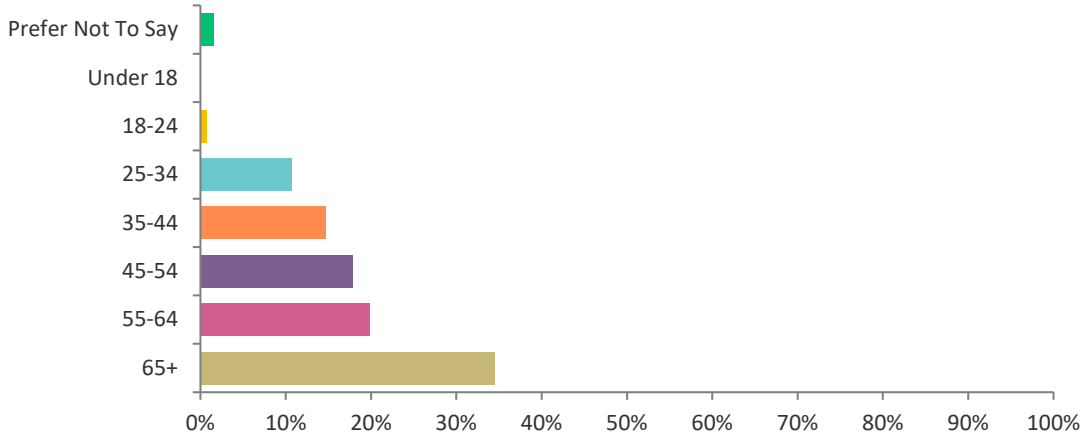



| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Yes | 99.01% | 499 |
| No | 0.99% | 5 |
| **TOTAL** | | 504 |



Powered by SurveyMonkey

# Q2: Please select your age range:

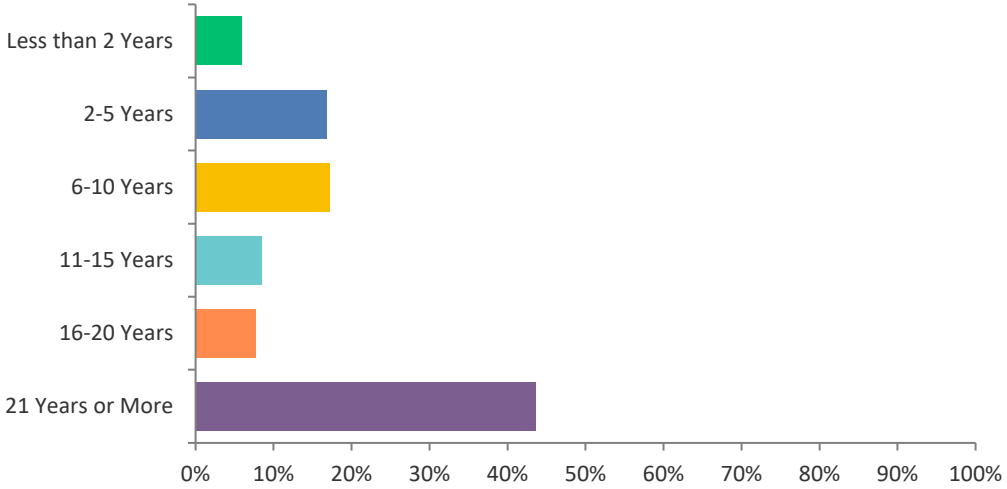



| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Prefer Not To Say | 1.59% | 8 |
| Under 18 | 0.00% | 0 |
| 18-24 | 0.79% | 4 |
| 25-34 | 10.71% | 54 |
| 35-44 | 14.68% | 74 |
| 45-54 | 17.86% | 90 |
| 55-64 | 19.84% | 100 |
| 65+ | 34.52% | 174 |
| TOTAL | | 504 |



Powered by SurveyMonkey

# Q3: How long have you lived/owned property in the Town of Goderich?

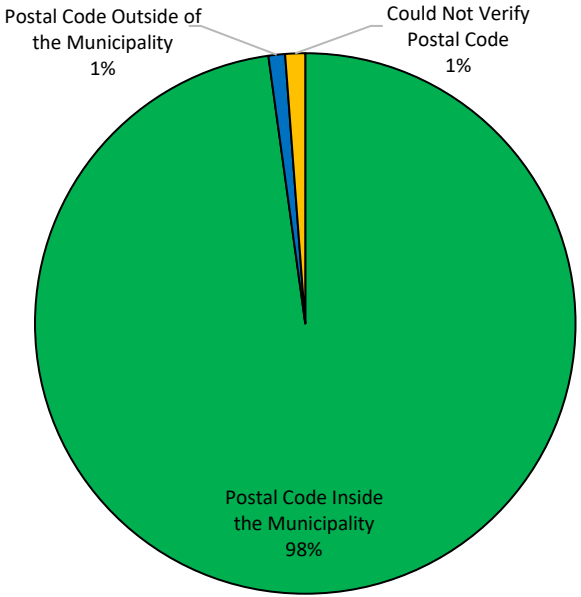



| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Less than 2 Years | 5.95% | 30 |
| 2-5 Years | 16.87% | 85 |
| 6-10 Years | 17.26% | 87 |
| 11-15 Years | 8.53% | 43 |
| 16-20 Years | 7.74% | 39 |
| 21 Years or More | 43.65% | 220 |
| TOTAL | | 504 |

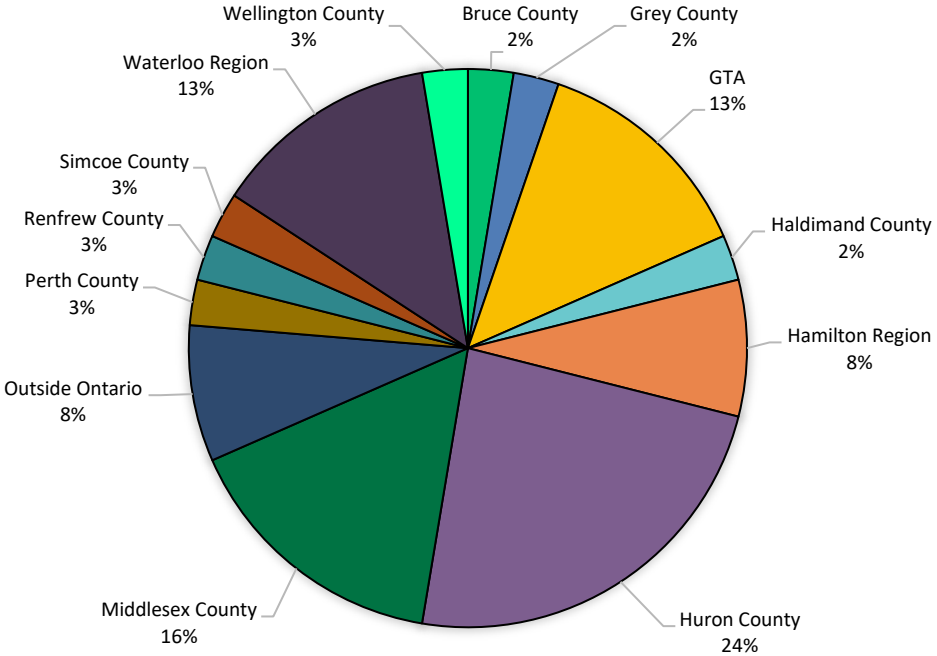


Powered by SurveyMonkey

## Q4: Please provide your postal code:



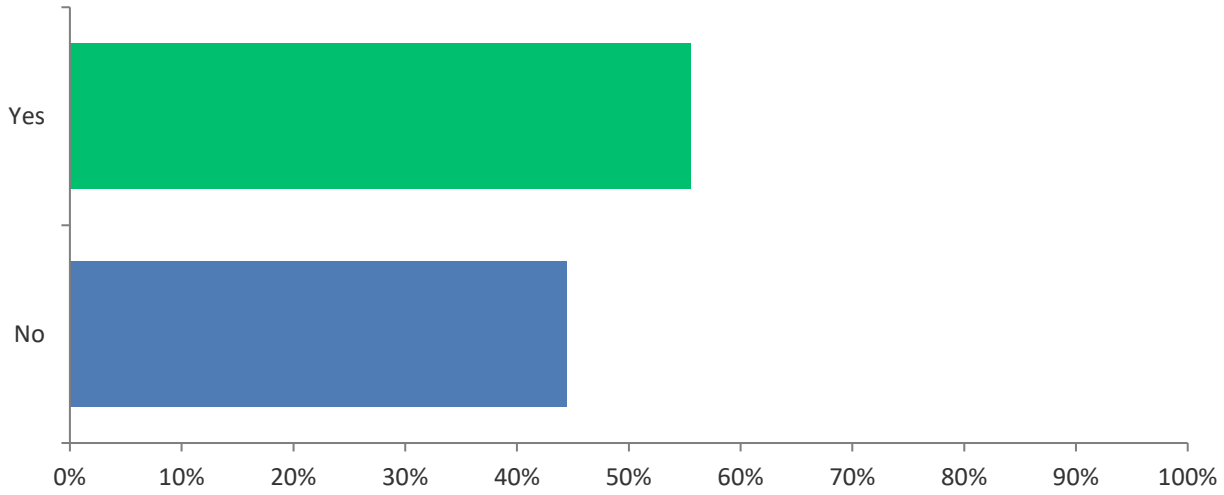

## Q5: If you have lived/owned property in the Town of Goderich for less than 2 years, where did you live previously?






Powered by SurveyMonkey

# Q6: Do you know that the Town of Goderich has an Asset Management Plan?

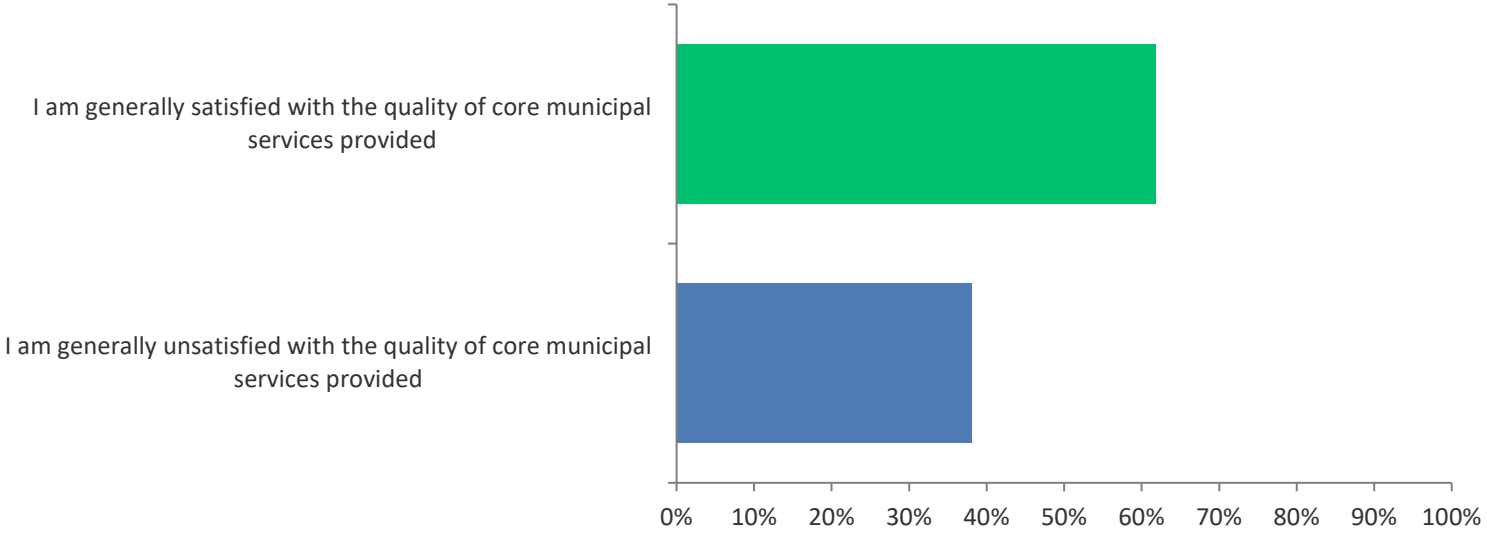



| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Yes | 55.56% | 280 |
| No | 44.44% | 224 |
| **TOTAL** | | 504 |



Powered by SurveyMonkey

## Q7: Which of the following statements best describes your daily experiences with core municipal services (e.g., road, sidewalk and storm sewer condition, snow removal, pothole repairs, etc.)?

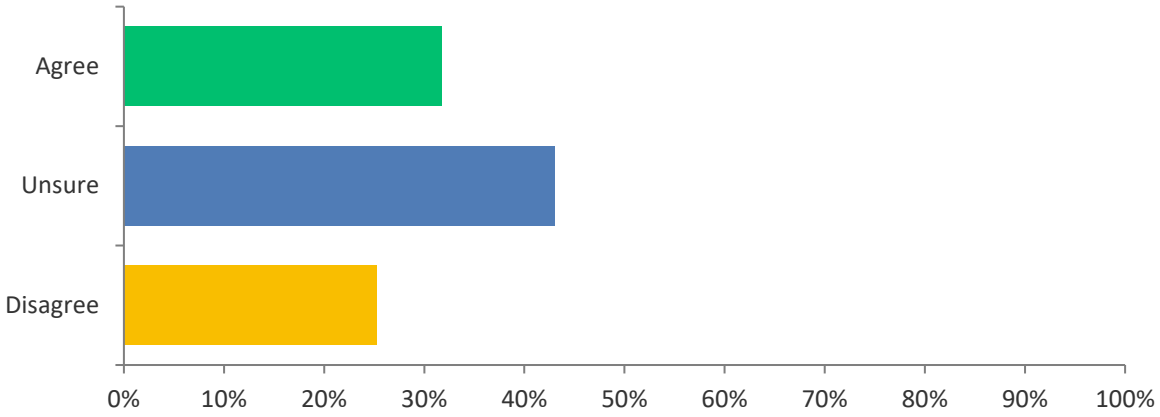



| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| I am generally satisfied with the quality of core municipal services provided | 61.90% | 312 |
| I am generally unsatisfied with the quality of core municipal services provided | 38.10% | 192 |
| TOTAL | | 504 |



Powered by SurveyMonkey

**Q8: What is your opinion of the following statement regarding core municipal services (e.g., road, sidewalk and storm sewer condition, snow removal, pothole repairs, etc.):**
***"The Town of Goderich is making the right infrastructure investments for its current residents."***

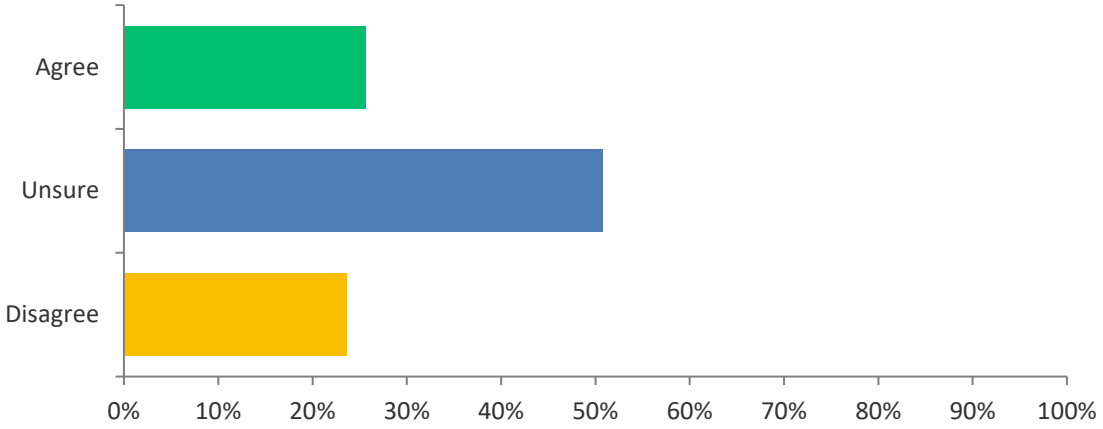



| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Agree | 31.75% | 160 |
| Unsure | 43.06% | 217 |
| Disagree | 25.20% | 127 |
| **TOTAL** | | 504 |



Powered by SurveyMonkey

**Q9: What is your opinion of the following statement regarding core municipal services (e.g., road, sidewalk and storm sewer condition, snow removal, pothole repairs, etc.):**
***"The Town of Goderich is making the right infrastructure investments for the future."***

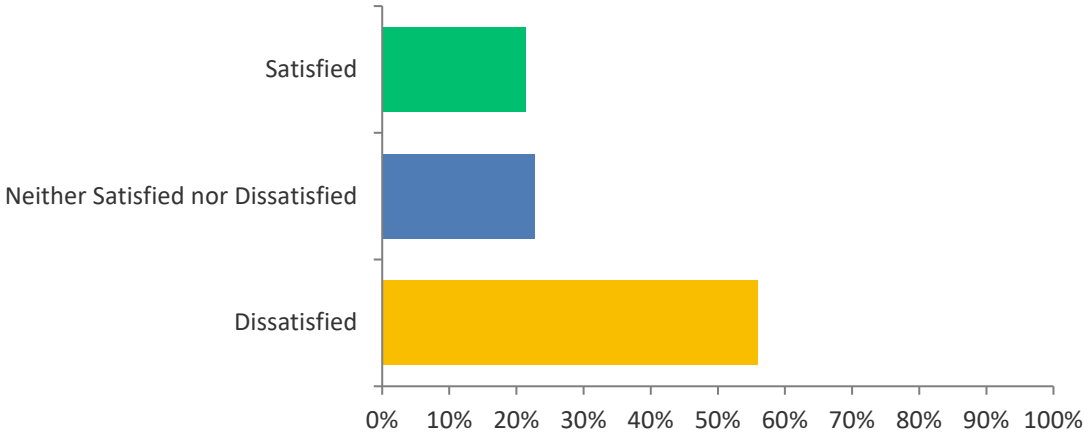



| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Agree | 25.60% | 129 |
| Unsure | 50.79% | 256 |
| Disagree | 23.61% | 119 |
| **TOTAL** | | 504 |



Powered by SurveyMonkey

# Q10: How satisfied are you with the current pavement conditions within the Town of Goderich?

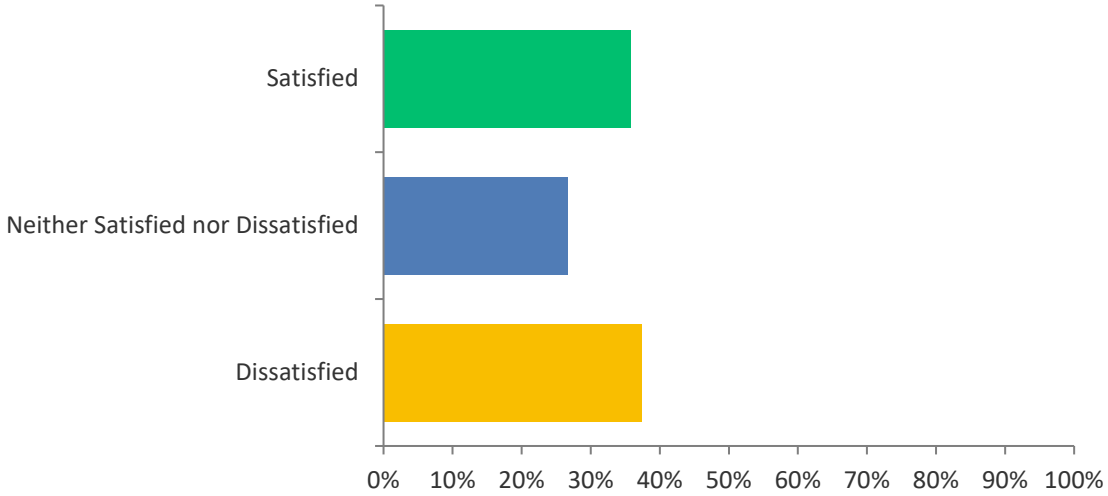



| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Satisfied | 21.33% | 106 |
| Neither Satisfied nor Dissatisfied | 22.74% | 113 |
| Dissatisfied | 55.94% | 278 |
| **TOTAL** | | 497 |



Powered by SurveyMonkey

## Q11: How satisfied are you with the current road maintenance service (e.g., snow removal, pothole repairs, etc.) within the Town of Goderich?

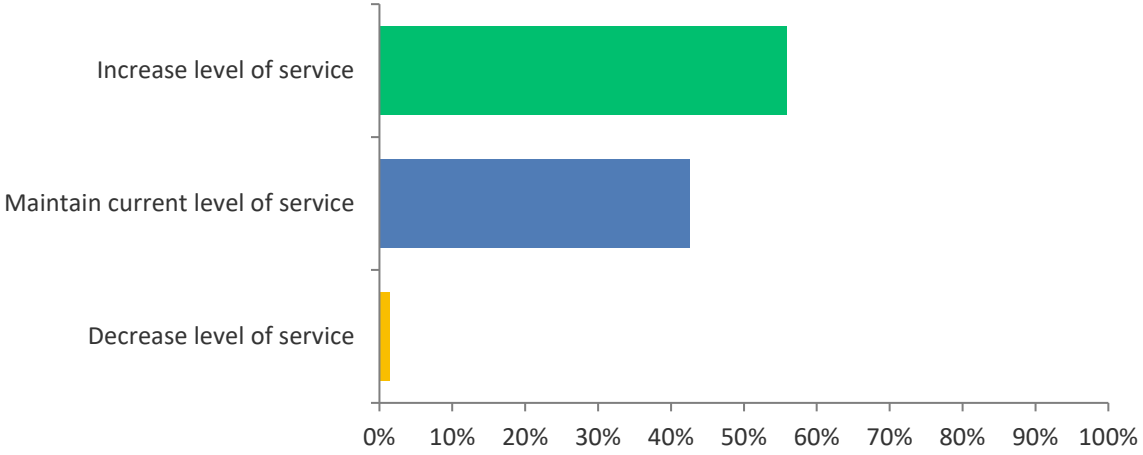



| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Satisfied | 35.81% | 178 |
| Neither Satisfied nor Dissatisfied | 26.76% | 133 |
| Dissatisfied | 37.42% | 186 |
| TOTAL | | 497 |



Powered by SurveyMonkey

## Q12: In your opinion, should the level of service of the Town's Road Network increase, decrease or remain the same? Please keep in mind that maintaining current service levels will likely result in a slight increase in funding due to inflation.

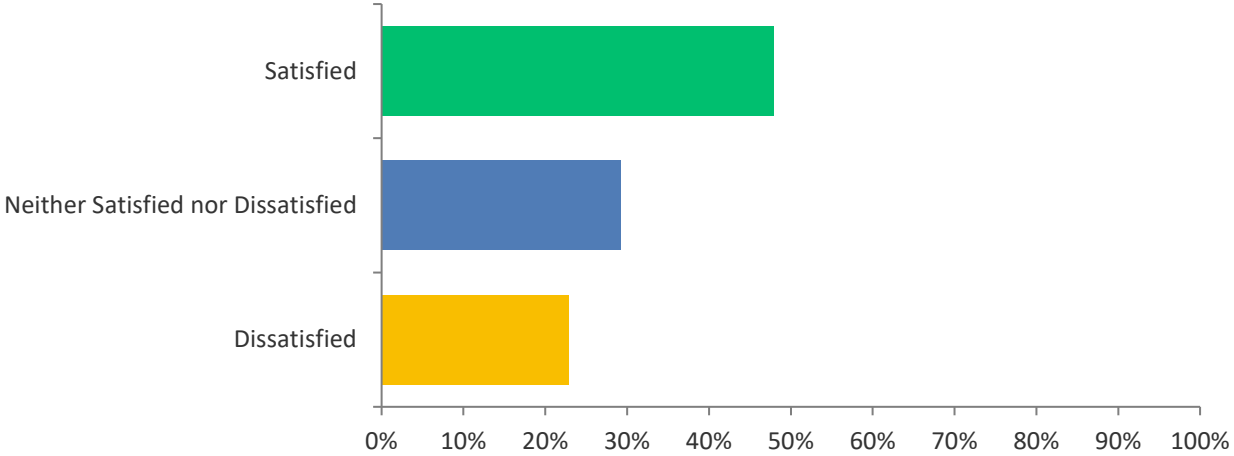



| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Increase level of service | 55.94% | 278 |
| Maintain current level of service | 42.66% | 212 |
| Decrease level of service | 1.41% | 7 |
| **TOTAL** | | 497 |



Powered by SurveyMonkey

## Q13: How satisfied are you with the current sidewalk conditions (e.g., cracking, stresses) within the Town of Goderich?

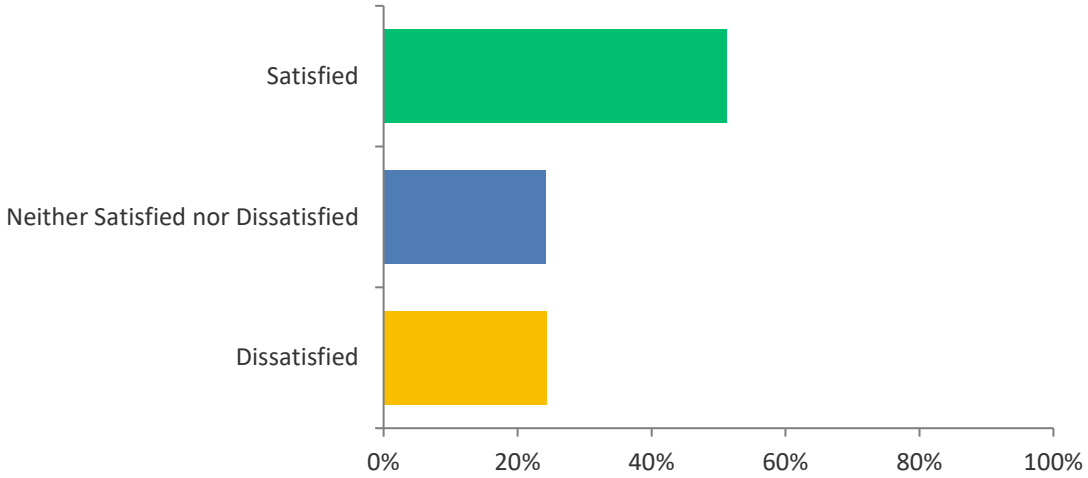



| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Satisfied | 47.88% | 237 |
| Neither Satisfied nor Dissatisfied | 29.29% | 145 |
| Dissatisfied | 22.83% | 113 |
| **TOTAL** | | 495 |



Powered by SurveyMonkey

## Q14: How satisfied are you with the current sidewalk maintenance service (e.g., snow removal and general sidewalk maintenance) within the Town of Goderich?

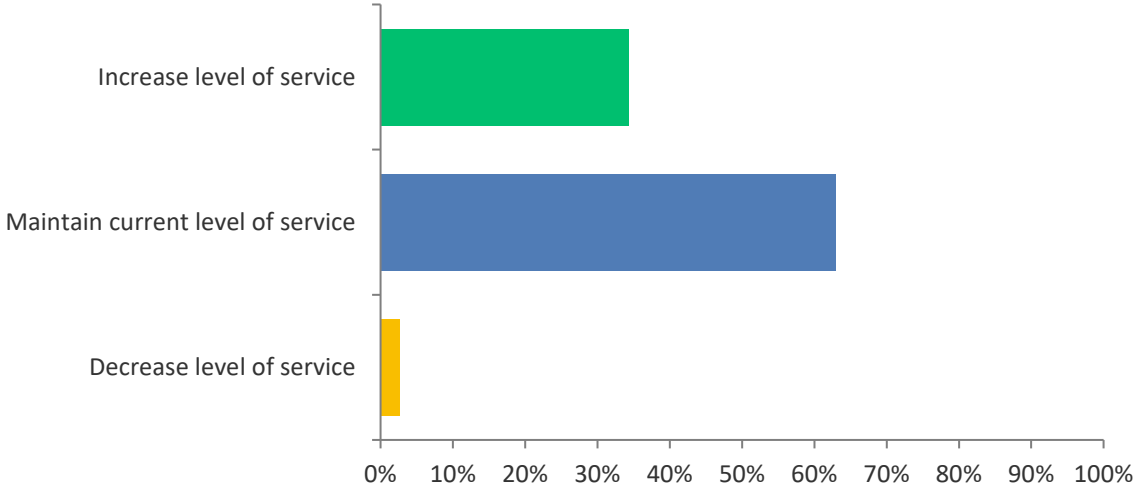



| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Satisfied | 51.31% | 254 |
| Neither Satisfied nor Dissatisfied | 24.24% | 120 |
| Dissatisfied | 24.44% | 121 |
| **TOTAL** | | 495 |



Powered by SurveyMonkey

## Q15: In your opinion, should the level of service of the municipality's Sidewalk Network increase, decrease or remain the same? Please keep in mind that maintaining current service levels will likely result in a slight increase in funding due to inflation.

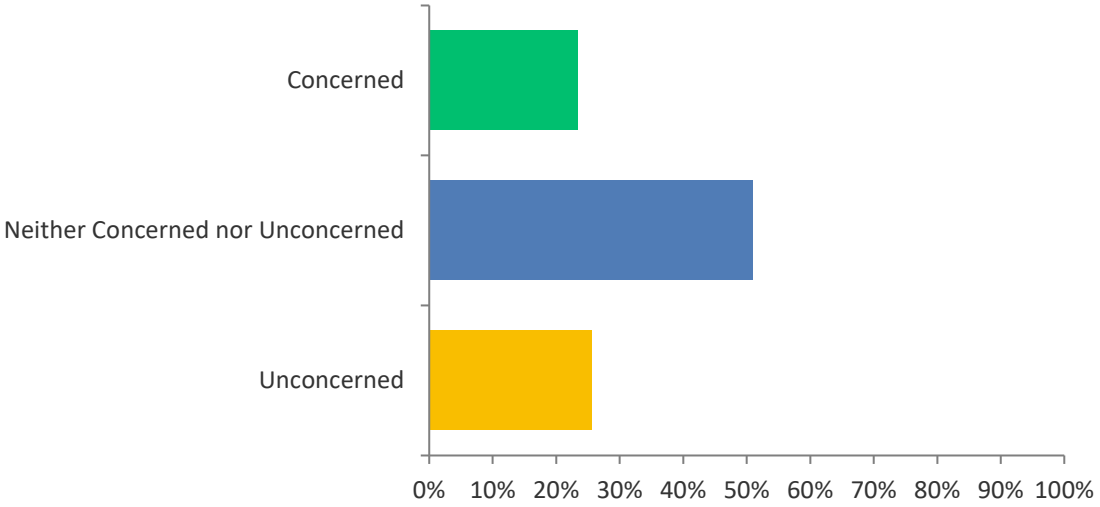



| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Increase level of service | 34.34% | 170 |
| Maintain current level of service | 63.03% | 312 |
| Decrease level of service | 2.63% | 13 |
| TOTAL | | 495 |



Powered by SurveyMonkey

## Q16: How concerned are you about the condition of stormwater management infrastructure (e.g., catch basins, stormwater management ponds) within the Town of Goderich?

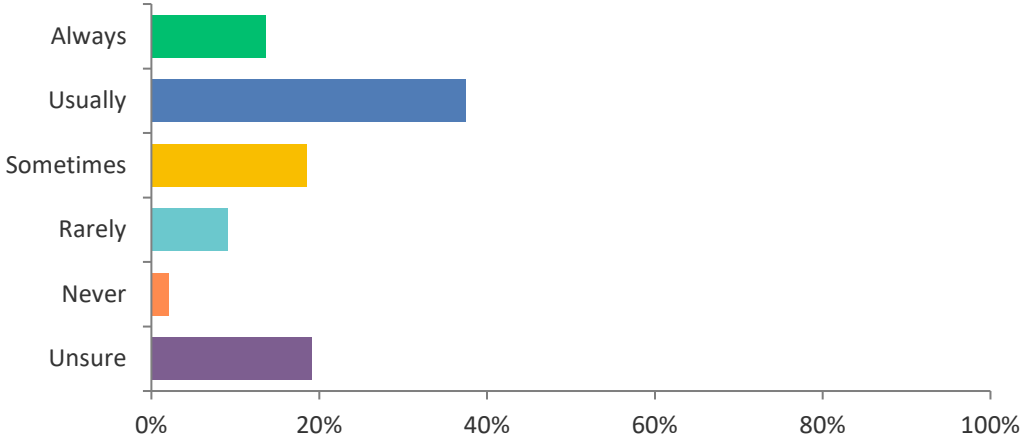



| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Concerned | 23.42% | 115 |
| Neither Concerned nor Unconcerned | 50.92% | 250 |
| Unconcerned | 25.66% | 126 |
| **TOTAL** | | 491 |



Powered by SurveyMonkey

# Q17: How frequently are the catch basins in your neighbourhood clear of debris during the fall and spring seasons?

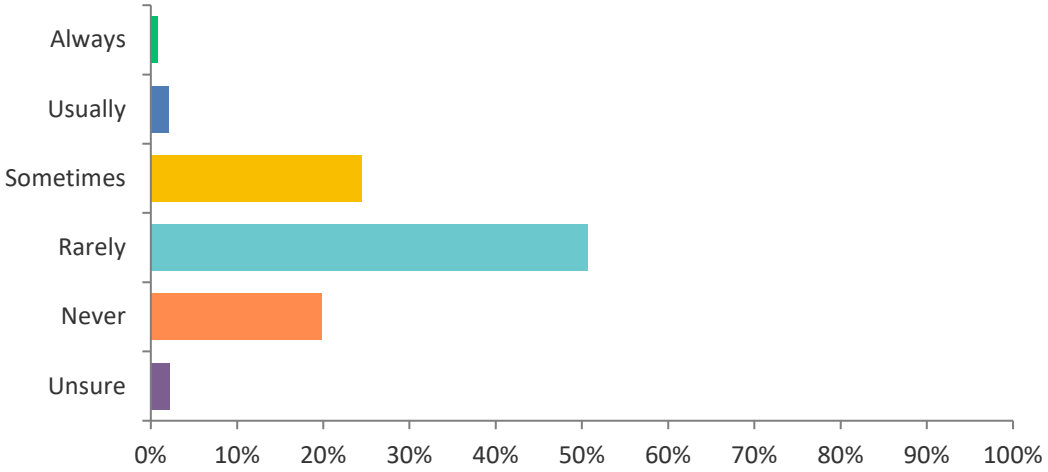



| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Always | 13.65% | 67 |
| Usually | 37.47% | 184 |
| Sometimes | 18.53% | 91 |
| Rarely | 9.16% | 45 |
| Never | 2.04% | 10 |
| Unsure | 19.14% | 94 |
| **TOTAL** | | 491 |



Powered by SurveyMonkey

# Q18: How often do you see flooding of roads in the Town of Goderich?

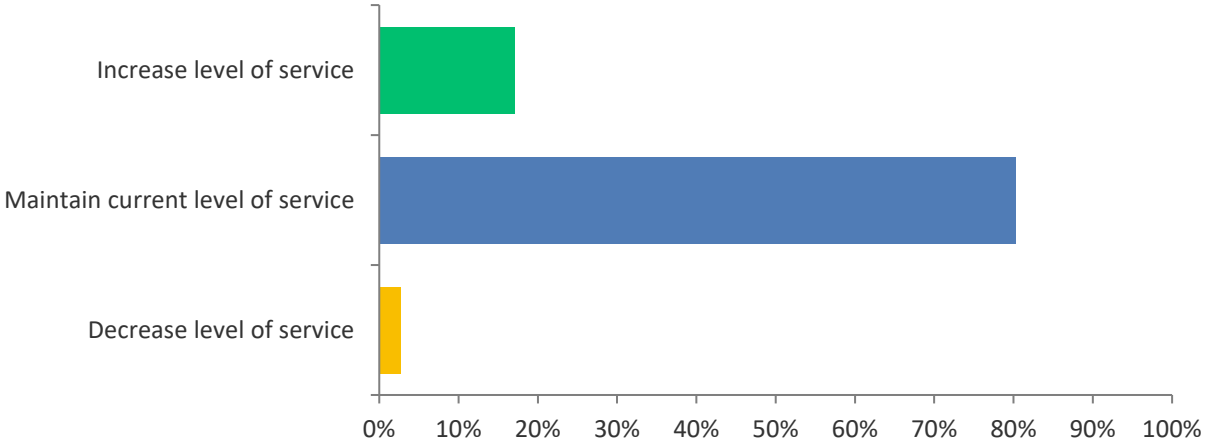



| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Always | 0.81% | 4 |
| Usually | 2.04% | 10 |
| Sometimes | 24.44% | 120 |
| Rarely | 50.71% | 249 |
| Never | 19.76% | 97 |
| Unsure | 2.24% | 11 |
| TOTAL | | 491 |



Powered by SurveyMonkey

## Q19: In your opinion, should the level of service of the Town's Storm Network increase, decrease or remain the same? Please keep in mind that maintaining current service levels will likely result in a slight increase in funding due to inflation.




| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Increase level of service | 17.11% | 84 |
| Maintain current level of service | 80.24% | 394 |
| Decrease level of service | 2.65% | 13 |
| **TOTAL** | | 491 |



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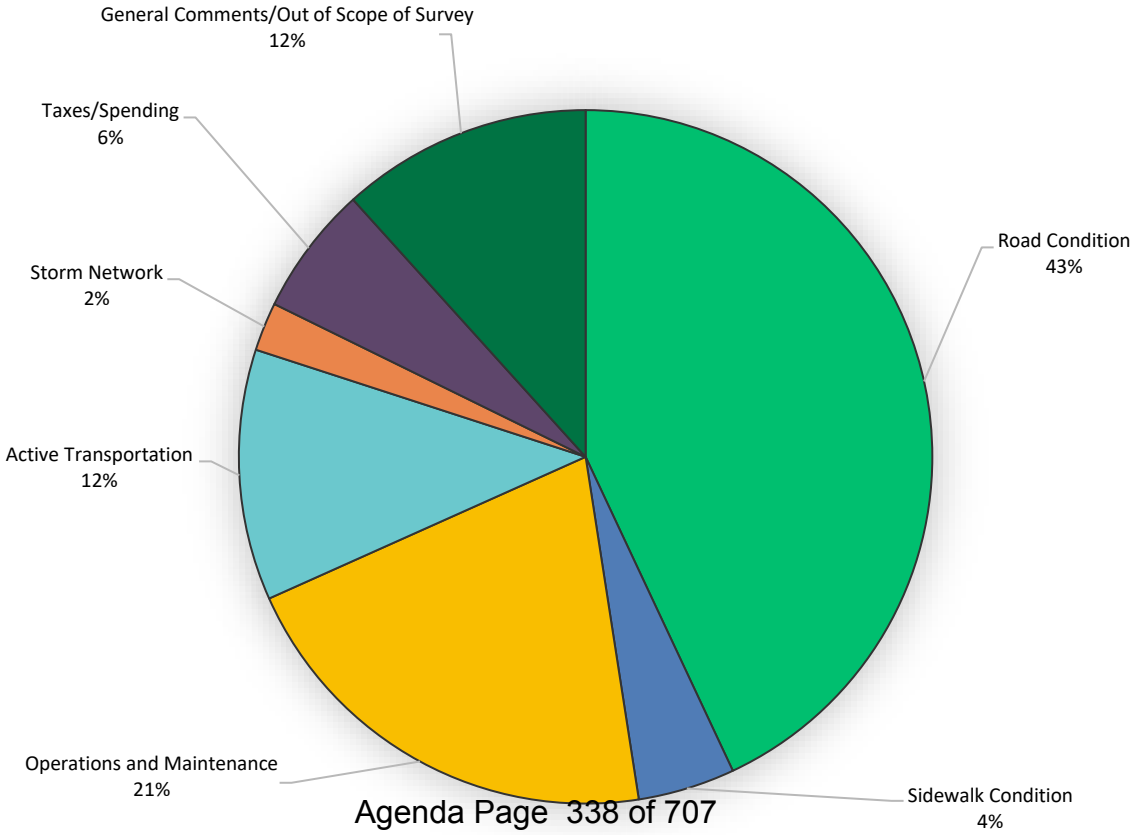
## Q20: Is there anything else you would like to comment on with respect to the Town's core infrastructure (e.g., road network, sidewalk network, storm network)?



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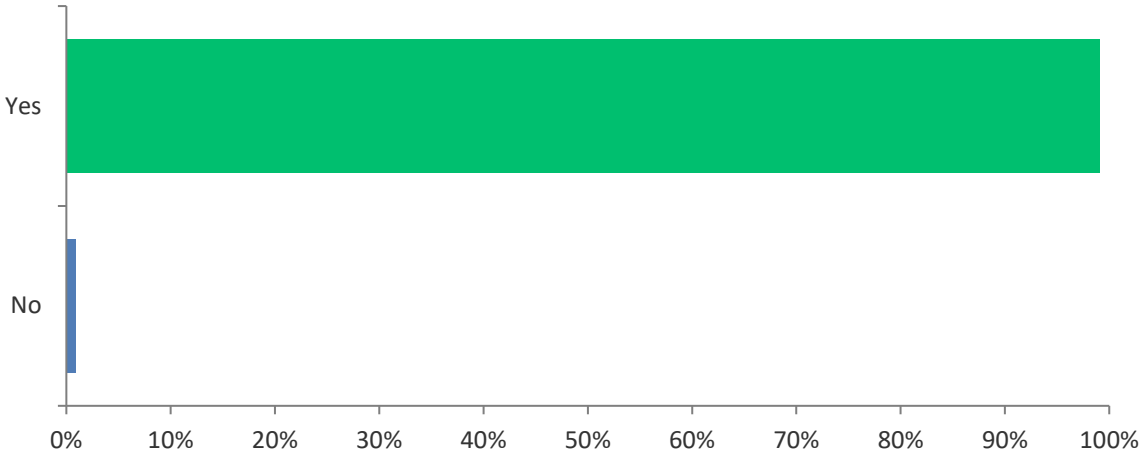
# Town of Goderich Municipal Levels of Service Public Engagement Survey for Non-Core Infrastructure Assets

Tuesday, May 20, 2025



Powered by SurveyMonkey

# Q1: Are you a resident/property owner within the Town of Goderich?0

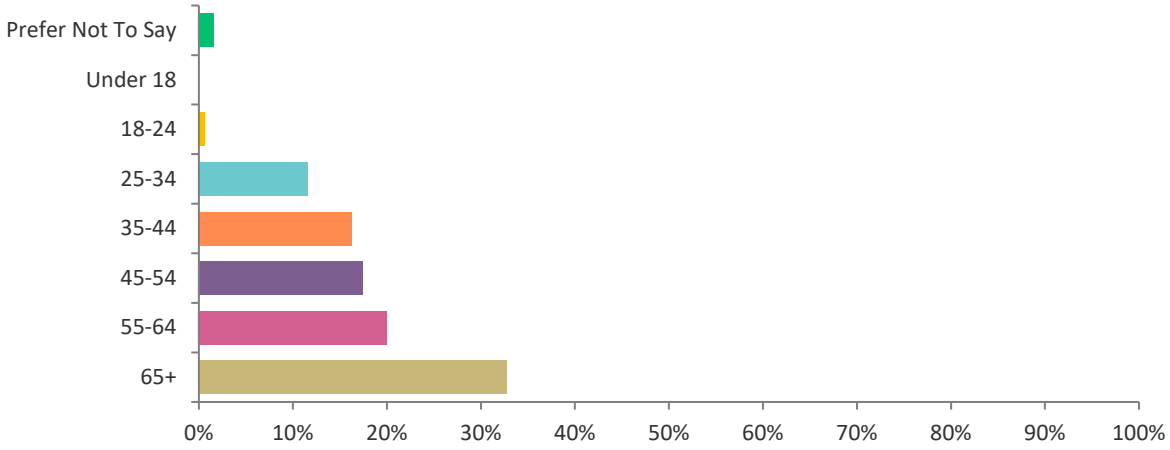



| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Yes | 99.07% | 318 |
| No | 0.93% | 3 |
| **TOTAL** | | 321 |



Powered by SurveyMonkey

# Q2: Please select your age range:




| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Prefer Not To Say | 1.56% | 5 |
| Under 18 | 0.00% | 0 |
| 18-24 | 0.62% | 2 |
| 25-34 | 11.53% | 37 |
| 35-44 | 16.20% | 52 |
| 45-54 | 17.45% | 56 |
| 55-64 | 19.94% | 64 |
| 65+ | 32.71% | 105 |
| **TOTAL** | | 321 |



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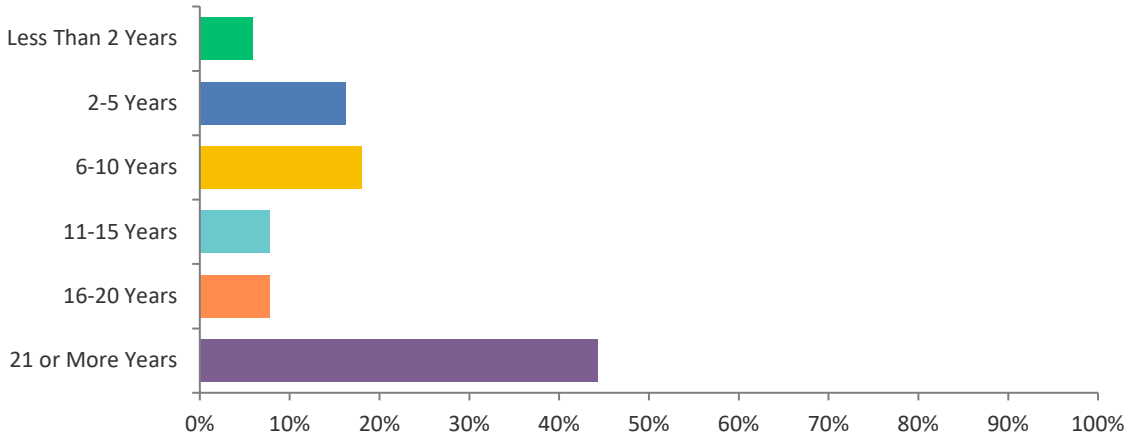
# Q3: How long have you lived/owned property in the Town of Goderich?




| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Less Than 2 Years | 5.92% | 19 |
| 2-5 Years | 16.20% | 52 |
| 6-10 Years | 18.07% | 58 |
| 11-15 Years | 7.79% | 25 |
| 16-20 Years | 7.79% | 25 |
| 21 or More Years | 44.24% | 142 |
| TOTAL | | 321 |



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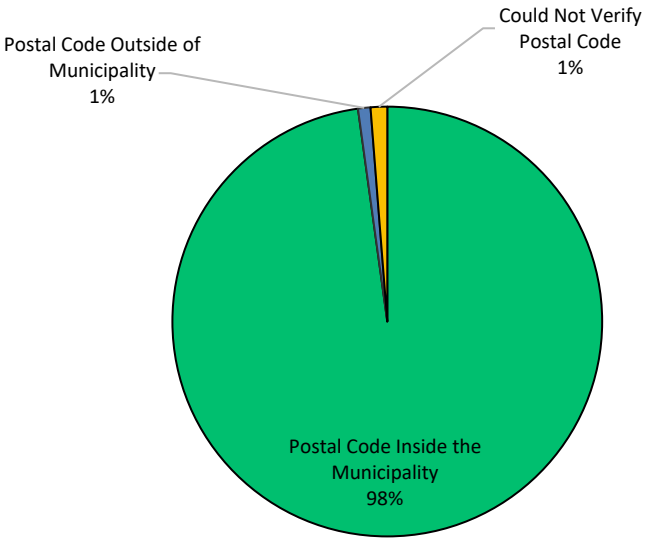
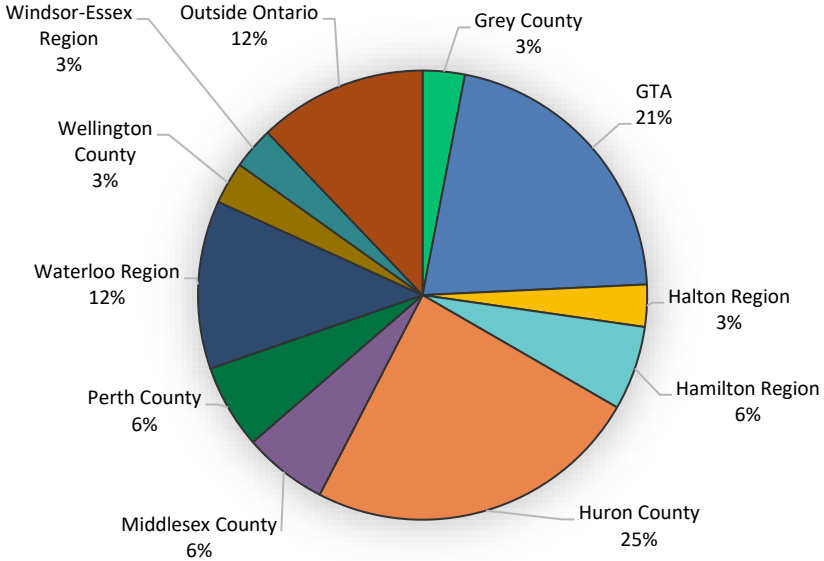
## Q4: Please provide your postal code:



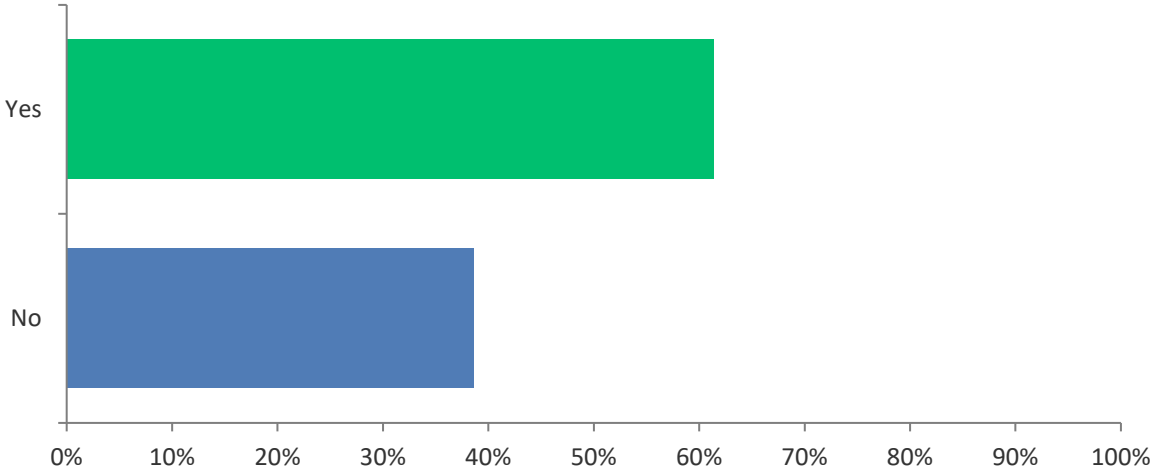

## Q5: If you have lived/owned property in the Town of Goderich for less than 2 years, where did you live previously?






Powered by SurveyMonkey

# Q6: Do you know that the Town of Goderich has an Asset Management Plan?




| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Yes | 61.37% | 197 |
| No | 38.63% | 124 |
| **TOTAL** | | 321 |



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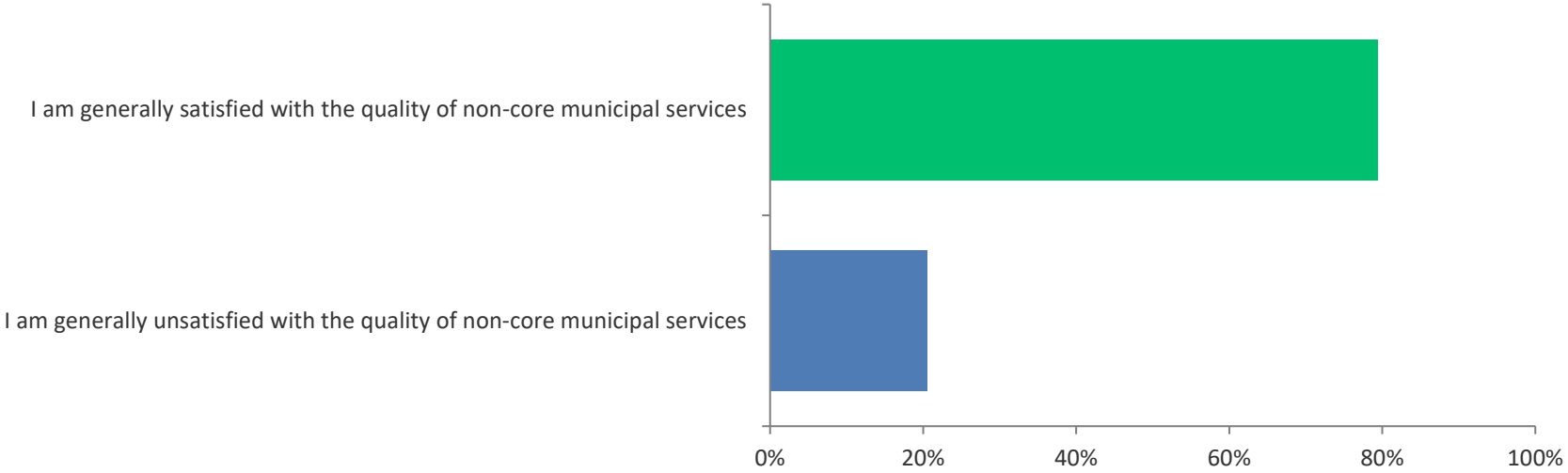
## Q7: Which of the following statements best describes your daily experiences with non-core municipal services (e.g., municipal facilities, community services, administrative services, etc.)?




| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| I am generally satisfied with the quality of non-core municipal services | 79.44% | 255 |
| I am generally unsatisfied with the quality of non-core municipal services | 20.56% | 66 |
| **TOTAL** | | 321 |



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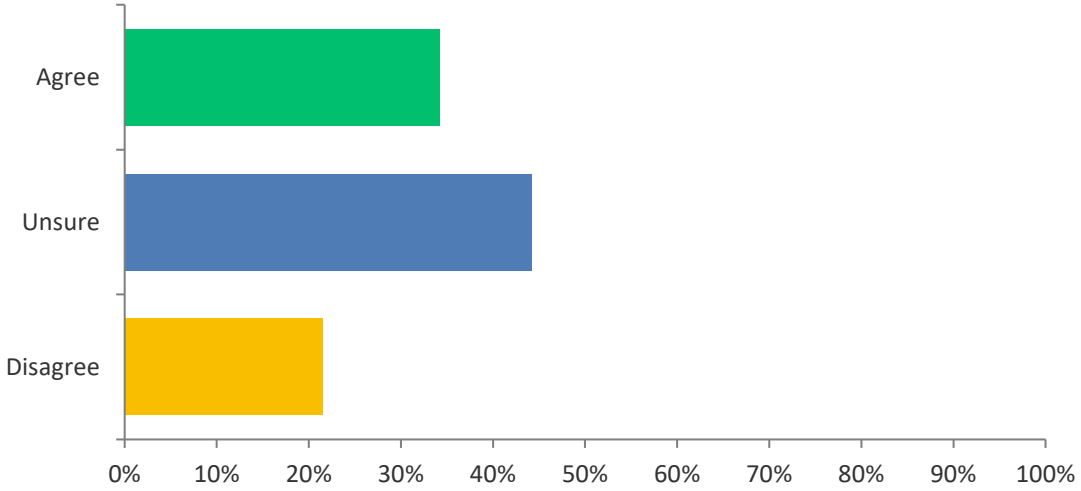
**Q8: What is your opinion of the following statement regarding non-core municipal services (e.g., municipal facilities, community services, administrative services, etc.):**
***"The Town of Goderich is making the right infrastructure investments for its current residents."***




| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Agree | 34.27% | 110 |
| Unsure | 44.24% | 142 |
| Disagree | 21.50% | 69 |
| **TOTAL** | | 321 |



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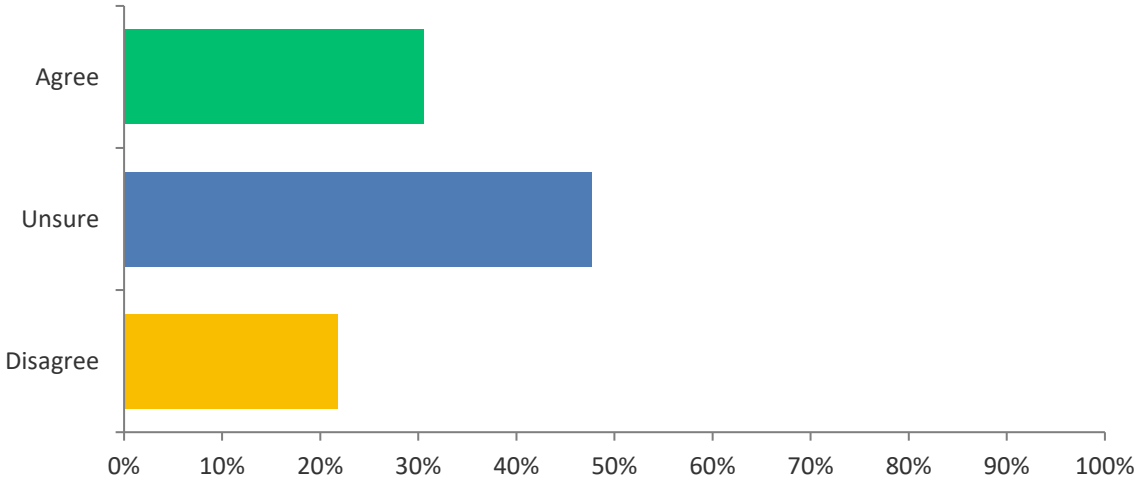
**Q9: What is your opinion of the following statement regarding non-core municipal services (e.g., municipal facilities, community services, administrative services, etc.):**
***"The Town of Goderich is making the right infrastructure investments for the future."***

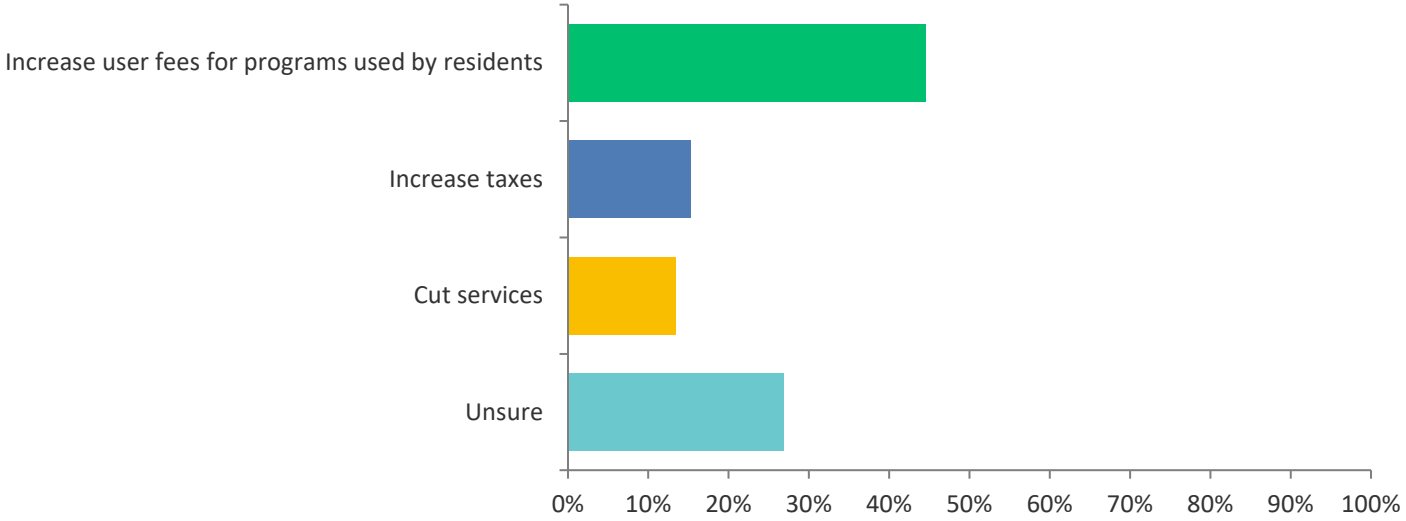



| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Agree | 30.53% | 98 |
| Unsure | 47.66% | 153 |
| Disagree | 21.81% | 70 |
| **TOTAL** | | 321 |



Powered by SurveyMonkey

## Q10: What options do you believe the Town of Goderich should pursue to pay for the increasing costs of non-core municipal services (e.g., municipal facilities, community services, administrative services, etc.)?

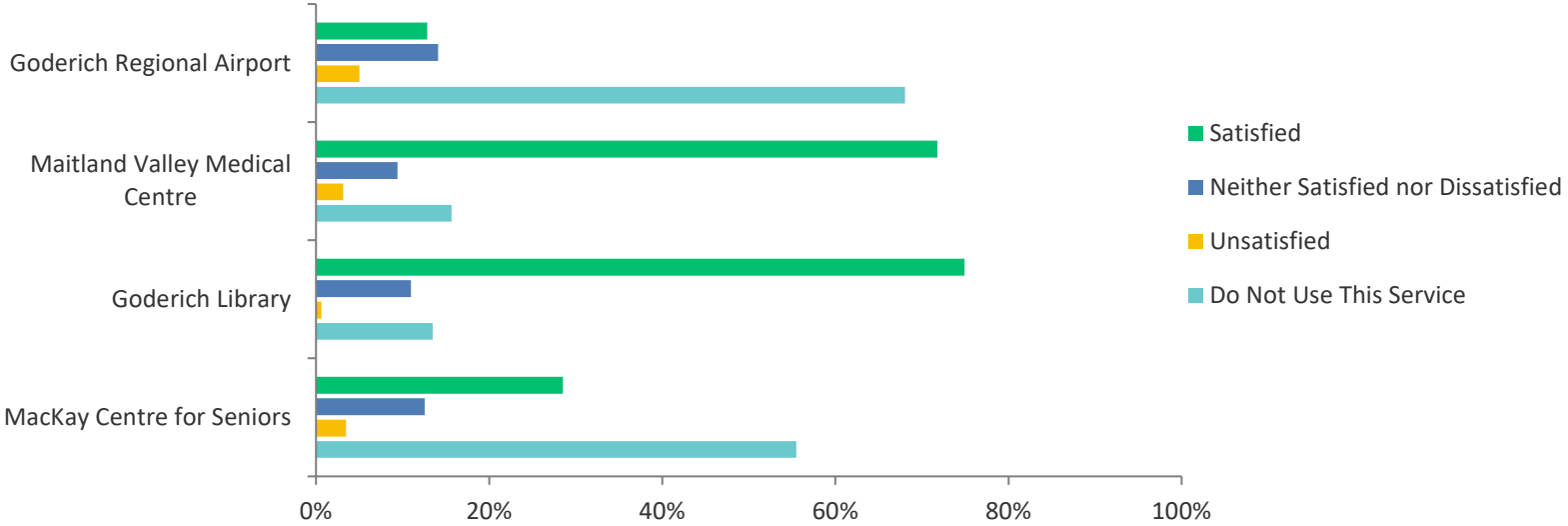



| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Increase user fees for programs used by residents | 44.55% | 143 |
| Increase taxes | 15.26% | 49 |
| Cut services | 13.40% | 43 |
| Unsure | 26.79% | 86 |
| TOTAL | | 321 |



Powered by SurveyMonkey

# Q11: How satisfied are you with the overall physical condition of the following municipal facilities?

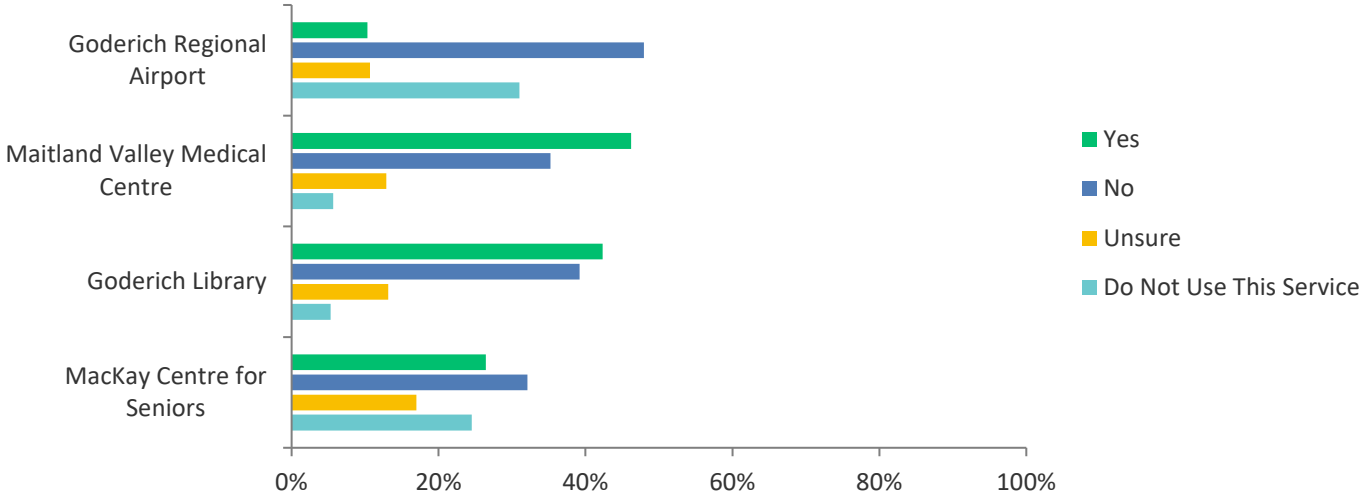



| | SATISFIED | NEITHER SATISFIED NOR DISSATISFIED | UNSATISFIED | DO NOT USE THIS SERVICE | TOTAL |
|---|---|---|---|---|---|
| Goderich Regional Airport | 12.85%<br>41 | 14.11%<br>45 | 5.02%<br>16 | 68.03%<br>217 | 319 |
| Maitland Valley Medical Centre | 71.79%<br>229 | 9.40%<br>30 | 3.13%<br>10 | 15.67%<br>50 | 319 |
| Goderich Library | 74.92%<br>239 | 10.97%<br>35 | 0.63%<br>2 | 13.48%<br>43 | 319 |
| MacKay Centre for Seniors | 28.53%<br>91 | 12.54%<br>40 | 3.45%<br>11 | 55.49%<br>177 | 319 |



Powered by SurveyMonkey

# Q12: Would you support an increase in taxation to improve the overall physical condition of the following municipal facilities?

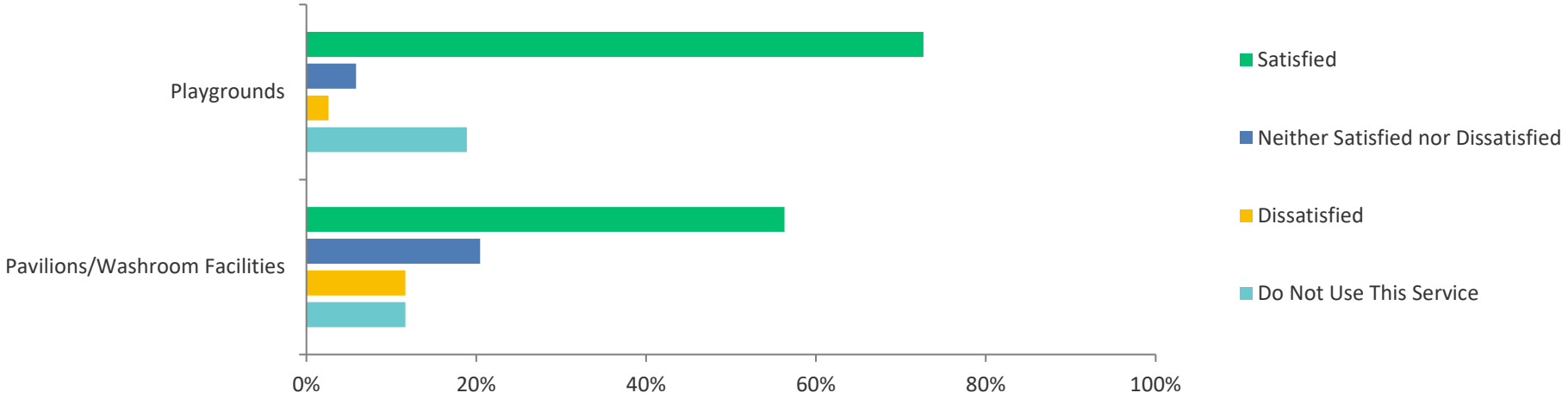



| | YES | NO | UNSURE | DO NOT USE THIS SERVICE | TOTAL |
|---|---|---|---|---|---|
| Goderich Regional Airport | 10.34%<br>33 | 47.96%<br>153 | 10.66%<br>34 | 31.03%<br>99 | 319 |
| Maitland Valley Medical Centre | 46.23%<br>147 | 35.22%<br>112 | 12.89%<br>41 | 5.66%<br>18 | 318 |
| Goderich Library | 42.32%<br>135 | 39.18%<br>125 | 13.17%<br>42 | 5.33%<br>17 | 319 |
| MacKay Centre for Seniors | 26.42%<br>84 | 32.08%<br>102 | 16.98%<br>54 | 24.53%<br>78 | 318 |



Powered by SurveyMonkey

## Q13: How satisfied are you with the overall physical condition of the park assets located at the waterfront?

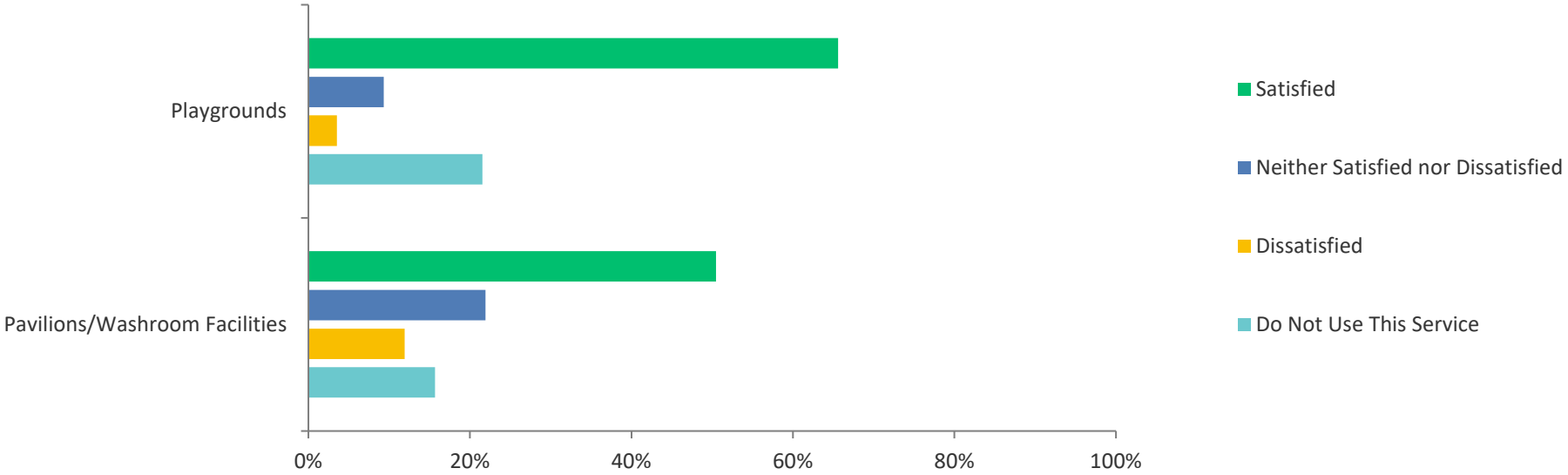



| | SATISFIED | NEITHER SATISFIED NOR DISSATISFIED | DISSATISFIED | DO NOT USE THIS SERVICE | TOTAL |
|---|---|---|---|---|---|
| Playgrounds | 72.64%<br>223 | 5.86%<br>18 | 2.61%<br>8 | 18.89%<br>58 | 307 |
| Pavilions/Washroom Facilities | 56.29%<br>179 | 20.44%<br>65 | 11.64%<br>37 | 11.64%<br>37 | 318 |



Powered by SurveyMonkey

## Q14: How satisfied are you with the overall physical condition of the park assets located throughout the Town of Goderich (excluding those located at the waterfront)?

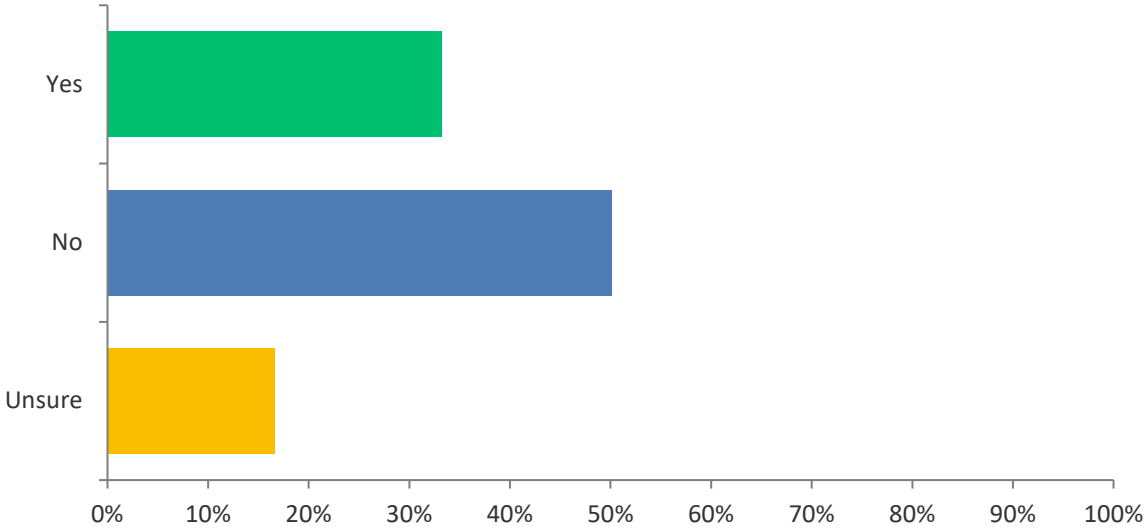



| | SATISFIED | NEITHER SATISFIED NOR DISSATISFIED | DISSATISFIED | DO NOT USE THIS SERVICE | TOTAL |
|---|---|---|---|---|---|
| Playgrounds | 65.59%<br>204 | 9.32%<br>29 | 3.54%<br>11 | 21.54%<br>67 | 311 |
| Pavilions/Washroom Facilities | 50.47%<br>161 | 21.94%<br>70 | 11.91%<br>38 | 15.67%<br>50 | 319 |



Powered by SurveyMonkey

## Q15: Would you support an increase in taxation to improve the overall physical condition of outdoor facilities (e.g., parks, pavilions, playgrounds)?

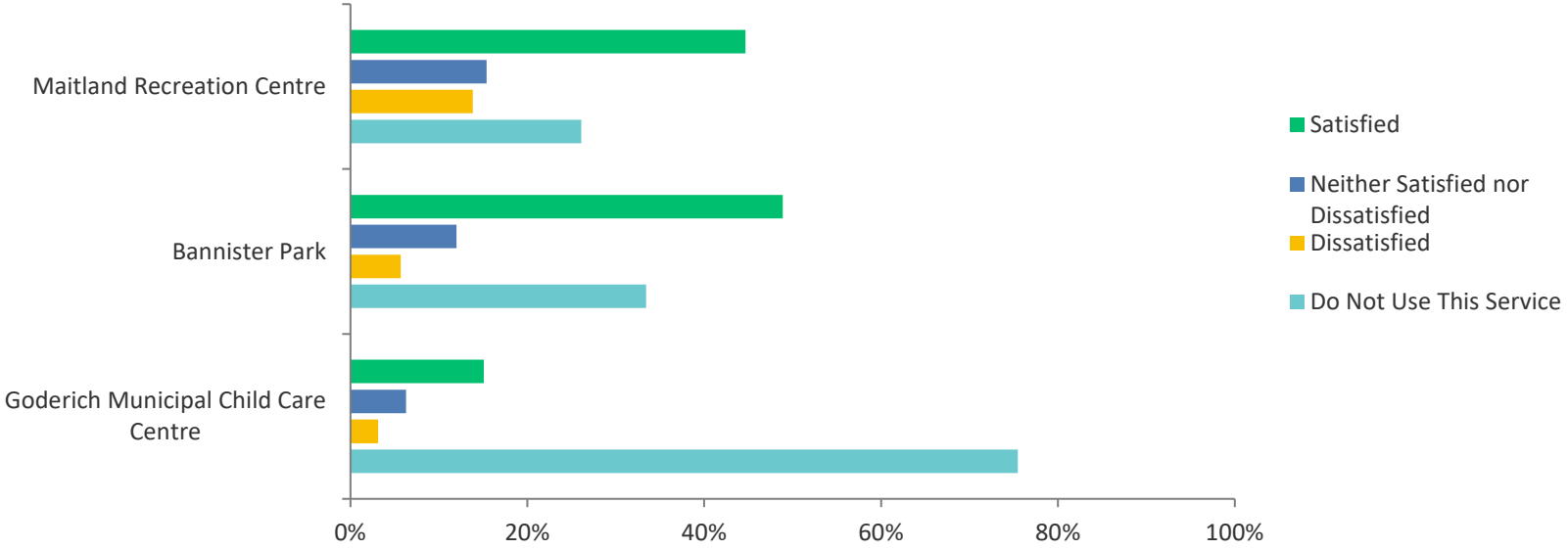



| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Yes | 33.23% | 106 |
| No | 50.16% | 160 |
| Unsure | 16.61% | 53 |
| **TOTAL** | | 319 |



Powered by SurveyMonkey

# Q16: How satisfied are you with the physical condition of the following community service facilities?




| | SATISFIED | NEITHER SATISFIED NOR DISSATISFIED | DISSATISFIED | DO NOT USE THIS SERVICE | TOTAL |
|---|---|---|---|---|---|
| Maitland Recreation Centre | 44.65%<br>142 | 15.41%<br>49 | 13.84%<br>44 | 26.10%<br>83 | 318 |
| Bannister Park | 48.90%<br>155 | 11.99%<br>38 | 5.68%<br>18 | 33.44%<br>106 | 317 |
| Goderich Municipal Child Care Centre | 15.09%<br>48 | 6.29%<br>20 | 3.14%<br>10 | 75.47%<br>240 | 318 |



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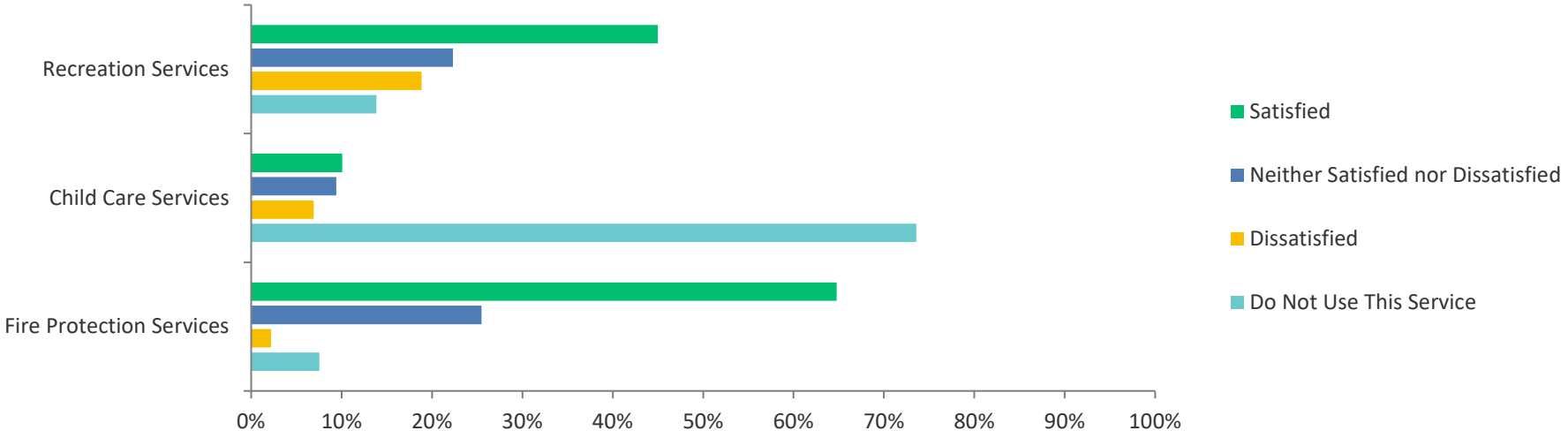
# Q17: How satisfied are you with the availability of the following community services?




| | SATISFIED | NEITHER SATISFIED NOR DISSATISFIED | DISSATISFIED | DO NOT USE THIS SERVICE | TOTAL |
|---|---|---|---|---|---|
| Recreation Services | 44.97%<br>143 | 22.33%<br>71 | 18.87%<br>60 | 13.84%<br>44 | 318 |
| Child Care Services | 10.06%<br>32 | 9.43%<br>30 | 6.92%<br>22 | 73.58%<br>234 | 318 |
| Fire Protection Services | 64.78%<br>206 | 25.47%<br>81 | 2.20%<br>7 | 7.55%<br>24 | 318 |



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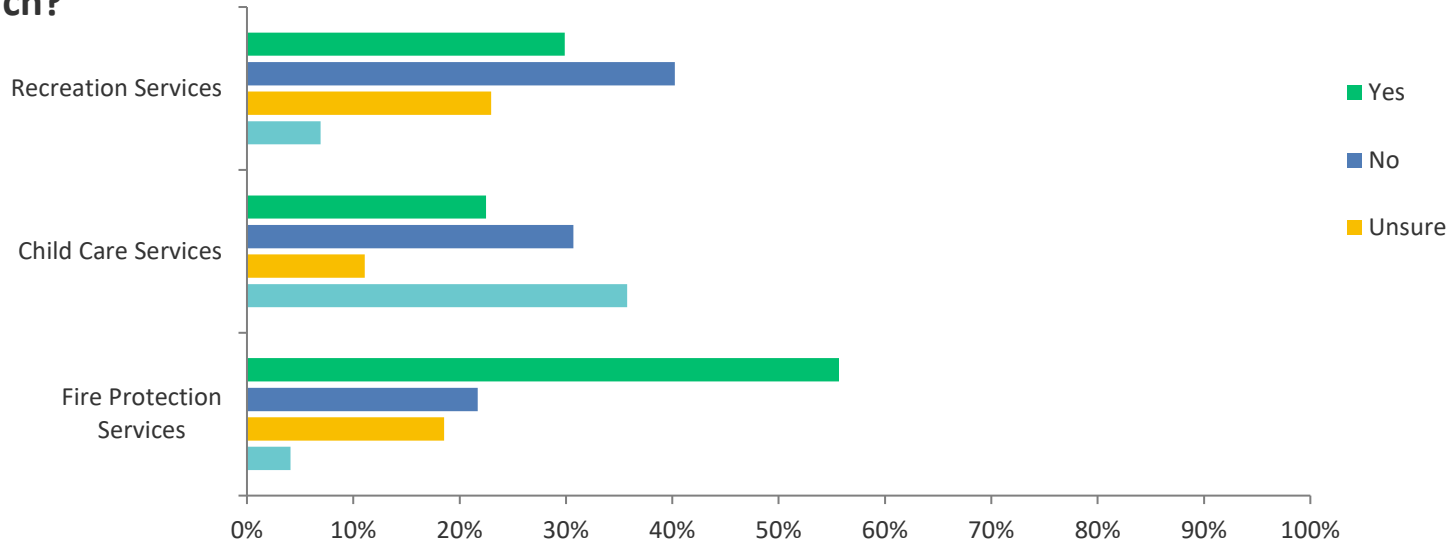
# Q18: Would you support an increase in taxation to improve community services within the Town of Goderich?




| | YES | NO | UNSURE | DO NOT USE THIS SERVICE | TOTAL |
|---|---|---|---|---|---|
| Recreation Services | 29.87%<br>95 | 40.25%<br>128 | 22.96%<br>73 | 6.92%<br>22 | 318 |
| Child Care Services | 22.47%<br>71 | 30.70%<br>97 | 11.08%<br>35 | 35.76%<br>113 | 316 |
| Fire Protection Services | 55.66%<br>177 | 21.70%<br>69 | 18.55%<br>59 | 4.09%<br>13 | 318 |



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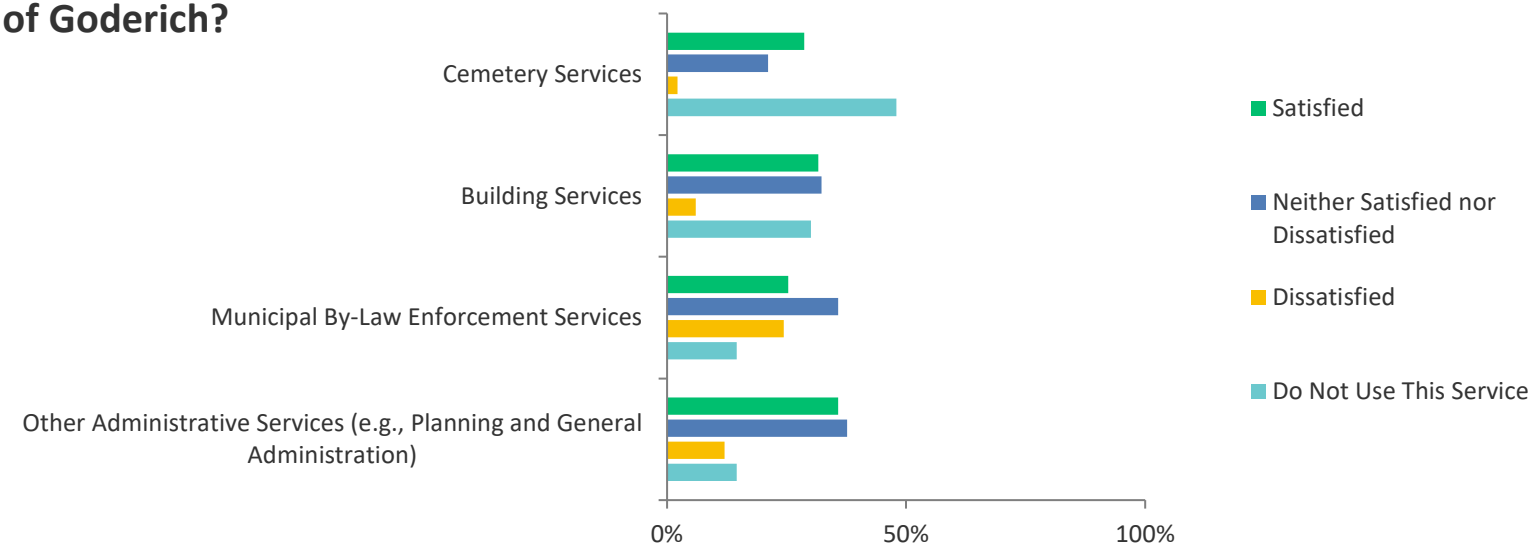
# Q19: How satisfied are you with the availability of the following administrative services provided by the Town of Goderich?

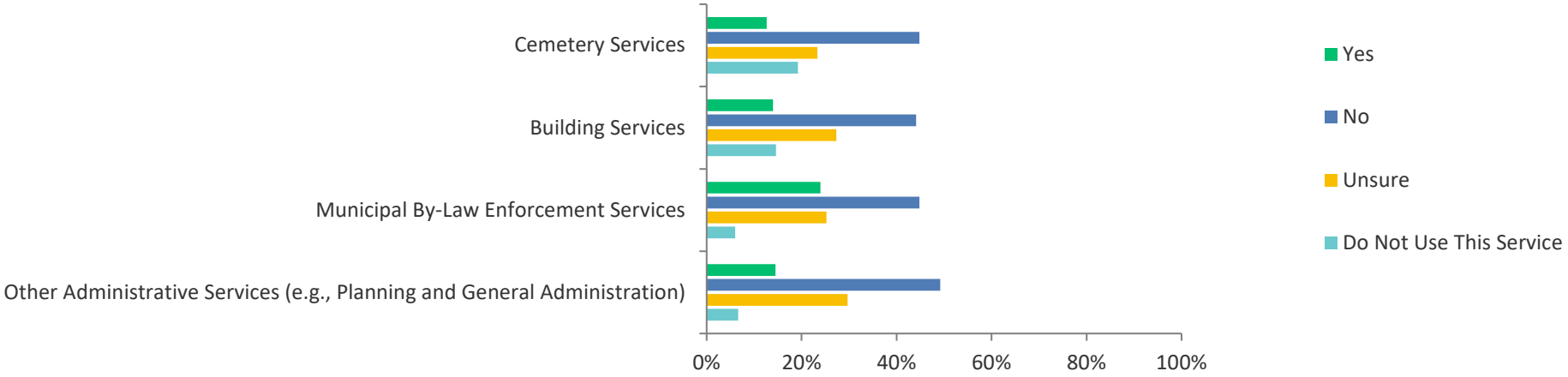



| | SATISFIED | NEITHER SATISFIED NOR DISSATISFIED | DISSATISFIED | DO NOT USE THIS SERVICE | TOTAL |
|---|---|---|---|---|---|
| Cemetery Services | 28.71%<br>91 | 21.14%<br>67 | 2.21%<br>7 | 47.95%<br>152 | 317 |
| Building Services | 31.65%<br>100 | 32.28%<br>102 | 6.01%<br>19 | 30.06%<br>95 | 316 |
| Municipal By-Law Enforcement Services | 25.32%<br>80 | 35.76%<br>113 | 24.37%<br>77 | 14.56%<br>46 | 316 |
| Other Administrative Services (e.g., Planning and General Administration) | 35.76%<br>113 | 37.66%<br>119 | 12.03%<br>38 | 14.56%<br>46 | 316 |



Powered by SurveyMonkey

# Q20: Would you support an increase in taxation to improve the below administrative services provided by the Town of Goderich?




| | YES | NO | UNSURE | DO NOT USE THIS SERVICE | TOTAL |
|---|---|---|---|---|---|
| Cemetery Services | 12.62%<br>40 | 44.79%<br>142 | 23.34%<br>74 | 19.24%<br>61 | 317 |
| Building Services | 13.97%<br>44 | 44.13%<br>139 | 27.30%<br>86 | 14.60%<br>46 | 315 |
| Municipal By-Law Enforcement Services | 23.97%<br>76 | 44.79%<br>142 | 25.24%<br>80 | 5.99%<br>19 | 317 |
| Other Administrative Services (e.g., Planning and General Administration) | 14.51%<br>46 | 49.21%<br>156 | 29.65%<br>94 | 6.62%<br>21 | 317 |



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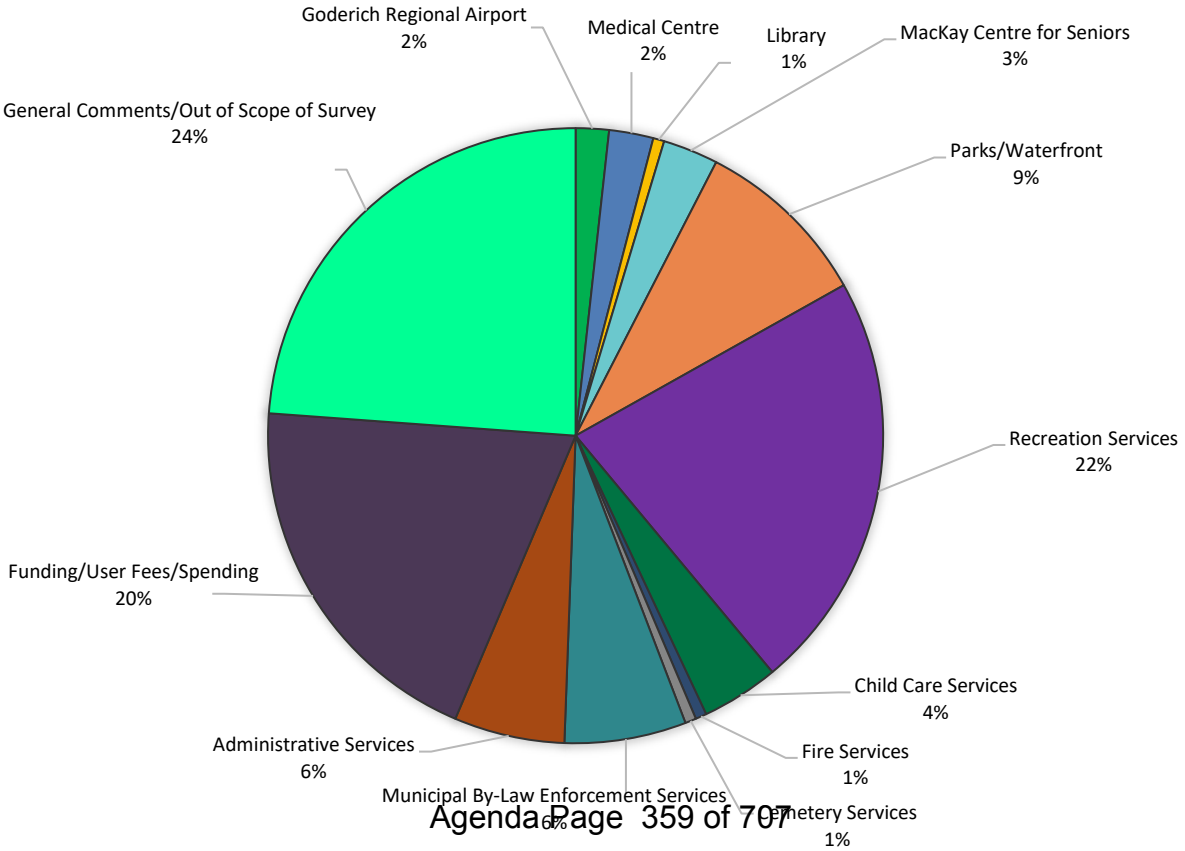
## Q21: Is there anything else you would like to comment on with respect to the municipality's non-core infrastructure assets (e.g., municipal facilities, community services, administrative services, etc.)?



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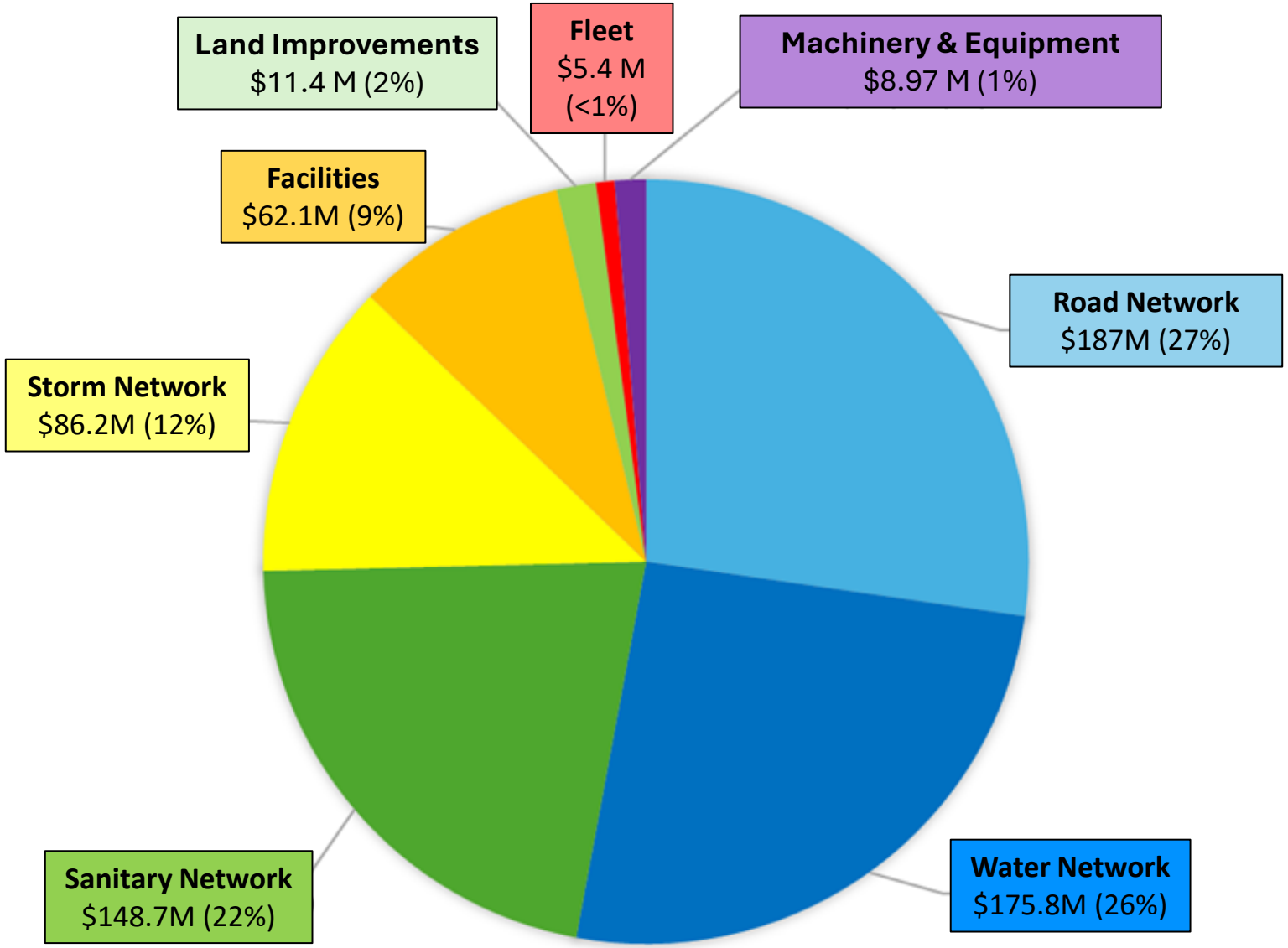
| O. Reg 588/17 Requirement | O. Reg 588/17 Section | 2025 AMP Section Reference | Status |
|---|---|---|---|
| Public engagement | S. 3(1), 12 | Section 4.1.5, Appendix C | Complete |
| Current levels of service in each asset category | S.5(2), 1(i-ii) | Appendix A and B | Complete |
| Current performance measures in each asset category | S.5(2), 2 | Appendix A and B | Complete |
| Summary of assets in each category | S.5(2), 3(i) | Sections 3.2 to 3.9 | Complete |
| Replacement cost of assets in each category | S.5(2), 3(ii) | Sections 3.2 to 3.9 | Complete |
| Average age of assets in each category | S.5(2), 3(iii) | Sections 3.2 to 3.9 | Complete |
| Condition of assets in each asset category | S.5(2), 3(iv) | Sections 3.2 to 3.9 | Complete |
| Description of the municipality's approach to assessing the condition of each asset category | S.5(2), 3(v) | Sections 3.2 to 3.9 | Complete |
| Lifecycle activities needed to maintain current levels of service | S.5(2), 4 | Sections 5.2 and 5.3 | Complete |
| Growth considerations | S.5(2), 5 | Section 2.10 | Complete |
| Proposed levels of service for next ten (10) years | S.6(1), 1(i-ii) | Sections 4.2 and 6.5 | Complete |
| Explanation of appropriateness of proposed levels of service | S.6(1), 2(i-iv) | Section 6.5 | Complete |
| Lifecycle management activities for proposed levels of service | S.6(1), 4(i) | Section 6.5 | Complete |
| Ten-year capital costs for proposed levels of service | S.6(1), 4(ii) | Section 6.6 | Complete |
| Annual funding availability projections | S.6(1), 4(iii) | Sections 6.3, 6.4, 6.5 and 6.6 | Complete |

# 2025 ASSET MANAGEMENT PLAN

GODERICH
Canada's Prettiest Town

# 2025 REPLACEMENT COST BY ASSET CATEGORY

TOTAL: $685.5M



# CONDITION AND PROPOSED LEVELS OF SERVICE

Very Good to Good
(100-80) (79-60)

Fair
(59-40)

Poor to Very Poor
(39-20) (19-0)

# CONDITION AND PROPOSED LEVELS OF SERVICE

Very Good to Good
(100-80) (79-60)

Fair
(59-40)

Poor to Very Poor
(39-20) (19-0)

Proposed Level of Service Target

**Proposed Level of Service Target: 40+** (All Asset Categories, except Roads)

**Proposed Level of Service Target for Roads:** Connecting Link (Bayfield Rd, Huron Rd, Victoria St): **50+**
Urban Collector and Semi Urban (Elgin Ave, Suncoast Dr): **40+**
Urban Local (Residential): **30+**
Low Class Bituminous (Cemetery) and Gravel: **20+**

# ANNUAL FUNDING REQUIREMENT FOR MUNICIPAL SERVICES

The **annual requirement** is the amount that the Town should ideally allocate on an annual basis to meet replacement needs, prevent backlogs, achieve proposed level of service targets and long-term sustainability.

$$\frac{\text{Total Replacement Cost + All Lifecycle Events}}{\text{Estimated Useful Life of the Asset}}$$

**Tax-Funded Services**

| | |
|---|---|
| Annual Funding Requirement | $11.8M |
| Current Available Funding | $4.0M |
| Annual Deficiency | $7.8M |

(airport, cemetery, facilities, fire, medical centre, parks, public works, recreation, roads and storm, waterfront)

**Rate-Funded Services**

| | |
|---|---|
| Annual Funding Requirement | $5.35M |
| Current Available Funding | $2.6 M |
| Annual Deficiency | $2.75M |

(water and sanitary sewer)

*Ontario Regulation 588/17*: How do we address the annual deficiency and achieve our proposed level of service targets?

# PROPOSED LEVEL OF SERVICE SCENARIOS (Section 6.5.3)

## Tax-Funded Services

**SCENARIO #1**
Maintain Existing Funding Levels

**SCENARIO #2**
Implement An Annual 2.5% Tax Increase To Achieve Annual Requirement

**SCENARIO #3** ★
Implement An Annual 1.5% Tax Increase To Achieve Annual Requirement

## Rate-Funded Services

**SCENARIO #1**
Maintain Existing Funding Levels

**SCENARIO #2**
Implement An Annual 3.5% Rate Increase To Achieve Annual Requirement

**SCENARIO #3** ★
Implement An Annual 2.5% Rate Increase To Achieve Annual Requirement

# CONTINUOUS IMPROVEMENT AND NEXT STEPS

The Town's Asset Management Plan is a living document that will be strengthened through ongoing data improvements, regular condition assessment cycles, and continued annual reporting to Council to support evidence-based prioritization and long-term financial sustainability.

Opportunities to further strengthen the Town of Goderich's Asset Management Program include:

- Keep asset data current
- Expand proactive management
- Prioritize by risk and condition
- Improve condition assessment coverage
- Integrate green infrastructure: incorporation of natural assets
- Ongoing public engagement
- Build organizational capacity
- **Annual reporting and monitoring**
- Continue to assess growth impacts

# Staff Report

**To**: Mayor Bazinet and Members of Council
**Report From**: Amanda Banting, Deputy Clerk (Records Management Clerk)
**Meeting Date**: April 13, 2026
**Subject**: eScribe Extension Agreement
**Attachment(s):** N/A

**Recommendation:**
That Goderich Town Council approve the eScribe Extension Agreement and refer to By-Law 57 of 2026.

**Report Summary:**
To align the eScribe renewal date with the invoice date.

**Background and Analysis:**
An eScribe renewal agreement was signed in 2023, with a start date of May 15, 2023. The invoicing period, however, runs from December 1 to November 30.

eScribe has been working with staff to align the agreement term with the invoicing cycle so that, beginning with the next renewal, both the renewal date and invoice date will be December 1.

**Linkage to the Corporate Strategic Plan (Choose all that apply):**
☐ No. 1 Safe and Reliable Infrastructure
☐ No. 2 Welcoming and Caring Community
☐ No. 3 Strong Local Economy
☒ No. 4 Good Government
☐ No. 5 Environmental Stewardship

**Linkage to Asset Management Plan:**

| This staff report is related to the following within the Town's Asset Management Program (Choose one): | And directly impacts (Choose all that apply): |
|---|---|
| ☐ Road Network | ☐ State of Good Repair/Replacement |
| ☐ Water Network | ☐ Municipal Levels of Service |
| ☐ Sanitary Network | ☐ Risk Management |
| ☐ Storm Network | ☐ Growth Impacts |
| ☐ Fleet | ☐ Financial Strategy |
| ☐ Facilities | |

☐ Land Improvements
☐ Machinery and Equipment

**Financial Impacts and/or Source of Funding:**
There is no financial impact associated with this report.

**Consulted With:**
Andrea Fisher, Director of Legislative Services/Clerk
Shivani Mulekar, eScribe Account Manager

**Approved By:**
Janice Hallahan, Chief Administrative Officer
Andrea Fisher, Director of Legislative Services/Clerk

# Staff Report

**To**: Mayor Bazinet and Members of Council
**Report From**: Andrew Bouck, Tourism Events and Marketing Coordinator
**Meeting Date**: April 13, 2026
**Subject**: April Special Events Report
**Attachment(s):** 1) TO-2026 04 Knock Off The Rust – Council Letter
2) TO-2026 04 Operation Mercury – Council Letter
3) TO-2026 04 IODE 125 Anniversary – Council Letter
4) TO-2026 04 Canada Day Children's Festival – Council Letter
5) TO-2026 04 Canada Day Parade - Site Map

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**Recommendation:**
That Goderich Town Council receives this report for information;

And That Council designates the Tanner Steffler Foundation Knock Off the Rust Slo-Pitch Tournament as an event of municipal significance;

And Further That Council approve designating Wednesday, June 17, 2026, as IODE Maple Leaf Chapter Day;

And Further That Council approve the raising of the IODE flag at Town Hall on Wednesday, June 17, 2026;

And Further That Council approve the use of amplified sound for the Goderich Canada Day Fireworks Celebration, the Goderich Children's Festival, and the Goderich Canada Day Parade;

And Further That Council affirms Exemption 1 listed in Schedule B of By-Law 63 of 2017, to temporarily house a variety of domestic animals on municipal properties for a petting zoo for the duration of the event for the Goderich Children's Festival;

And Further That Council approves the temporary stop-up of traffic for the Canada Day Parade.

**Report Summary:**
**Tanner Steffler Foundation Knock Off the Rust Slo-Pitch Tournament – Bannister Park and John O'Keefe Baseball Diamonds, May 1 – 3, 2026**
The annual Knock off the Rust slo-pitch tournament is scheduled for Friday, May 1, from 5 PM – 12 AM, Saturday, May 2, 7:30 AM – 12 AM, and Sunday, May 3, 8 AM – 6 PM. The organizer would like to licence and serve alcohol during the tournament and will be requesting a Special Occasion Permit upon approval from Council. The organizer would like to:

- Request designation of the event as an Event of Municipal Significance

**22 Until None Operation Mercury VI – Courthouse Square, Saturday, June 6, 10 AM – 12 PM**
Operation Mercury March for Veteran/First Responder mental health and suicide awareness will be held globally June 6, 2026. Entering its 6th year, the walk will start at Courthouse Square at 10 AM with participants walking down to Rotary Cove along the John C. Grace Memorial Boardwalk and back. The organizer would like to offer an open invitation to all members of Council to participate.

**IODE Maple Leaf Chapter 125 Anniversary Celebration – Goderich Knights of Columbus Hall, Wednesday, June 17, starting at 12 PM**
The Maple Leaf Chapter of the IODE will be celebrating 125 years of volunteer service, community support, and meaningful contributions to the Town of Goderich. As this anniversary holds great historical significance with the Town of Goderich, the organizers will be seeking permission from Council to:

- Declare Wednesday, June 17, 2026, "IODE Maple Leaf Chapter Day" and;
- Raise the IODE flag at Town Hall on Wednesday, June 17, 2026

**Goderich Canada Day Fireworks Celebration – Goderich Waterfront, Tuesday, June 30, Starting at dusk**
Join us to catch the annual Canada Day Fireworks Display. The show starts at dusk, and the barge is graciously provided by Jim Peever and the team at the Goderich Marina. For another year, the spectacle will launch from a barge on our striking waterfront, promising a breathtaking view for locals and visitors alike. The 2026 show will last 15-20 minutes. This event requests:

- Permission to make use of amplified sound

**Goderich Children's Festival – Lions Harbour Park, Wednesday, July 1, 10 AM – 2 PM**
Starting at 10 AM and running until 2 PM, the Goderich Children's Festival will kick off the Canada Day festivities at Lion's Harbour Park. This year's festival will include live entertainment, inflatables, yard games, a petting zoo, crafts, sensory activities, and more. We will be inviting various community partners to attend the festival, with hopes of providing further activities along with helpful information for parents and kids alike. Pedestrian fencing will be used to provide a safety barrier between the Park House parking lot to the south, and the bluff to the North. This event requests:

- Permission to make use of amplified sound
- Affirm Exemption 1 listed in Schedule B of By-Law 63 of 2017, to temporarily house a variety of domestic animals on municipal properties for a petting zoo for the duration of the event

**Goderich Canada Day Parade – Courthouse Square, Wednesday, July 1, 2 – 4 PM**
Once again on July 1, 2026, Goderich will host the Canada Day Parade at Courthouse Square, starting at 2 PM. This condensed version due to the ongoing construction will begin on West Street and conclude on South Street. To ensure the safety of participants and spectators,

Courthouse Square will be closed to vehicle traffic during the event. Elgin Avenue West from South Street to Wellington Street, and Wellington Street from Elgin Avenue West to West Street will be used for staging and marshalling. This event requests:

- Permission to make use of amplified sound
- Permission to temporarily stop up traffic on Elgin Avenue West from South Street to Wellington Street, South Street from Courthouse Square to Elgin Avenue West, Wellington Street from Elgin Avenue West to West Street, West Street from Wellington Street to Courthouse Square, and the entirety of Courthouse Square

**Linkage to the Corporate Strategic Plan (Choose all that apply):**

☒ No. 1 Safe and Reliable Infrastructure
☒ No. 2 Welcoming and Caring Community
☒ No. 3 Strong Local Economy
☐ No. 4 Good Government
☐ No. 5 Environmental Stewardship

**Linkage to Asset Management Plan:**

| This staff report is related to the following within the Town's Asset Management Program (Choose one): | And directly impacts (Choose all that apply): |
|---|---|
| ☐ Road Network | ☐ State of Good Repair/Replacement |
| ☐ Water Network | ☐ Municipal Levels of Service |
| ☐ Sanitary Network | ☐ Risk Management |
| ☐ Storm Network | ☒ Growth Impacts |
| ☐ Fleet | ☐ Financial Strategy |
| ☒ Facilities | |
| ☐ Land Improvements | |
| ☐ Machinery and Equipment | |

**Financial Impacts and/or Source of Funding:**

Two Goderich Tourism Events – Canada Day, Children's Festival

Is this cost budgeted for? Yes: ☒ No: ☐

Budget: $49,115

**Approved By:**

Janice Hallahan, Chief Administrative Officer
Andrea Fisher, Director of Legislative Services/Clerk

Goderich Town Council
Town of Goderich
57 West Street
Goderich ON N7A 2K5

November 13, 2025

Steve Pilon
Huron County Slo-Pitch
519-955-2664
hcspitch@gmail.com

RE: Request to Council

To the Members of Goderich Town Council,

I am writing you today on behalf of Huron County Slo-Pitch who are hosting the Spring Ball tournament - Knock Off the Rust in support of the Tanner Steffler Foundation taking place on the first weekend of May 2026 [May 1, 2, 3 – 2026]. I would like to make the following request regarding our upcoming event.

- The designation of our event as an Event of Municipal Significance

All proceeds will be donated to the Tanner Steffler Foundation. The event will be held at the Goderich Bannister Park and John O'Keefe diamonds.

Thank you very much for your time and consideration. We hope to see you there!

Sincerely,

*Steve Pilon*

Goderich Town Council
Town of Goderich
57 West Street
Goderich ON N7A 2K5

Tuesday, March 17, 2026

Mark Morse
152 Gibbons Street
Goderich, Ontario
markmorse1812@hurontel.on.ca
519-532-6684

RE: Request to Council

To the Members of Goderich Town Council,

I am writing you today on behalf of the 22 Until None Operation Mercury March taking place on June 6, 2026, between the hours of 10am – 12pm beginning at Courthouse Square. We will be meeting at the square at walking down to the Rotary Coves and back. As in previous years this is a self contained event and we required no support from the town, nor will be using any music or amplified sound during the event.
Operation Mercury is a global event for veterans and first responders in its 6th year. Globally we work together in Veteran and First Responders Mental Health and Suicide Awareness at a peer support level. I have been leading this march here since it's conception and I invite any members of council who wish to participate to please do so.

Thank you very much for your time and consideration. We hope to see you there!

Sincerely,

Mark Morse

# IODE Maple Leaf Chapter

# – 125th Anniversary Celebration

**March 28, 2026**

**Tracy Maguire,**
**Co-Chair of 125th Anniversary Committee**
**IODE Maple Leaf Chapter**
**Goderich, ON**

**Mayor Trevor Bazinet**
Town of Goderich
57 West Street
Goderich, ON N7A 2K5

Dear Mayor Bazinet,

**Re: Request for Attendance at Luncheon & Recognition of IODE Maple Leaf Chapter's 125th Anniversary**

On behalf of the IODE Maple Leaf Chapter, I am writing to share that our Chapter will celebrate its **125th Anniversary** on **June 17th, 2026**—a milestone that reflects more than a century of volunteer service, community support, and meaningful contributions to the Town of Goderich.

To commemorate this historic occasion, our members are planning a **Luncheon and Anniversary gathering** on **Wednesday, June 17th, 2026**, to be held at Knights of Columbus Hall at 390 Parsons Court, Goderich, Ontario, commencing at 12:00 Noon. The Luncheon will be attended by the Membership and friends, as well as special guests, designed to honour the long-standing partnership between our Chapter and the Town of Goderich.

In addition, it would be our honour to invite you to attend and bring greetings on behalf of the Town. Your presence would be deeply appreciated as we celebrate both our heritage and our continuing role in supporting local families, students, and community initiatives.

Given the historical significance of this anniversary, we would also like to seek the Town's consideration in **officially proclaiming June 17th, 2026, as "IODE Maple Leaf Chapter Day"** in Goderich and that we be allowed to fly our flag at City Hall that day. I understand that such a proclamation would have to be presented to Town Council on April 13th, 2026. Such a

proclamation would help recognize the Chapter's 125 years of dedicated service and celebrate the lasting impact of its volunteers.

Our formal invitations will be sent out this coming week and I will personally deliver one to the Mayor at City Hall. The one change from our original request in February is that the dress code is not what we would consider casual as all the ladies are dressing up with Afternoon Tea attire along with hats. I will certainly leave it up to the Mayor how he would like to dress but suffice it to say that our membership will be dressing like they would have for afternoon tea in decades reflective of the last 125 years.

We would be pleased to provide any additional information needed regarding the event, logistics, or proclamation request. Thank you very much for considering our proposals and for your ongoing support of volunteerism in our community.

We look forward to the possibility of celebrating this special milestone with you.

Warm regards,
**Tracy Maguire**
**(**tracy.maguire@sympatico.ca**)**
**(Home #(519)524-2992)**
**(Cell #(519) 524-0278)**

**Penny Murray, Regent MLC IODE**
**(**pmmurray@hurontel.on.ca**)**

**Kristy Daley, Co-Chair**
**(**kristy.daley@live.com**)**
**Sharon Creighton, Co-Chair**
**(**shasha@hurontel.on.ca**)**
**Nancy Hughes, Co-Chair**
**(**nhughes43@yahoo.ca**)**
**Arlene Sager, Co-Chair**
**(**arlene.at.camp@gmail.com**)**

**IODE Maple Leaf Chapter**
**Goderich, Ontario**

Goderich Town Council
Town of Goderich
57 West Street
Goderich ON N7A 2K5

Friday, March 27, 2026

Andrew Bouck
Goderich Tourism
33 St. David St., Goderich, ON

RE: Request to Council

To the Members of Goderich Town Council,

We are writing you on behalf of Goderich Tourism to inform you we are planning our Canada Day Celebration once again. This year's festivities will once again include the famous Goderich Canada Day Fireworks display, The Goderich Children's Festival at Lions Harbour Park, and the Annual Canada Day Parade on Courthouse Square. Festivities will take place Tuesday, June 30 and Wednesday, July 31, 2026.

We would like to make the following request regarding our upcoming events;

**Canada Day Fireworks– June 30, 2026, Goderich Waterfront, Starting at dusk**
Join us to catch the annual Canada Day Fireworks Display! The show starts at dusk, and it's graciously supported by Jim Peever and the team at the Goderich Marina. For another year, the spectacle will launch from a barge on our striking waterfront, promising a breathtaking view for locals and visitors alike. The 2026 show will last 15-20 minutes. This event requests;

- Permission to make use of amplified sound

**Goderich Children's Festival, July 1, Harbour Park, 10 AM – 2 PM**
Starting at 10:00 AM and running until 2:00PM, the Goderich Children's Festival will kick off the Canada Day festivities at Lion's Harbour Park. This year's festival will include live entertainment, inflatables, yard games, a petting zoo, crafts, sensory activities, and more. We will be inviting various community partners to attend the festival, with hopes of them providing further activities along with helpful information for parents and kids alike. Pedestrian fencing will be used to provide a safety barrier between the Park House parking lot to the south, and the bluff to the North. This event requests;

- Permission to make use of amplified sound,

- Affirm Exemption 1 listed in Schedule B of By-Law 63 of 2017, to temporarily house a variety of domestic animals on municipal properties for a petting zoo for the duration of the events.

**Canada Day Parade – July 1, 2026, Courthouse Square, 2 PM – 4 PM**

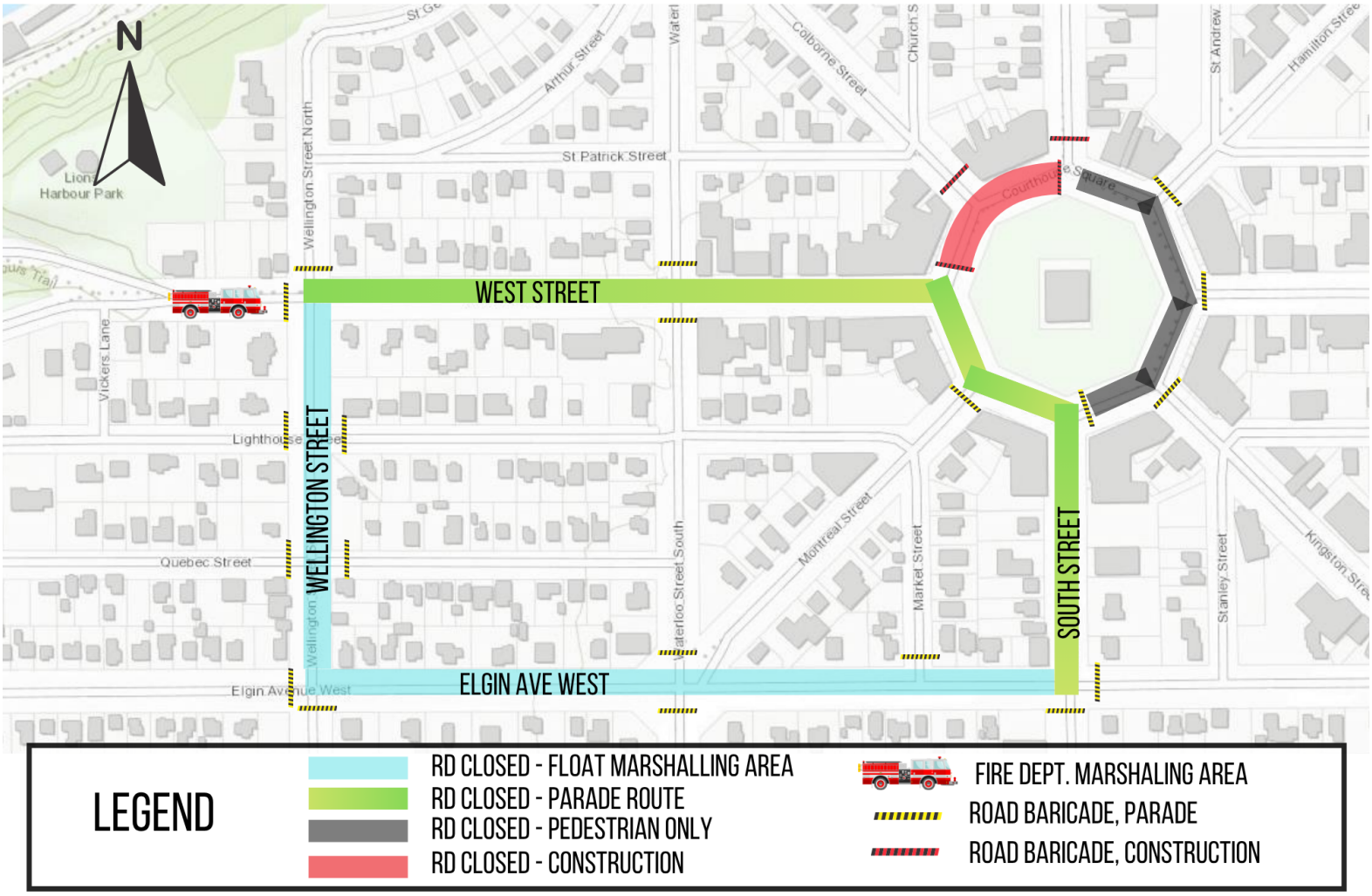
- Permission to make use of amplified sound,
- Permission to temporarily stop-up traffic on Elgin Avenue West from South Street to Wellington Street, South Street from Courthouse Square to Elgin Avenue West, Wellington Street from Elgin Avenue West to West Street, West Street from Wellington Street to Courthouse Square, and the entirety of Courthouse Square.

Thank you very much for your time and consideration. We hope to see you there!

Sincerely,

Andrew Bouck
Goderich Tourism

# 2026 Canada Day Parade Route



# Huron OPP Detachment Board

## Minutes

**Monday, January 26, 2026, 9:00 a.m.**
**Huron OPP Detachment Office**
**325 Albert Street, 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
Jared Petteplace, Member - Provincial Appointee

Member Regrets: Jennette Walker, Member - Community Representative

Staff Present: Stacey Jeffery, Administrator/Recording Secretary
S/Sgt Andrew MacIsaac, Huron OPP

1. Call to Order

Administrator Jeffery called the meeting to order at 9:00 a.m.

2. Election of Chair and Vice-Chair

Member Frayne nominated Member Dietrich for position of Chair. Member Petteplace nominated Member Lamport for the position of Chair. supported the election of Member Dietrich for position of Chair. Member Lamport declined the nomination for the position of Chair. Administrator Jeffery asked Members two more times if there are any other nominations for position of Chair. No additional nominations were identified.

**Motion:** 01-2026

**Moved:** DFrayne
**Seconded:** MAnderson

**That Huron OPP Detachment Board elect Member Dietrich as the Chair of the Board for 2026.**

**Disposition: Carried**

Member Bazinet nominated Member Anderson for position of Vice-Chair. Member Petteplace nominated Member Lamport for the position of Vice-Chair. Administrator Jeffery asked Members two more times if there are any other nominations for position of Vice-Chair. No additional nominations were identified. Voting took place with the two nominations.

Results of Vice-Chair voting: Member Anderson (5), Member Lamport (4).

**Motion:** 02-2026

**Moved:** TBazinet
**Seconded:** GLamport

**That Huron OPP Detachment Board elect Member Anderson as the Vice-Chair of the Board for 2026.**

**Disposition: Carried**

Members discussed that one year in the position of Chair or Vice-Chair isn't long enough to learn the position and build relationships. Members agreed that the Board discuss this matter in detail at a future meeting.

Chair Dietrich took over the meeting at 9:13 a.m.

3. Approval of Agenda

**Motion:** 03-2026

**Moved:** JClark
**Seconded:** JSteffler

**That Huron OPP Detachment Board approves the Agenda, as presented.**

**Disposition: Carried**

4. Disclosure of Pecuniary Interests and the General Nature thereof

5. Approval of Past Minutes

**Motion:** 04-2026

**Moved:** JPetteplace
**Seconded:** TBazinet

**That Huron OPP Detachment Board adopts the minutes of December 15, 2025, as printed and circulated.**

**Disposition: Carried**

6. Presentations/Delegations

7. Business from Previous Meetings

7.1 2026 Administration Budget

**Motion:** 05-2026

**Moved:** JPetteplace
**Seconded:** MAnderson

**That Huron OPP Detachment Board receives the Financial Report tilted 2026 Administration Cost, as presented; and**

**That Huron OPP Detachment Board approves the Administration cost of $6,369.14 for inclusion in the 2026 Huron OPP Detachment Board budget.**

**Disposition: Carried**

7.2 Procedural By-law Amendment

**Motion:** 06-2026

**Moved:** AvanHittersum
**Seconded:** TBazinet

**That Huron OPP Detachment Board approve the amendment to the Procedural By-law, as presented.**

**Disposition: Carried**

8. Report

8.1 Inspector's Report

Member Steffler left the meeting at 10:28 a.m.

**Motion:** 07-2026

**Moved:** DFrayne
**Seconded:** GLamport

**That Huron OPP Detachment Board receives the Inspector's Report as presented.**

**Disposition: Carried**

8.2 Financial Report

**Motion:** 08-2026

**Moved:** MAnderson
**Seconded:** JClark

**That Huron OPP Detachment Board receives the Financial Report titled Board Financial Actuals - January 1 to December 31, 2025, as presented; and**

**That Huron OPP Detachment Board authorizes the Administrator to bill the 2025 Board expenses to the lower-tiers using the OPP property count billing method, as outlined in the report.**

**Disposition: Carried**

9. New Business

9.1 Ontario511 and Municipal511

Members discussed that Municipal511 is the preferred communication method for closed roads, as OPP are now using this system for road closures. It was discussed that the Ministry of Transportation decides where road closure signs may be placed in the event of a closed road and that these locations are already determined.

10. Board Member Comments

11. Correspondence

11.1 Letter from Honourable Michael S. Kerzner, Solicitor General, and the Honourable Rob Flack, Minister of Municipal Affairs and Housing, Strong Mayor Powered Municipalities

11.2 Inspector General Memo #8: Public release of the first Decisions by the Inspector General of Policing with accompanying Findings Reports

**Motion:** 09-2026

**Moved:** MAnderson
**Seconded:** AvanHittersum

**That Huron OPP Detachment Board receives correspondence items, as included under Correspondence.**

**Disposition: Carried**

12. Closed Session

S/Sgt MacIsaac left the meeting at 11:06 a.m.

**Motion:** 10-2026

**Moved:** JClark
**Seconded:** DFrayne

**That Huron OPP Detachment Board proceeds in Closed Session at 11:06 a.m. for the purpose of review of the draft Detachment Commander Performance Evaluation for 2025 calendar year, as it relates to personal matters about an identifiable individual, in accordance with Section 44 of the Community Safety and Policing Act, 2019; and**

**That the Detachment Commander and the Administrator remain in attendance.**

**Disposition: Carried**

13. Report from Closed Session

S/Sgt MacIsaac returned to the meeting at 11:47 a.m.

**Motion:** 11-2026

**Moved:** DFrayne
**Seconded:** JClark

**That Huron OPP Detachment Board acknowledges receipt of the finalized Detachment Commander Performance Evaluation, as amended by the Board in closed session, for the 2025 calendar year and approves its submission to the OPP Regional Superintendent; and**

**That Chair Dietrich be authorized to sign and submit the finalized Detachment Commander Performance Evaluation to the Regional Superintendent on behalf of the Board.**

**Disposition: Carried**

14. Next Meeting

March 23, 2026

15. Adjournment

**Motion:** 12-2026

**Moved:** TBazinet
**Seconded:** JPetteplace

**That Huron OPP Detachment Board hereby adjourns at 11:51 a.m., to meet again on March 23, 2026 at 9:00 a.m. or at the Call of the Chair.**

**Disposition: Carried**

Jim Dietrich, Chair

Stacey Jeffery, Recording Secretary

Maitland CONSERVATION

# Membership Minutes

**Membership Meeting #1-2026**

January 28, 2026

**Members Present:** Ed McGugan, Alvin McLellan, Megan Gibson, Matt Duncan, Anita Van Hittersum, Evan Hickey, Ed Podniewicz, Vanessa Kelly, Andrew Fournier, Alison Lobb, Sharen Zinn

**Staff Present:** Phil Beard, General Manager-Secretary-Treasurer
Jayne Thompson, Communications Coordinator
Stewart Lockie, Conservation Areas Services Coordinator
Michelle Quipp, Executive Assistant

**Others Present:** Cory Bilyea, Midwestern News Media
Glenn Sheppard, Marsh

## 1. Call to Order

Chair Ed McGugan, requested Vice Chair, Matt Ducan, chair the meeting. Matt Duncan, 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

**Motion FA #1-26**
**Moved by:** Alvin McLellan **Seconded by:** Anita Van Hittersum
THAT the minutes from the General Membership Meeting #12-2025 held on December 17, 2025, be approved.
(carried)

## 4. Business out of the Minutes

a) Discussion re: Advocacy regarding proposed Consolidation: Report #1-2026

Report #1-2026 was presented and the following motions was made:

**Motion FA #2-26**
**Moved by:** Alison Lobb **Seconded by: Vanessa Kelly**
THAT the chair, vice chair and staff proceed with the actions listed in Report #1-2026 to continue with advocacy.
(carried)

b) Process for Requesting an Exemption for Chair and Vice Chair: Report #2-2026

Report #2-2026 was presented for the members and the following motion was made with a recorded vote:

**Motion FA #3-26**
**Moved by:** Anita Van Hittersum **Seconded by:** Alison Lobb
THAT the members request an extension to the 2026 term for the Chair and Vice Chair as required by the Conservation Authorities Act.
(carried)

| **Member** | **Yes** | **No** |
|---|---|---|
| Ed McGugan, Township of Huron-Kinloss & South Bruce | x | |
| Alvin McLellan, Municipality of Huron East | x | |
| Megan Gibson, Township of Howick | x | |
| Matt Duncan, Municipality of North Perth | x | |
| Anita Van Hittersum, Township of North Huron | x | |
| Evan Hickey, Township of Ashfield- Colborne-Wawanosh | x | |
| Ed Podniewicz, Town of Minto, Township of Wellington N & Township of Mapleton | x | |
| Vanessa Kelly, Town of Goderich & West Perth | x | |
| Andrew Fournier, Township of Perth East | x | |
| Alison Lobb, Municipality of Central Huron | x | |
| Sharen Zinn, Municipality of Morris-Turnberry | x | |

c) Public Consultation: Closure of Wawanosh Campground: Report #3-2026

Report #3-2026 was presented and the following motions was made:

**Motion FA #4-26**
**Moved by:** Alvin McLellan **Seconded by:** Ed Podniewicz
THAT the authority implements the recommendations as outlined in Report #3-2026.
(carried)

d) Final Agenda-Annual Meeting: Report #4-2025

Report #4-2026 was presented to the members for their consideration.

## 5. Presentations

a) Directors and Officers Liability & Cybersecurity: Glenn Sheppard, Marsh

Glenn Sheppard of Marsh presented informationabout Directors and Officers Liability & Cybersecurity.

b) 2025 Work Plan Highlights: Jayne Thompson, Communications/IT/GISCoordinator

Jayne Thompson presented about the highlights of the 2025 Work Plan.

## 6. Business Requiring Direction and or a Decision:

a) Review of Members 2025 Work Plan: Report #5-2026

Report #5-2026 was presented and the following motion was made:

**Motion FA #5-26**
**Moved by:** Alvin McLellan **Seconded by:** Alison Lobb
THAT the review of the 2025 Members work plan progress report be approved as outlined in Report #5-2026.

b) 2025 Year End Revenue/Expenditure Report: Report #6-2026

Report #6-2026 was presented and the following motion was made:

**Motion FA #6-26**
**Moved by:** Megan Gibson **Seconded by:** Alison Lobb
THAT the year-end surpluses and deficits outlined in Report #6-2026 be directed to the appropriate accumulated surplus categories;
AND THAT all deferred revenue be directed to the designated projects in the 2026 draft budget.
(carried)

c) Annual Review of the Members Manual: Report #7-2026

Report #7-2026 was presented and the following motion was made:

**Motion FA #7-26**
**Moved by:** Megan Gibson **Seconded by:** Evan Hickey
THAT no changes be made to the Members Manual.
(carried)

d) Declarations for Second Vice Chair: Report #8-2026

Report #8-2026 was presented for the members for their consideration. Evan Hickey declared his interest in Second Vice Chair.

## 7. Consent Agenda

The following items were circulated to the Members for their information:

a) Revenue/Expenditure Report for October: Report #9-2026
b) Agreements Signed: Report #10-2026

**Motion FA #8-26**
**Moved by:** Ed Podniewicz **Seconded by:** Vanessa Kelly
THAT Report #9-2026 to Report #10-2026 along with the respective motions as outlined in those reports be approved.
(carried)

## 8. Chair and Member Reports

Ed McGugan shared his experience at the ROMA Conference.

## 9. Closed Session: Personnel Matter-Performance Review General Manager Secretary Treasurer

**Motion FA #9-26**
**Moved by:** Vanessa Kelly **Seconded by:** Anita Van Hittersum
THAT the meeting be moved into a closed session at 8:45 PM.
(carried)

**Motion FA #10-26**
**Moved by:** Sharen Zinn **Seconded by:** Megan Gibson
THAT the meeting be moved into open session at 8:53PM.
(carried)

## 10. Adjournment

Next Meeting Date, Wednesday, February 18, 2026, at 2:00pm at the Blyth Memorial Hall in Blyth.

**Motion FA #11-26**
**Moved by:** Megan Gibson **Seconded by:** Vanessa Kelly
THAT the Members Meeting be adjourned at 8:55PM
(carried)

Ed McGugan
Chair

Phil Beard
General Manager / Secretary-Treasurer

# Membership Minutes

**Annual Meeting of the Membership#2-2026**

February 25, 2026

**Members Present:** Alison Lobb, Ed McGugan, Ed Podniewicz, Anita Van Hittersum, Andrew Fournier, Evan Hicky, Sharen Zinn, Matt Ducnan, Alvin McLellan

**Members Absent:** Megan Gibson, Vanessa McMillan, Evan Hicky

**Staff Present:** Phil Beard, Jayne Thompson, Michelle Quipp, Stewart Lockie, Barry Skinn, Donna Clarkson, Elizabeth Huber-Kidby, Patrick Huber-Kidby, Karlene Zurbrigg, Tim Prentice, Dave Nuhn, Laura Hopkins, Amber Leis, Adam Youngblut, Erin Gouthro, Jason Moir, Cheryl Dobbyn, Danielle Livingston, Alaina Lennox

**Others Present:** Chris Akiwenzie, Dylan White, Cory Bilyea, Peter Shepherd, Art Versteeg, John Thompson, Walter McKenzie, Jim Ginn, Jamie Heffer, Paul Heffer, Marg Beard, Emily, Sophia and Finnley Hopf, Davin Heinbuck, Ray Chartrand, Erik Downing, Susan Chan, Wendy Hoernig, Steve McCabe, Shawn Loughlin, Glen McNeil, Dean Trentowsky, Jordan Nairn, Richard Keeso, Kriss Snell, Deb Shewfelt, David Yates

## 1. Welcome by the Chair

Chair, Ed McGugan, welcomed everyone and called the meeting to order at 2:04 pm.

## 2. Introduction of the Members of Maitland Conservation for 2026

Chair McGugan invited all the Members of the Maitland Valley Conservation Authority to introduce themselves and the Municipalities that they represent.

## 3. Introduction of Guests: Chair, Ed McGugan

Chair McGugan invited the following dignitaries to bring remarks:
Jamie Heffer –Warden of County of Huron
Dean Trentowsky – Warden of the County of Perth

Jim Ginn – Mayor of Central Huron
Walter McKenzie – Mayor of West Perth
Paul Heffer – Reeve of the Township of North Huron
Ray Chartrand – Chair of the Ausable Bayfield Conservation Authority
Steve McCabe – Councillor, Township of Wellington North
John Thompson –Councillor, Town of Goderich
Glen McNeil – Mayor of the Municipality of Ashfield-Colborne-Wawanosh
Erik Downing – General Manager, Saugeen Valley Conservation Authority

**4. Remarks from Angela Coleman, Executive Director, Conservation Ontario**

Chair McGugan provided remarks on her behalf as Angela and Lisa Thompson as they were unable to attend the meeting.

**5. Chair's Remarks: Ed McGuan**

Good afternoon everyone. Thank you for being here today.

It has become common practice nowadays to do a land acknowledgment at the beginning of any public meeting. I would like to expand that today a little bit.

I would like to acknowledge the contributions of the indigenous peoples who have been here on this land for a long time and continue to live here.

I would like to acknowledge the pioneers who settled this land and who in many cases were escaping to here, from severe abuse and tyranny.

I would like to acknowledge the immigrants who have come to this land and this Country both for the opportunities and again, to escape war and starvation.

And I would like to acknowledge all of our veterans, who have fought and died and suffered unspeakably so that we may live in freedom here in this country.

We have made mistakes. Lots of them. Big ones too. Such is the stuff of history throughout this world and the sweep of history. And in this nation.

However, this country, this land, has been a beacon of hope and promise to very many people around the world.

This is a beautiful land that has been given to us to steward. It is a productive land. A land populated by a vast array of people who are industrious, hardworking and caring.

And they care for this land. Including its lakes and streams, rivers and forests.

And where we live, here in Ontario, as our Premier so recently pointed out, we are quite unusual in North America at least, in that we have Conservation Authorities.

That is not normal. Most places do not have dedicated, statutory organizations specifically focused on flood and erosion hazard protection of people and property.
Organizations that protect environmentally sensitive lands and preserve beautiful areas where the public can go and enjoy the woods, the streams, rivers and lakes.

We have a great deal to be thankful and grateful for.

And today, I want to continue by thanking each one of you. All who support this Maitland Valley Conservation Authority. Those who work for the Authority, those who support the Authority, those on the Maitland Conservation Foundation and those Members of the Board.

A tremendous amount of thought, planning, consultation and work goes into the care of the land we are responsible for.

Sometimes we are obligated to make tough decisions. Decisions that are not necessarily popular. But decisions that follow our Mission and our Vision, decisions that **prioritize** the safety of the people we share some responsibility for.

We have strived to always keep in mind that it is rarely the wrong time to do the right thing. And to do the right thing, to make the right decision, in the right way. With lots of discussion, careful consideration and compassion.

Because it matters. The people affected matter. The land, the environment matter.
Again because the people who live here, who live in this land matter.

One of the phrases I've heard this past year is: A Healthy Environment equals a Healthy People, which equals a Healthy Economy.

If you have any doubt about that, look around the world. Look at the sub-Sahara regions among others. The environment, while sensitive, is in bad shape. And consequently the people are not healthy. And the economy is in tatters.

A Healthy Environment, a Healthy People, and a Healthy Economy. That is one of the key things we bring to the table. We understand the principles and the details of our watershed.

There is a whole lot to be learned and in the last few years we have done a Forest Health Assessment and we are now underway with a streams and watercourses study.

We are continuing to work with the Wildlife Conservation Society, the University of Guelph and the One Health Institute on the environmental component of the Healthy Watersheds, People and Wildlife initiative.

We are continuing our efforts to collaborate with first nations and Metis Councils through the Shared Pathways initiative.

We are continuing to update our flood hazard mapping and working on the Restoring Natural Sediment Pathways project at the Goderich Harbour.

And, along with our partners, work is continuing and expanding on the Watershed Stewardship Services program that incorporates better farming and land management practices that keep the soil on the land for future generations and out of the streams, rivers and lakes.

There was a participatory seminar recently where the round table was shared between three indigenous leaders and one white haired guy in a wheelchair. And they explained their understanding of the Seven Generation Principle to me in a way that was somewhat revelatory.

And the Principle, as they stated it, goes like this:

You are one generation.

And you normally know your parents, and hopefully their parents, your grandparents.

That is three generations.

And you are blessed if you got to meet your great-grandparents. I don't remember them but I did know where they lived and knew quite a bit about them. They were real to me. And that's four generations.

And, on the other side, we normally know our children and hopefully their children, our grandchildren.

And, you are indeed blessed if you get to meet your great-grandchildren. That makes for seven generations.
So you know where you came from. You know your history. And you know the people directly involved in the future.
And that informs the indigenous decision making. Every decision is filtered through the understanding that it is affected by the people in our past and will affect the people in our future. People we are intimately connected to.

And it makes for better decisions.

May we learn from our indigenous brethren to remember the past and consider the future on a larger and longer scale.

2026 is our 75th Anniversary. Let's celebrate this year. Let's celebrate our connectedness, our past, and our future.

## 6. Staff Service Awards

Chair McGugan presented staff service awards to the following staff:

a) Sarah Gunneweik, Water Resources Engineer-5 years
b) Alaina Lennox, Administrative Assistant-5 years

## 7. Election of Officers: Maitland Conservation & Maitland Source Protection Authority

### a) Appointment of Presiding Officer and Scrutineers

Chair McGugan called for an appointment of a Presiding Officer for the election of Chair.

**Motion FA #12-2026**
**Moved by:** Alison Lobb **Seconded by:** Sharen Zinn
THAT Jamie Heffer act as the Presiding Officer for the election of Chair for the Maitland Valley Conservation Authority (MVCA) and the Maitland Source Protection Authority (MSPA).
(carried)

### b) Election of Chair for 2026

Presiding Officer, Heffer, called for the appointment of two scrutineers for the election of officers.

**Motion FA #13-26**
**Moved by:** Alvin McLellan **Seconded by:** Andrew Fornier
THAT Walter McKenize and Deb Shewfelt be scrutineers for the elections of officers;
AND THAT the scrutineers be responsible for destroying ballets after an election, if needed.
(carried)

The Presiding Officer called for nominations for the position of Chair for the Maitland Valley Conservation Authority and the Maitland Source Protection Authority for 2026.

**Motion FA #14-26**
**Moved by:** Anita Van Hittersum
THAT Ed McGugan be nominated for Chair of the MVCA and the MSPA for 2026.
(carried)

The Presiding Officer called for nominations for the Chair position two more times. There were no further nominations and the Presiding Officer called for a motion to close nominations.

**Motion FA #15-26**
**Moved by:** Sharen Zinn **Seconded by:** Alvin McLellan

THAT nominations for the position of Chair of the Maitland Valley Conservation Authority and Maitland Source Protection Authority for 2026 be closed.
(carried)

Ed McGugan agreed to stand for the position of Chair in 2026.

Presiding Officer, Heffer declared Ed McGugan as the Chair of the MVCA and MSPA for 2026.

**c) Election of Vice-Chair for 2026**

Ed McGugan, Chair called for nominations for the position of Vice-Chair of the Maitland Valley Conservation Authority and Maitland Source Protection Authority for 2026.

**Motion FA #16-26**
**Moved by:** Alvin McLellan
THAT Matt Duncan be nominated for Vice-Chair of the Maitland Valley Conservation Authority and Maitland Source Protection Authority for 2026.
(carried)

The Chair called for further nominations for Vice-Chair two more times and no others were made so then called for a motion to close nominations.

**Motion FA #17-26**
**Moved by:** Anita Van Hittersum **Seconded by:** Alison Lobb
THAT nominations for the position of Vice-Chair of the Maitland Valley Conservation Authority and Maitland Source Protection Authority for 2026 be closed.
(carried)

Matt Duncan accepted the Vice-Chair position.

The Chair declared Matt Duncan Vice-Chair of the Maitland Valley Conservation Authority and Maitland Source Protection Authority for 2026.

**d) Election of 2nd Vice-Chair for 2026**

The Chair called for nominations for the position of 2nd Vice-Chair of the Maitland Valley Conservation Authority and Maitland Source Protection Authority for 2026.

**Motion FA #18-26**
**Moved by:** Alvin McLellan
THAT Evan Hickey be nominated for 2nd Vice-Chair of the Maitland Valley Conservation Authority and Maitland Source Protection Authority for 2026.
(carried)

The Chair called for further nominations for 2nd Vice-Chair two more times and no others were made so then called for a motion to close nominations.

**Motion FA #19-26**
**Moved by:** Andrew Fornier **Seconded by:** Matt Duncan
THAT nominations for the position of 2nd Vice-Chair of the Maitland Valley Conservation Authority and Maitland Source Protection Authority for 2026 be closed.
(carried)

Chair McGugan declared Evan Hickey as 2nd Vice-Chair of the Maitland Valley Conservation Authority and Maitland Source Protection Authority for 2026.

## 8. Celebrating Partnerships": Introductions-Chair & Vice Chair

a) Maitland Conservation Foundation: Jordan Nairn, MCF Chair
b) Ecosystem Approaches to Health: Dr. Jane Parmley, Associate Professor, Ontario Veterinary College
**c)** Building Relationships: Chris Akiwenzie, Lead - Aki-Guardian, & Dylan White, Biologist, Bagida'waad Alliance
d) Lake Huron Forever Pledge – Working towards a healthier Lake Huron Ecosystem: John Thompson, Town of Goderich
.

Chair, McGugan thanked each of the presenters.

## 9. Closing Remarks: Chair, MVCA

Chair, McGugan thanked everyone for attending the MVCA's 75th Annual Meeting. The Chair added that he is looking forward to working with the Members and staff in 2026 as we celebrate MVCA's 75th Anniversary.

## 10. Adjournment:

Next meeting: March 18, 2026, at 7:00pm at MVCA's Administration Centre located in Wroxeter.

**Motion FA #20-26**
**Moved by:** Matt Duncan **Seconded by:** Alison Lobb
THAT the Members Meeting be adjourned at 3:45pm.
(carried)

Ed McGugan

Phil Beard

Ed McGugan
Chair

Phil Beard
General Manager / Secretary-Treasurer

The Town of Goderich
57 West Street
Goderich, Ontario
N7A 2K5
519-524-8344
townhall@goderich.ca
www.goderich.ca

GODERICH
Canada's Prettiest Town

February 26, 2026

**The Honourable Sylvia Jones**
**Minister of Health**
**Deputy Premier of Ontario**
**Suite A**
**3rd Floor**
**180 Broadway Ave.**
**Orangeville, ON L9W 1K3**

**Subject: Request for Immediate and Sustainable Operating Funding – Huron Hospice (2 Hospice Beds)**

**Dear Minister Jones:**

On behalf of the Council and residents of the Town of Goderich, I am writing to express our strong support for sustainable and immediate operating funding for Huron Hospice.

The Town of Goderich community came together with extraordinary generosity to fundraise, build, and equip two additional hospice beds to meet growing regional demand. The expansion was approved, constructed, and has consistently demonstrated the need for these services, with occupancy levels exceeding eighty percent (80%) over the past eighteen (18) months. The demand is clear, and the community commitment undeniable.

Hospice care is not a luxury; it is an essential component of a compassionate and effective healthcare system. These beds provide dignity at end of life, relieve pressure on acute care hospitals, and ensure families can remain close to their loved ones during their most vulnerable moments.

An annual investment of approximately one hundred and seventy-five thousand dollars ($175,000) per bed represents not only humane care but sound healthcare planning. Without stable operating funding, the sustainability of these much-needed beds is at risk despite the community having fulfilled every requirement asked of it.

We respectfully request immediate confirmation of ongoing operating funding for the two expanded hospice beds and would appreciate a written response outlining next steps.

Thank you for your attention to this critical matter and for your continued commitment to the health and wellbeing of our residents.

Yours sincerely,

Trevor Bazinet
Mayor

Huron Chamber of Commerce

# GODERICH MAYOR'S LUNCHEON

Presented by Compass Minerals

## Towards a Healthier & More Inclusive Future

Panel discussion moderated by Mayor Trevor Bazinet

**Cait MacKinnon**
Nuclear Innovation Institute

**Shannon McGavin**
The Well Community Collective

**Gwen Devereaux**
Gateway Centre for Excellence in Rural Health

**Natalie Steenstra**
Community Living Central Huron

Inspired by a theme of compassion, resilience, mental health awareness, and community support, the conversation will explore how leadership, collaboration, and inclusion can help build a healthier and more connected community.

HURON CHAMBER OF COMMERCE

**MAY 21, 2026**

**11AM - 1:30PM**

**GODERICH COLUMBUS CENTRE**
390 PARSONS COURT, GODERICH

SCAN FOR TICKETS

**HURONCHAMBER.CA/LUNCHEON**

**Ministry of Emergency Preparedness and Response**

Office of the Minister

Floor 14 - 438 University Ave.
Toronto ON  M5G 2K8

**Ministère de la Protection civile et de l'Intervention en cas d'urgence**
Bureau du ministre

14e étage, 438, av. University
Toronto, Ontario M5G 2K8

Ontario

March 19, 2026

Michaela Johnston
CEMC, Accessibility and Health & Safety
Corporation of the Town of Goderich
57 West Street,
Goderich, ON  N7A 2K5

Dear Michaela Johnston,

I am pleased to notify you that your application has been selected for approval for a Community Emergency Preparedness Grant. I would like to take this opportunity to congratulate you on this milestone.

The Community Emergency Preparedness Grant program will help communities and organizations like yours purchase critical supplies and equipment or deliver training to improve local emergency response. The grant enhances the resiliency of local governments; First Nations communities; and organizations in preparing for natural hazards and emergencies. These prudent and targeted investments are another step the government is taking to protect Ontario and ensure that communities have the resources they need to keep people safe when the next flood, wildland fire or severe storm impacts our province.

Ministry staff will follow up shortly with a transfer payment agreement, which will provide additional details about your funding. In the meantime, if you have any questions, please send an email to EMOCommunityGrants@ontario.ca.

Thank you for advancing emergency preparedness in your community. Together, we are ensuring that Ontario meets the absolute highest standard of emergency management to keep our communities safe, practiced and prepared.

Sincerely,

The Honourable Jill Dunlop
Minister of Emergency Preparedness and Response

# CLEAN ENERGY FRONTIER CONFERENCE 2026

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## It starts here.

**THURSDAY, OCTOBER 8 & FRIDAY, OCTOBER 9**

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offer a unique opportunity for you to profile your company, joining together with collaborators and partners throughout the nuclear industry and local business community for the benefit of the region.

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**James Scongack,**
Chair of the Board, NII

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*Questions?*
Contact **events@nii.ca**

TOWN OF
SOUTH BRUCE PENINSULA

April 7, 2026

The Honourable Victor Fedeli
Minister of Economic Development, Job Creation and Trade
18th Floor, College Park, 777 Bay Street
Toronto, ON M7A 1S5
MEDJCT.Minister@ontario.ca

Dear Honourable Minister Fedeli:

**Re: Support for Goderich Port Management Corporation**

At their regular Council meeting held today, Council adopted resolution R-99-2026 in support of the application filed for funding for the Agri-Dome project at the Goderich Harbour. The resolution is attached for your information.

Should you have any questions regarding the Town's support, please do not hesitate to contact our office.

Yours very truly,

Jay Kirkland
Mayor
Jay.kirkland@southbrucepeninsula.com
519-534-1400 ext 201

Cc: Bruce County; Town of Goderich

# Excerpt from Council Meeting Minutes – April 7, 2026

## 24. Notice of Motion – Mayor Kirkland – Support for Goderich Port Management Corporation

**R-99-2026**

It was **Moved** by J. Kirkland, **Seconded** by C. Hull and **Carried**

**That** the Goderich Port Management Corporation has filed an application to the Southwestern Ontario Development Fund for the Agri-Dome project at the Goderich Harbour;

**And that** The Agri-Dome project will benefit economic development and growth, reduce transportation costs of commodities, reduce truck traffic on local roads leading to improved safety for motorists, reduce maintenance costs of public infrastructure and reduce greenhouse gas emissions;

**And that** the County of Bruce has expressed their support for this application and has requested that lower tier municipalities also consider supporting the project.

**Now therefore** be it resolved that the Town of South Bruce Peninsula sees the importance of the Agri-Dome project to the Town of Goderich and to Ontario;

**And further that** the Town of South Bruce Peninsula supports the application for funding citing the importance of investing in this project which is of significant importance to the region's economic growth and the sustainability of its infrastructure.

Municipality of Bluewater

March 17, 2026

The Honourable Doug Ford, Premier of Ontario
Premier's Office
Room 281, Main Legislative Building
Queen's Park
Toronto, ON M7A 1A5

The Honourable Paul Calandra, Minister of Education
5th Floor
438 University Avenue
Toronto, ON M7A 2A5

via email: premier@ontario.ca
minister.edu@ontario.ca

**RE: Request for Provincial Consultation and Transparency Regarding Potential Changes to English Public School Board Governance**

Dear Premier Ford and Minister Calandra,

At their regular scheduled meeting of March 16, 2026, Council of the Municipality of Bluewater received correspondence from Michael Bannerman, Board of Trustees Chair for the Avon Maitland District School Board regarding the potential changes to the English Public School Board Governance and passed the following resolution:

**MOVED:** Councillor Harris **SECONDED**: Councillor Walden
THAT Council of the Municipality of Bluewater supports the Avon Maitland District School Board in their request to the Government of Ontario to undertake a comprehensive, province-wide consultation process before moving forward with any changes to the governance structure of English public school boards; and

THAT this resolution be circulated to the Honourable Doug Ford, Premier of Ontario, the Honourable Paul Calandra, Minister of Education, MPP Lisa Thompson all Ontario municipalities. **CARRIED**.

Sincerely,

Chandra Alexander
Acting CAO/Manager of Corporate Services/Clerk

Encl: Letter from Avon Maitland District School Board Trustee Chair

cc: Michael Bannerman, Chair, Board of Trustees
MPP Lisa Thompson
All Ontario Municipalities

**Avon Maitland District School Board**
Education Centre
62 Chalk Street North, Seaforth, ON N0K 1W0
Telephone: (519) 527-0111 • 1-800-592-5437 *(Ontario)*
Fax: (519) 527-0222 • www.amdsb.ca

March 2, 2026

The Honourable Doug Ford
Premier's Office
Room 281, Main Legislative Building
Queen's Park
Toronto, ON M7A 1A5

And

The Honourable Paul Calandra
Minister of Education, Ministry of Education
315 Front Street West, 14th Floor
Toronto, ON M7A 0B8

Re: Request for Provincial Consultation and Transparency Regarding Potential Changes to English Public School Board Governance

Dear Premier Doug Ford and Minister Paul Calandra,

On behalf of the Trustees of the Avon Maitland District School Board, I am writing to respectfully request that the Government of Ontario undertake a comprehensive, province-wide consultation process before moving forward with any changes to the governance structure of English public school boards.

Recent public statements indicating that the Ministry is considering eliminating the role of democratically elected English public school trustees have generated significant concern among school boards, families, and communities across the province. Trustees serve as an essential democratic link between local communities and the public education system. Any proposal to fundamentally alter or remove this role would represent a major shift in the governance of education in Ontario and warrants careful study, thoughtful analysis, and open dialogue.

Given the magnitude of this potential change, we respectfully ask the government to clearly demonstrate how it has arrived at its current thinking. Specifically, we request that the Ministry make public the research, evidence, data analysis, policy reviews, stakeholder input, and performance evaluations that have informed its consideration of altering or eliminating the role of elected trustees. Transparency regarding the rationale, objectives, and anticipated outcomes of this proposal is essential to maintaining public trust and ensuring informed dialogue.

The Trustees of the Avon Maitland District School Board believe that decisions of this significance must be supported by transparent research and meaningful engagement with stakeholders. We respectfully request that the government initiate a formal consultation process that includes school boards, parents, educators, students, First Nations representatives, and the broader public. Such a process would help ensure that any future governance model is grounded in evidence and reflects the needs and priorities of Ontario's diverse communities.

As a board serving a large and predominantly rural geographic area, we also wish to emphasize the critical importance of the democratically elected trustee role in ensuring that rural perspectives are represented in education decision-making. Trustees provide an essential local voice for communities whose priorities and challenges may differ significantly from those experienced in larger urban centres. Issues such as student transportation, long travel distances, rural school viability, access to programming, and community connectivity are often best understood by locally elected representatives who live and work in those communities. Preserving avenues for rural representation helps ensure that provincial education policies reflect the realities of students and families across all regions of Ontario.

We are also concerned that removing English public school trustees could have unintended consequences for representation and accountability within the system. In many boards, legislated First Nations representation and student trustees play an important role in ensuring diverse voices are heard in decision-making. The loss of elected trustees could impact these mechanisms that currently provide important perspectives at the governance table.

We are aware that the Waterloo District School Board has written to the Ombudsman's Office to request an investigation into the fairness, transparency, and accountability of the process used to implement changes to the school board governance model, and we are in full support of this request.

The Trustees of the Avon Maitland District School Board remain committed to working collaboratively with the Ontario Ministry of Education and the Government of Ontario to support a strong, transparent, and responsive public education system. We believe that transparency, evidence-based decision-making, and meaningful consultation will best serve students, families, and communities across the province.

Thank you for your attention to this matter. We would welcome the opportunity to participate in any consultation process or discussion regarding the future governance of Ontario's public education system.

Sincerely,

Michael Bannerman
Chair, Board of Trustees
Avon Maitland District School Board

cc: AMDSB Trustees
MPP Lisa Thompson
MPP Matthew Rae
Local Municipalities
Local Media Outlets
Ontario Public School Boards' Association and Member Boards
AMDSB Parent Involvement Committee
AMDSB Special Education Advisory Committee
AMDSB Parent Councils Chairs

**Town of Saugeen Shores**
600 Tomlinson Drive, P.O. Box 820
Port Elgin, ON N0H 2C0

March 23, 2026

**SENT VIA EMAIL**

The Honourable Doug Ford
Premier of Ontario
premier@ontario.ca

The Honourable Peter Bethlenfalvy
Minister of Finance
minister.fin@ontario.ca

The Honourable Graham McGregor, MPP
Minister of Citizenship and Multiculturalism
graham.mcgregor@pc.ola.org

**RE: Architectural Conservancy of Ontario (ACO) Proposal to include $10M per year in the 2026 provincial budget for Heritage Helping Housing (HHH) grant funding**

At the March 23, 2026, Regular Council meeting for the Town of Saugeen Shores, the attached motion was passed endorsing the Architectural Conservancy of Ontario (ACO) Proposal to include $10M per year in the 2026 provincial budget for Heritage Helping Housing (HHH) grant funding.

Sincerely,

Hailey Leigh-Mossley
Deputy Clerk
Encl.

cc. MPP Lisa Thompson
All Ontario Municipalities

# THE CORPORATION OF THE
# TOWN OF SAUGEEN SHORES

**MOVED BY:** C. Grace **RESOLUTION NO:** 096-2026

**SECONDED BY:** M. Myatt **DATE:** March 23, 2026

Whereas older buildings have inherent sustainability and provide economic, environmental and social benefits for Ontario communities; and,

Whereas re-use of existing buildings reduces the need for increased infrastructure that accompanies new builds such as sewer and water services, new roads and sidewalks; and,

Whereas re-use of existing building can reduce construction waste and extend the life expectancy of landfills; and,

Whereas keeping older buildings helps a community remain visually richer and enhances identity while building its tourism brand and appeal; and,

Whereas creating a new, application-based, matching grant program of $10M/year, modelled on an existing Alberta program would incentivize owners and smaller developers to keep, fix and reuse heritage buildings to create new housing; and,

Whereas such a grant program would provide an alternative to the Ontario heritage property tax relief program, which has limited impact on developers and reduces municipal revenues; and,

Whereas such a grant program would provide a simpler and more direct way for heritage building owners to fund renovations or conservation; and,

Whereas Ontario developers surveyed by the National Trust for Canada in 2014 ranked a heritage-revolving fund as their top incentive to encourage heritage development if:

- the grants are simple to apply for and to administer; and,
- the fund is large enough to meet at least 33% of the demand so that applicants have a reasonable chance of recovering the cost and effort of applying.

Therefore, be it Resolved That the Council of the Town of Saugeen Shores endorse the Architectural Conservancy of Ontario (ACO) Proposal to include $10M per year in the 2026 provincial budget for Heritage Helping Housing (HHH) grant funding, and that this resolution be sent to the Premier, Minister of Finance, Minister of Citizenship and Multiculturalism, and MPP Lisa Thompson, and be circulated to all municipalities in Ontario.

- ☑ Carried
- ❑ Carried, as amended
- ❑ Defeated
- ❑ Deferred
- ❑ Referred
- ❑ Tabled
- ❑ Withdrawn

Mayor

City of Peterborough

**Resolution of Council**
**City Council Meeting**

**Title:** Provincial Support of the Ontario Airport Capital Assistance Program

**Date:** February 2, 2026

---

**WHEREAS small and regional airports in Ontario serve as critical infrastructure—facilitating essential public services including air ambulance operations, forest firefighting, search & rescue, and law enforcement activities, while also driving local and regional economic development; and**

**WHEREAS many of these airports are ineligible for the federal Airports Capital Assistance Program (ACAP) due to eligibility constraints such as lacking year-round scheduled service, yet still require capital funding for safety-related infrastructure; and**

**WHEREAS the Airport Management Council of Ontario (AMCO) has identified a persistent funding gap for non ACAP eligible community airports, estimating that approximately 85 such airports need $5.5 million annually to address critical airside infrastructure needs; and**

**WHEREAS provinces including British Columbia, Alberta, and Saskatchewan have successfully managed permanent provincial capital-assistance programs—offering clear models for cost-sharing frameworks, eligible project criteria, and annual funding envelopes; and**

**WHEREAS AMCO's proposed Ontario Airport Capital Assistance Program (OACAP) envisions an annual operational budget of $8.5–10 million, with a 75% provincial / 25% owner cost-share, a $2 million per applicant cap, and bonuses for key community-benefiting projects; and**

**WHEREAS the 2025 Ontario Budget has already acknowledged "airports as cross country infrastructure" and signaled intent to include them in upcoming capital investments; and**

**WHEREAS the City of Peterborough benefits directly from airport-enabled services and ensuring its continued operation is in the public interest of resident safety, economic resilience, and efficient connectivity.**

**NOW THEREFORE BE IT RESOLVED THAT The Corporation of the City of**

**Peterborough formally urges the Government of Ontario to:**

**i. Implement the Ontario Airport Capital Assistance Program (OACAP) managed by the Ministry of Transportation.**
**ii. Adopt the recommended cost-sharing structure (75% provincial / 25% municipal or operator), and cap funds at $2 million per project per**
**iii. Expand eligibility to include public-use registered aerodromes and certified airports not currently eligible for ACAP.**
**iv. Reinstate the Ontario Air Advisory Panel to advise on airport infrastructure and policy priorities.**
**v. Designate community and regional airports as critical infrastructure under provincial policy.**
**vi. Investigate stable funding mechanisms—such as a dedicated stream from the aviation fuel tax—to support OACAP sustainably.**

**BE IT FURTHER RESOLVED THAT a copy of this resolution be forwarded to the Premier of Ontario,**

**Minister of Transportation, local MPPs, AMCO, and all Ontario municipalities operating public airports calling for provincial commitment to OACAP.**

The above resolution, adopted by City Council is forwarded for your information and action, as required. Thank you.

per

John Kennedy, City Clerk

**From:** Phillips, Paula <paula.phillips@veolia.com>
**Sent:** Monday, February 9, 2026 08:41
**To:** Sean Thomas <sthomas@goderich.ca>; Deanna Hastie <dhastie@goderich.ca>; Jessica Clapp <jclapp@goderich.ca>; Janet Shrier <JShrier@goderich.ca>
**Cc:** scott.gowan <scott.gowan@veolia.com>; Marco Fontana-Giusti <marco.fontana-giusti@veolia.com>
**Subject:** Office Rental at 240 Huckins Street

Dear Sean,

Please accept this email as formal notification that Veolia Water Canada, Inc. will no longer require the office space at 240 Huckins Street, effective April 1, 2026.

We would like to express our sincere appreciation to the Town of Goderich for the opportunity to rent office spaces in the Town of Goderich over the many years.

Thank you,

**Paula Phillips**
*Project Support Coordinator*
*Municipal Business*
***VEOLIA (CANADA-WEST)***

tel
+1 519-524-6583 x 315
/ cell
+1 519-440-1053

240 Huckins Rd PO Box 185 GODERICH ON N7A 3X8
**paula.phillips@veolia.com**
**www.veolia.ca**

Resourcing the world VEOLIA

April 9, 2026
Ministry of Transportation MTO West Operations
659 Exeter Road, London Ontario N6E 1L3

**RE: Draft Plan of Subdivision 40T21004, 40T13002, and MTO clearance.**

---

In consideration of the Ministry of Transportation (MTO) clearing MTO conditions for Draft Plan of Subdivision 40T21004 & 40T13002 for the entire subdivision in lieu of revising the draft plan to reflect the phased approach, THE CORPORATION OF THE TOWN OF GODERICH (the "Municipality") hereby acknowledges and agrees to the following:

1. Developer Driven Highway Improvements are required to facilitate the development of the Sarah Properties and The Coast Subdivision, Goderich (40T21004 & 40T13002) as identified by the traffic impact study addendum signed and dated by Matt Brouwer on September 10, 2025, for the Sarah Properties and The Coast Subdivisions.

2. MTO reviewed and accepted the traffic impact study addendum signed and dated by Matt Brouwer on September 10, 2025. Subject to the terms and conditions in this acknowledgement, MTO agree with the conclusions of the TIS that the number of units included in Figure 1 can be built and occupied prior to the completion of the required highway improvements.

3. Highway improvements are required to facilitate the development of Sarah Properties (40T21004) and The Coast (40T13002) beyond that specified in Figure 1.

4. The developer has requested that MTO clear draft plan conditions for additional phases to allow additional flexibility to apply for the applicable building permits within the plan of subdivision in lieu of revising the draft plan to reflect different boundaries for the existing phases.

5. The Municipality acknowledges that building or occupancy permits beyond that specified in Figure 1 be split between Sarah Properties (40T21004) and The Coast Subdivision (40T13002) will not be issued without the prior written permission from the MTO.

**THE CORPORATION OF THE TOWN OF GODERICH**

Signature:
Name:
Title:
I have the authority to bind the Municipality.
Date:

**WITNESS**

Signature:
Name:
Title:
Date:

**Figure 1 – Development to be accommodated prior to improvements being warranted**

| | SF/SD | TOWN | STACKED TOWN | LTC | TOTAL |
|---|---|---|---|---|---|
| **TOTAL UNITS SUPPORTED IN TIS 4.0 – Final 2025-09 (Submission Copy)** | 210[1] | 97 | 24 | 160 | 491 |

1. As specified in Section 5.4 of TIS, 192 SF/SD with an additional 18 SF/SD houses or 32 townhouses can be accommodated before improvements are warranted. The former is considered in this table.

B. M. ROSS AND ASSOCIATES LIMITED
Engineers and Planners
62 North Street, Goderich, ON N7A 2T4
p. (519) 524-2641 www.bmross.net

File No. 08114/19068

**VIA EMAIL ONLY**

April 11, 2026

Andrea Fisher
Town of Goderich
57 West Street
Goderich, ON N7A 2K5

Dear Andrea

**Re: MTO and Highway 21 development improvements**

You asked that I provide a report for Council's information as it relates to the MTO acknowledgment letter being considered for the Town's endorsement.

There are two large subdivision development properties on the south side of Goderich, "Coast" as represented by Rob Wood and the "Water's Edge" as represented by Walter Broos. Both parcels, upon submission of applications for draft plan approval on their subdivisions, received conditions from the MTO that included the requirement to:

> *"…submit to MTO for review and approval a revised/updated TIS so that MTO can assess the impact to the highway for each phase of the development. Highway improvements as a result of the development are the financial responsibility of the developer.*

(It is noted that wording is not quite identical in each approval document.)

Highway 21 is a "King's Highway" under full ownership and control by the Province as represented by the Minitry of Transportation of Ontario, MTO. The Ministry has full jurisdiction over the roadway and has numerous policies and guidelines that are to be followed. It is common that adjacent development will be expected to review the impacts of background (current) and growth related traffic to determine whether improvements are needed to the highway, which might include road widening, turning lanes, and/or intersection controls.

The developers jointly hired Paradigm Transportation Solutions Limited to conduct a combined Traffic Impact Study (TIS) to address this section of Highway 21 and three impacted intersections at, Huckins St./Street D, Mitchell Street/Dechert Road and Bluewater Beach Road.

Several iterations of the TIS were submitted. The MTO has accepted the September 10, 2025, report. Traffic signals and major alterations to turning lanes are warranted at both Huckins

and Dechert. Turning lanes will be required at Bluewater Beach Road. I attach a copy of the executive summary from the TIS for those who may wish to read it.

A large part of the discussions between the Developers, the MTO and the Town was an understanding of "when" these improvements will be needed. Paradigm presented an outline listing how many units can be completed within the developments before the road improvements are warranted. The following section of the report outlined the "Development Trigger" beyond which the road improvements must be in place:

***Development Trigger***

*Analysis shows that the amount of development before improvements are warranted include:*

- *192 Single-Family Detached Housing;*
- *97 Single-Family Attached Housing (street townhouses);*
- *24 Multi-Family Housing (Low-Rise); and*
- *160 Nursing Home Units.*

*18 single-family detached houses or 32 townhouses can be accommodated in addition to the above before improvements are the initial phase of development.*

Ongoing discussions with the developers and the MTO include the requirement for the subdivision agreements to be amended to provide the appropriate wording including these listed limits on the number of permits that can be applied for. Town and BMROSS staff are working on a chart to assist in documenting the applications. More discussion is needed between the Town and the developers on the allocation of permits between the two sites.

The MTO is considering instigating the highway improvements. It is their current intent that agreements would be completed with the developers to allocate the cost. It is anticipated that the MTO would hold securities.

The acknowledgment letter is one step that the MTO feels is necessary to insure that permits can be limited until highway improvements are in place. Town and BMROSS staff recommend Council's endorsement.

We will be present to assist in answering any questions that may occur.

Yours very truly

B. M. ROSS AND ASSOCIATES LIMITED

Per _____
Bruce W. Potter, P. Eng.

BWP:es
Cc: Sean Thomas, Jason Dykstra, Steve Jackson

Z:\08114-Goderich-Fusion_Development\Projects\08114 2025-09-12 TIS subm\08118 19068 2026-04-11 council report on TIS and MTO.docx

# Executive Summary

## Content

Paradigm Transportation Solutions Limited (Paradigm) was retained to conduct this combined Transportation Impact Study (TIS) for the proposed Sarah Properties and The Coast Residential Developments located north of Dechert Road and west of Highway 21 in the Town of Goderich, Huron County. Paradigm completed individual TIS for these two properties in September 2021. Paradigm prepared an updated combined TIS for the two properties in March 2023, as requested by Ontario Ministry of Transportation (MTO) staff. MTO staff provided comments on the combined TIS in October 2023 to which Paradigm submitted a response Letter in February 2024. In July 2024, MTO provided additional comments on the response Letter, which include the request of an updated TIS. This TIS Update has been prepared to address and clarify the questions and comments from MTO dated July 2024.

As requested by Ontario Ministry of Transportation (MTO) staff, this study includes analyses of both developments to identify the timing and required improvements.

The full scope of this study includes:

- documentation of current traffic and site conditions in the vicinity of the development;
- estimation of the background traffic growth in the area;
- estimation of development site traffic for the Interim Phases of each development and full build-out of both developments;
- assignment of the development traffic to the surrounding road network;
- assessment of the future total traffic within the study area for five horizon years: The Coast Interim Phase completion (2023), Sarah Properties Interim Phase completion (2025), full build-out of both developments (2030), and five (2035) and ten years (2040) after full build-out; and
- identification of any operational or safety concerns and any mitigation measures that may be required to improve operations.

## Development Concept

The proposed subdivisions are located in the southern area of the Town of Goderich, Ontario, bounded by Bethune Crescent to the north, Dechert Road to the south, Highway 21 to the east, and Lake Huron to the west.

The Sarah Properties Development is proposed to consist of 258 single-family detached homes, 153 townhouses, 811 apartment units, and approximately 11,200 square metres (120,000 square feet) of commercial space. An initial phase of 85 detached homes and 65 townhouses are expected to be built by 2025.

The Coast Development is proposed to consist of 243 single-family detached homes, 141 townhouses, a 240-unit affordable housing apartment building, and a 160-unit long-term care home. An initial phase of 107 single-family homes, 32 townhouses, 24 stacked townhouses, and 160 long-term care units is expected to be built by 2023.

Full build-out of both developments is expected by 2030.

## Development Trigger

Analysis shows that the amount of development before improvements are warranted include:

- 192 Single-Family Detached Housing;
- 97 Single-Family Attached Housing (street townhouses);
- 24 Multi-Family Housing (Low-Rise); and
- 160 Nursing Home Units.

18 single-family detached houses or 32 townhouses can be accommodated in addition to the above before improvements are warranted by the initial phase of development.

## Conclusions

The main conclusions of this study are as follows:

- **Existing Traffic Conditions:** All study intersections are operating at acceptable levels of service during the AM, PM, and Saturday peak hours.
- **Development Generated Traffic:** the sites are expected to generate a total of 1169 AM peak hour trips, 1696 PM peak hour trips, and 1819 Saturday peak hour trips at full build-out.

Adjusting for internal and pass-by trips, 1145 trips are anticipated in the AM peak hour, 1268 trips are anticipated in the PM peak hour, and 1363 trips are anticipated in the Saturday peak hour.

- **2023 Horizon:** All intersections are forecast to operate at acceptable levels of service during the AM, PM, and Saturday peak hours under background and total traffic conditions.
- **2025 Horizon:** All intersections are forecast to operate at acceptable levels of service during the AM, PM, and Saturday peak hours under background and total traffic conditions.
- **2030 Horizon:**
  - Background Conditions: All intersections are forecast to operate at acceptable levels of service during the AM, PM, and Saturday peak hours.
  - Total Traffic Conditions: Operational issues are anticipated at the intersection of Street D / Huckins Street and Highway 21 during the AM, PM, and Saturday peak hours and at the intersection of Dechert Road / Mitchell Street and Highway 21 during the Saturday peak hour.
- **2035 Horizon:**
  - Background Conditions: All intersections are forecast to operate at acceptable levels of service during the AM, PM, and Saturday peak hours.
  - Total Traffic Conditions: Operational issues are anticipated at the intersection of Street D / Huckins Street and Highway 21 during the AM, PM, and Saturday peak hours and at the intersection of Dechert Road / Mitchell Street and Highway 21 during the PM and Saturday peak hours.
- **2040 Horizon:**
  - Background Conditions: All intersections are forecast to operate at acceptable levels of service during the AM, PM, and Saturday peak hours.
  - Total Traffic Conditions: Operational issues are anticipated at the intersection of Street D / Huckins Street and Highway 21 during the AM, PM, and Saturday peak hours and at the intersection of Dechert Road / Mitchell Street and Highway 21 during the PM and Saturday peak hours.
- **Remedial Measures:** It is concluded that the following improvements are warranted at the study area intersections:
  - Street D / Huckins Street to Highway 21:

  - traffic signals are forecast to be warranted by the 2030 total horizon;
  - northbound left-turn lane with 105-metre storage and 130-metre deceleration length (including taper and parallel lengths);
  - southbound left-turn lane with 90-metre storage and 130-metre deceleration length;
  - southbound right-turn lane with 140-metre storage and 130-metre deceleration length; and
  - eastbound left-turn lane with 120-metre storage and 130-metre deceleration length.
- Dechert Road / Mitchell Street and Highway 21:
  - traffic signals are forecast to be warranted for the 2035 total Saturday conditions;
  - northbound left-turn lane with 180-metre storage and 180-metre deceleration length;
  - southbound left-turn lane with 172.5-metre and 180-metre deceleration length; and
  - southbound right-turn lane with 55-metre storage and 130-metre deceleration length.
  - The southbound lane drop on Highway 21, approximately 200 metres south of Huckins Street, will end before the taper of southbound right-turn lane at Dechert Road begins. Therefore, the proposed turn lanes will be able to be accommodated in the existing geometry.
- Dechert Road / Mitchell Street and Highway 21, if this intersection remains unsignalized:
  - northbound left-turn lane with 65-metre storage and 130-metre taper; and
  - southbound right-turn lane with at least a70-metre taper.
- Bluewater Beach Road and Highway 21:
  - southbound left-turn lane with 25-metre storage and 105-metre taper; and
  - northbound left-turn lane with 15-metre storage and 105-metre taper.
  - The southbound left-turn lane is warranted with 15 metres of storage under background traffic conditions, regardless of whether the subject developments proceed.

- **Long Range Forecasts:** Caution should be used when dealing with long range forecasts (greater than 10 years), as background growth may not be as high as projected.

## Recommendations

Based on the findings of this study, it is recommended that:

- Provisions be made for traffic control signals at the intersections of Street D / Huckins Street and Highway 21, and Dechert Road / Mitchell Street and Highway 21.
- To accommodate the forecast traffic volumes contained within this report, the following storage lane and taper lengths are recommended:
  - Street D / Huckins Street and Highway 21
    - installation of traffic control signals;
    - northbound left-turn lane with 105-metre storage and 130-metre deceleration length (including taper and parallel lengths);
    - southbound left-turn lane with 90-metre storage and 130-metre deceleration length;
    - southbound right-turn lane with 140-metre storage and 130-metre deceleration length; and
    - eastbound left-turn lane with 120-metre storage and 130-metre deceleration length.
  - Dechert Road / Mitchell Street and Highway 21, if signalized
    - installation of traffic control signals
    - northbound left-turn lane with 180-metre storage and 180-metre deceleration length;
    - southbound left-turn lane with 172.5-metre storage and 180-metre deceleration length; and
    - southbound right-turn lane with 55-metre storage and 130-metre deceleration length.
  - Dechert Road / Mitchell Street and Highway 21, if unsignalized
    - northbound left-turn lane with 65-metre storage and 130-metre deceleration length; and
    - southbound right-turn lane with at least a 70-metre taper.
  - Bluewater Beach Road and Highway 21:

- southbound left-turn lane with 25-metre storage and 105-metre taper; and
- northbound left-turn lane with 15-metre storage and 105-metre taper.

Goderich Port Management Corporation

P.O. Box 415, 245 North Harbour Road W., Goderich, ON. N7A 3Z2 Telephone: 519 524-4247

Funding request to support government lobbying.

March 31st 2026

Dear Ms. Hallahan.

Goderich Port Management Corp has sought the services of Wellington – Dupont of Ottawa in providing lobbying support for our efforts to secure funding from the revised Federal National Trade Corridor fund renamed now known as the Trade Diversification Corridors Fund and also Provincial funding support for the project that will complete the original port expansion plan and add up to 11 acres of wharf space.

Wellington-Dupont is also supporting the GPMC in funding efforts related to a portion of the capital costs for the covering of the "Agri-dome" at the Port through a formal submission to the Southwest Ontario Development Fund.

As with the initial wharf space created in 2020 the Town is the greatest beneficiary from leases for the space and of course indirectly from greater activity and varied cargoes being handled.

I would like to ask Council to help fund this work which I believe is now entering it's close out stage.

I am anticipating hearing results on both submissions prior to the end of Sept 2026.

In 2025 $50,000 was the level of support GPMC received, and I would ask for a similar sum in 2026.

Yours sincerely

Frank Hurkmans

President Goderich Port Management Corporation

**THE CORPORATION OF THE TOWN OF GODERICH**

**BY-LAW NO. 51 OF 2026**

---

**BEING A BY-LAW TO AMEND BY-LAW 34 OF 2026, BEING A BY-LAW TO REGULATE TRAFFIC IN THE TOWN OF GODERICH AND TO CONTROL AND REGULATE THE USE OF STREETS AND BOULEVARDS IN SAID TOWN**

---

**WHEREAS** on April 13, 2026, Council considered a motion to amend By-Law 34 of 2026, Being a By-Law to Regulate Traffic in the Town of Goderich and to Control and Regulate the Use of Street and Boulevards in Said Town, to add an additional area to Schedule 9 (No Stopping) to extend the prohibition on the northwest side of Walnut Street, from Huron Road to Maitland Road;

**AND WHEREAS** the Council of the Corporation of the Town of Goderich deems it necessary and desirable to execute an amendment to By-Law 34 of 2026, Being a By-Law to Regulate Traffic in the Town of Goderich and to Control and Regulate the Use of Street and Boulevards in Said Town;

**AND WHEREAS** the Council of the Corporation of the Town of Goderich is agreeable to this amendment to By-Law 34 of 2026, Being a By-Law to Regulate Traffic in the Town of Goderich and to Control and Regulate the Use of Street and Boulevards in Said Town.

**NOW, THEREFORE, THE COUNCIL OF THE CORPORATION OF THE TOWN OF GODERICH ENACTS AS FOLLOWS:**

1. That the following table in Section 9 currently reads as follows:

**SCHEDULE 9**
**NO STOPPING AREA**

| **COLUMN 1 STREET** | **COLUMN2 SIDE(S)** | **COLUMN3 FROM-TO** | **COLUMN 4 TIME or DAYS** |
|---|---|---|---|
| Bayfield Road | Both sides | All | Anytime |
| Bennett Street | North side | Gibbons Street westbound for 15m | 8 a.m. to 5 p.m. (school days only) |
| Bennett Street | North side | Bayfield Road to Gibbons Street | 8 a.m. to 5 p.m. (school days only) |
| Bennett Street | North side | Eldon Street westbound for 15m | 8 a.m. to 5 p.m. (school days only) |
| Bennett Street | North side | Eldon Street eastbound for 205m | 8 a.m. to 5 p.m. (school days only) |
| Bennett Street | South side | Gibbons Street eastbound for 15m | 8 a.m. to 5 p.m. (school days only) |
| Bennett Street | South side | Gibbons Street westbound for 30m | 8 a.m. to 5 p.m. (school days only) |
| Bennett Street | South side | Eldon Street eastbound for 15m | 8 a.m. to 5 p.m. (school days only) |
| Bennett Street | South side | Eldon Street westbound for 205m | 8 a.m. to 5 p.m. (school days only) |

| | | | |
|---|---|---|---|
| Blake Street | North side | Eldon Street to Elizabeth Street | 8 a.m. to 5 p.m. (school days only) |
| Blake Street | North side | Eldon Street eastbound for 30m | 8 a.m. to 5 p.m. (school days only) |
| Blake Street | South side | Wellington Street northbound for 6m | 8 a.m. to 5 p.m. (school days only) |
| Blake Street | South side | Wellington Street southbound for 6m | 8 a.m. to 5 p.m. (school days only) |
| Blake Street | South side | Eldon Street westbound for 30m | 8 a.m. to 5 p.m. (school days only) |
| Blake Street | South side | Eldon Street eastbound for 15m | 8 a.m. to 5 p.m. (school days only) |
| Britannia Road | Both sides | Gibbons Street to Palmerston Street | Anytime |
| Eldon Street | East side | Blake Street northbound for 15m | 8 a.m. to 5 p.m. (school days only) |
| Eldon Street | West side | Blake Street northbound for 30m | 8 a.m. to 5 p.m. (school days only) |
| Eldon Street | West side | Blake Street southbound for 15m | 8 a.m. to 5 p.m. (school days only) |
| Eldon Street | East side | Bennett Street southbound for 30m | 8 a.m. to 5 p.m. (school days only) |
| Eldon Street | West side | Bennett Street northbound for 30m | 8 a.m. to 5 p.m. (school days only) |
| Eldon Street | East side | Blake Street to Bennett Street | 8 a.m. to 5 p.m. (school days only) |
| Elgin Avenue East | Both sides | Victoria Street to Toronto Street | Anytime |
| Elgin Avenue West | Both sides | South Street westbound for 25m | Anytime |
| Gibbons Street | East side | Bennett Street northbound for 15m | 8 a.m. to 5 p.m. (school days only) |
| Gibbons Street | East side | Bennett Street southbound for 30m | 8 a.m. to 5 p.m. (school days only) |
| Gibbons Street | West side | Bennett Street southbound for 100m | 8 a.m. to 5 p.m. (school days only) |
| Gibbons Street | West side | Bennett Street northbound for 30m | 8 a.m. to 5 p.m. (school days only) |
| Huron Road | Both sides | All | Anytime |
| McDonald Street | East side | Raglan Street Southbound for 10m | Anytime |
| McDonald Street | East side | Raglan Street northbound for 10m | Anytime |
| Picton Street | South side | Victoria Street westbound for 39m | Anytime |
| South Street | East Side | Blake Street to Bennett Street | 8 a.m. to 5 p.m. (school days only) |
| Toronto Street | Both sides | All | Anytime |
| Victoria Street | Both sides | All | Anytime |
| Walnut Street | Southeast side | Huron Road to Maitland Road | Anytime |
| Walnut Street | Northwest side | Regent Street to Maitland Road | Anytime |

Be replaced to read as follows:

**SCHEDULE 9**
**NO STOPPING AREA**

| COLUMN 1 STREET | COLUMN2 SIDE(S) | COLUMN3 FROM-TO | COLUMN 4 TIME or DAYS |
|---|---|---|---|
| Bayfield Road | Both sides | All | Anytime |

| | | | |
|---|---|---|---|
| Bennett Street | North side | Gibbons Street westbound for 15m | 8 a.m. to 5 p.m. (school days only) |
| Bennett Street | North side | Bayfield Road to Gibbons Street | 8 a.m. to 5 p.m. (school days only) |
| Bennett Street | North side | Eldon Street westbound for 15m | 8 a.m. to 5 p.m. (school days only) |
| Bennett Street | North side | Eldon Street eastbound for 205m | 8 a.m. to 5 p.m. (school days only) |
| Bennett Street | South side | Gibbons Street eastbound for 15m | 8 a.m. to 5 p.m. (school days only) |
| Bennett Street | South side | Gibbons Street westbound for 30m | 8 a.m. to 5 p.m. (school days only) |
| Bennett Street | South side | Eldon Street eastbound for 15m | 8 a.m. to 5 p.m. (school days only) |
| Bennett Street | South side | Eldon Street westbound for 205m | 8 a.m. to 5 p.m. (school days only) |
| Blake Street | North side | Eldon Street to Elizabeth Street | 8 a.m. to 5 p.m. (school days only) |
| Blake Street | North side | Eldon Street eastbound for 30m | 8 a.m. to 5 p.m. (school days only) |
| Blake Street | South side | Wellington Street northbound for 6m | 8 a.m. to 5 p.m. (school days only) |
| Blake Street | South side | Wellington Street southbound for 6m | 8 a.m. to 5 p.m. (school days only) |
| Blake Street | South side | Eldon Street westbound for 30m | 8 a.m. to 5 p.m. (school days only) |
| Blake Street | South side | Eldon Street eastbound for 15m | 8 a.m. to 5 p.m. (school days only) |
| Britannia Road | Both sides | Gibbons Street to Palmerston Street | Anytime |
| Eldon Street | East side | Blake Street northbound for 15m | 8 a.m. to 5 p.m. (school days only) |
| Eldon Street | West side | Blake Street northbound for 30m | 8 a.m. to 5 p.m. (school days only) |
| Eldon Street | West side | Blake Street southbound for 15m | 8 a.m. to 5 p.m. (school days only) |
| Eldon Street | East side | Bennett Street southbound for 30m | 8 a.m. to 5 p.m. (school days only) |
| Eldon Street | West side | Bennett Street northbound for 30m | 8 a.m. to 5 p.m. (school days only) |
| Eldon Street | East side | Blake Street to Bennett Street | 8 a.m. to 5 p.m. (school days only) |
| Elgin Avenue East | Both sides | Victoria Street to Toronto Street | Anytime |
| Elgin Avenue West | Both sides | South Street westbound for 25m | Anytime |
| Gibbons Street | East side | Bennett Street northbound for 15m | 8 a.m. to 5 p.m. (school days only) |
| Gibbons Street | East side | Bennett Street southbound for 30m | 8 a.m. to 5 p.m. (school days only) |
| Gibbons Street | West side | Bennett Street southbound for 100m | 8 a.m. to 5 p.m. (school days only) |
| Gibbons Street | West side | Bennett Street northbound for 30m | 8 a.m. to 5 p.m. (school days only) |
| Huron Road | Both sides | All | Anytime |
| McDonald Street | East side | Raglan Street Southbound for 10m | Anytime |
| McDonald Street | East side | Raglan Street northbound for 10m | Anytime |
| Picton Street | South side | Victoria Street | Anytime |

| | | | |
|---|---|---|---|
| | | westbound for 39m | |
| South Street | East Side | Blake Street to Bennett Street | 8 a.m. to 5 p.m. (school days only) |
| Toronto Street | Both sides | All | Anytime |
| Victoria Street | Both sides | All | Anytime |
| Walnut Street | Both sides | Huron Road to Maitland Road | Anytime |

2. That the Mayor and Clerk be and are hereby authorized to execute and affix the Corporate Seal to an amendment to By-Law 34 of 2025, Being a By-Law to Regulate Traffic in the Town of Goderich and to Control and Regulate the Use of Street and Boulevards in Said Town.

3. That By-Law 34 of 2025 is hereby amended.

**READ A FIRST, SECOND, AND THIRD TIME AND FINALLY PASSED THIS 13TH DAY OF APRIL 2026.**

_____

**MAYOR, Trevor Bazinet**

_____

**CLERK, Andrea Fisher**

**THE CORPORATION OF THE TOWN OF GODERICH**
**BY-LAW NO. 52 OF 2026**

---

**BEING A BY-LAW TO AMEND BY-LAW 155 OF 2025, APPENDIX B: JOINT HEALTH AND SAFETY COMMITTEE TERMS OF REFERENCE, A BY-LAW TO ESTABLISH A HEALTH AND SAFETY POLICY AND PROGRAM FOR EMPLOYEES OF THE CORPORATION OF THE TOWN OF GODERICH**

---

**WHEREAS** the Council of the Corporation of the Town of Goderich deems it necessary and desirable to amend Appendix B: Joint Health and Safety Committee Terms of Reference, Being a By-Law to Establish a Health and Safety Policy and Program for Employees of the Corporation of the Town of Goderich.;

**AND WHEREAS** at the April 13, 2026, meeting, Council considered an amendment to By-Law 155 of 2025, Appendix B: Joint Health and Safety Committee Terms of Reference, Being a By-Law to Establish a Health and Safety Policy and Program for Employees of the Corporation of the Town of Goderich;

**AND WHEREAS** the amendments to By-Law 155 of 2025, Appendix B: Joint Health and Safety Committee Terms of Reference, Being a By-Law to Establish a Health and Safety Policy and Program for Employees of the Corporation of the Town of Goderich are outlined below;

**AND WHEREAS** the Corporation of the Town of Goderich is agreeable to the amendments to By-Law 155 of 2025: Appendix B, Being a By-Law to Establish a Health and Safety Policy and Program for Employees of the Corporation of the Town of Goderich.

**NOW, THEREFORE, THE COUNCIL OF THE CORPORATION OF THE TOWN OF GODERICH ENACTS AS FOLLOWS:**

1. That the wording in Section 7.1 currently reads as follows:

   **7.1 Inspection Schedule**
   An inspection schedule will be created in November/December of each year, identifying two teams consisting of 2 Worker members each, to conduct an independent inspection of two of the following Site locations each month:

   **A Sites** which include the Child Care Centre, Public Works, the Tourist Booth and seasonally, the Cemetery.

   **B Sites** which include the Facilities Shop, Airport, MacKay Centre and Town Hall.

   **C Sites** which include the Maitland Recreation Centre, the Parks Department, and seasonally, the Pickleball Court AED

   **D Sites** which include Memorial Arena, the Fire Hall, the Library and seasonally, the Bannister Park AED

Be replaced to read as follows:

   **7.1 Inspection Schedule**
   An inspection schedule will be created in November/December of each year identifying two teams consisting of 2 Worker members each, to conduct an independent inspection of

two of the following Site locations each month:

**A Sites** which include the Fire Hall, Parks, Child Care Centre, Public Works, and the Tourism Centre.

**B Sites** which include the Town Hall, Airport and the Maitland Recreation Centre.

Each month, a Management member of the JHSC will be designated to carry out an independent inspection of one of the Sites as well

2. That the wording in Section 9.2 – Section 9.3 currently reads as follows:

**9.2. Schedule of Meetings**
In order that a meeting of the Committee be properly constituted for the conduct of business, the following individuals must be present:

- at least three Worker members
- at least one Management appointed member; and
- at least one of the two co-chairs; and
- the H&S Manager

**9.3. Agendas**
Agendas will be assembled and distributed by the H&S Manager in consultation with the Chairs one (1) week prior to the meeting.

Be replaced to read as follows:

**9.2. Schedule of Meetings**
In order that a meeting of the Committee be properly constituted for the conduct of business, the following individuals must be present:

- at least three Worker members
- at least one Management member; and
- at least one of the two co-chairs

**9.3. Agendas**
Agendas will be assembled and distributed by the H&S Manager one (1) week prior to the meeting.

3. That the Mayor and Clerk be and are hereby authorized to execute and affix the Corporate Seal to an amendment to By-Law 155 of 2025, Appendix B: Joint Health and Safety Committee Terms of Reference.

4. That By-Law 155 of 20225 is hereby amended.

**READ A FIRST, SECOND, AND THIRD TIME AND FINALLY PASSED THIS 13TH DAY OF APRIL 2026.**

_____
**MAYOR, Trevor Bazinet**

_____
**CLERK, Andrea Fisher**

**Area:** HS - Health & Safety

**Policy Number:** HS-2026-01

**By-Law Number:** XX of 2026

**Effective Date:** April 13, 2026 **Revision Date:** Click or tap to enter a date.

**Subject:** Joint Health and Safety Committee Terms of Reference

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## 1. PREAMBLE

This document sets out the structure of the Joint Health & Safety Committee for the Town of Goderich. The Committee is established pursuant to requirements of the Ontario Occupational Health and Safety Act, R.S.O. 1990, c.O.1 (OHSA).

The JHSC, as set out herein, is established under Section 9 of *OHSA*.

## 2. INTRODUCTION

Under the provisions of the OHSA, Workers (as defined below) and Employers must share the responsibility for occupational health and safety. OHSA sets up an internal responsibility system that involves everyone, from individual employees to the Town's Department Heads.

OHSA provides for the establishment of a Joint Health and Safety Committee ("JHSC" or "Committee"), composed of people who represent the Workers and the Employer. Together, they are committed to improving health and safety conditions in the workplace.

The Committee is an advisory body that helps recognize workplace risks and then recommends solutions and helps stimulate awareness of occupational health and safety issues.

Except where it is modified by virtue of ministerial approval of these terms of reference under subsection 9(4) of *OHSA,* OHSA applies to the JHSC described herein.

## 3. DEFINITIONS (PURSUANT TO OHSA)

**Certified Member** – means a JHSC member who is certified under section 7.6 of OHSA; The Chief Prevention Officer of the Prevention Council for the Ontario Ministry of Labour may:

(a) establish training and other requirements that a Committee member shall fulfill in order to become a certified member; and
(b) certify a Committee member who fulfills the requirements described in clause (a) above.

**Critical Injury** - Section 1 of Ontario Regulation 834 under OHSA defines "critical injury" as an injury of a serious nature that,

(a) places life in jeopardy,
(b) produces unconsciousness,
(c) results in substantial loss of blood,
(d) involves the fracture of a leg or arm but not a finger or toe,
(e) involves the amputation of a leg, arm, hand or foot but not a finger or toe,
(f) consists of burns to a major portion of the body, or
(g) causes the loss of sight in an eye.

**Employer** means a person who employs one or more Workers or contracts for the services of one or more Workers and includes a contractor or subcontractor who performs work or supplies services and a contractor or subcontractor who undertakes with an owner, constructor, and constructor to perform work or supply services. This term also includes an Employer representative.

**Supervisor** means a person who has charge of his or her workplace or authority over his or her Workers.

**Occupational Illness** means a condition that results from exposure in a workplace to a physical, chemical or biological agent to the extent that the normal physiological mechanisms are affected and the health of the Worker is impaired thereby and includes an occupational disease for which a Worker is entitled to benefits under the *Workplace Safety and Insurance Act, 1997* (the "WSIA").

**Worker** means any of the following, but does not include an inmate of a correctional institution or like institution or facility who participates inside the institution or facility in a work project or rehabilitation program:

(a) a person who performs work or supplies services for monetary compensation;
(b) a secondary school student who performs work or supplies services for no monetary compensation under a work experience program authorized by the school board that operates the school in which the student is enrolled;
(c) a person who performs work or supplies services for no monetary compensation under a program approved by a college of applied arts and technology, university, private career college or other post-secondary institution; and
(d) such other persons as may be prescribed who perform work or supply services to an employer for no monetary compensation.

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

## 4. HEALTH & SAFETY MANAGER

The CEMC, Accessibility and Health & Safety Manager (the "H&S Manager") will be responsible for overseeing the implementation of the Town of Goderich Health and Safety Program (the

"H&S Program") in every work location. Subsequently, the H&S Manager will be responsible for promoting a safe and healthy workplace for all Workers and will develop and implement policies and procedures that meet legislated requirements for the Province of Ontario.

## 5. JOINT HEALTH AND SAFETY COMMITTEE

### 5.1 Composition of the Joint Health and Safety Committee (JHSC)

The following guidelines shall apply to the composition of the JHSC as per s.9 of the *Occupational Health and Safety Act*:

- The committee shall consist of at least four members.
- The committee must consist of Worker members and Management members.
- At least half of the members must be Worker members.
- The Worker members must be selected by the workers at the workplace who do not exercise managerial functions.
- The Management members are selected by the Chief Administrative Officer.
- The JHSC shall strive to ensure that there is an equitable representation of the various departments that sit as members of the JHSC, whether they are Worker members or Management members.

The Town's JHSC shall be comprised of nine members: 5 Worker members and 4 Management members:

- 1 Worker member from Town Hall (Departments include: Clerks Department, Treasury, Building, Planning, Asset Management, Tourism, and Municipal Law Enforcement)
- 1 Worker member from the Childcare Centre
- 1 Worker member from Public Works/Airport
- 1 Worker member from Recreation
- 1 Worker member from Parks
- 3 Management Members to be appointed by the Chief Administrative Officer
- 1 H&S Manager

### 5.2 Chairs

The JHSC has two co-chairs: one is a Worker member who is appointed by the Worker members of the Committee and the other co-chair is a Management member who is appointed by the Management members of the Committee.

Each co-Chair's term of office is one calendar year, renewable. An election takes place annually at the first meeting of the calendar for co-Chair positions.

## 6. FUNCTIONS OF THE JOINT HEALTH AND SAFETY COMMITTEE

### 6.1 Membership and Term of Office

Under the OHSA, Chapter O.1, Part II, Section 9, Subsection 8, the members of the JHSC who represent Workers shall be selected by the Workers they are to represent or, by the union they represent. The term of each Worker representative shall be 3 years and may be renewed by the selection of the workers of the workplace. Worker members shall be selected on a rotating basis as follows, so as to provide continuity in the JHSC:

Year 1: Child Care Centre, Parks

Year 2: Airport/Public Works, Recreation

Year 3: Town Hall and Tourism

The appointment of Management members will be conducted by the Chief Administrative Officer. The Management members shall be confirmed, or removed, or replaced annually, or at the discretion of the Chief Administrative Officer.

### 6.2 Town Work Centres and Non-Union/Union Labour Status

Airport - Unionized – CUPE #4907 and Non-Union

Child Care Centre – Non-Union

Custodial –Non-Union

Fire Department –Non-Union

Goderich Public Library – Town owned facility, however staff are County employees

McKay Centre – Town owned facility, however managed independently

Parks/Cemetery –Unionized – CUPE #4907

Public Works –Unionized – CUPE #4907

Tourism – Non-Union

Town Hall – Non-Union

Recreation – Non-Union

### 6.3 Vacancies

If a member of the JHSC is no longer employed by the Town or has resigned during their term, their replacement will be selected as follows:

(a) In the case of a Worker member, the replacement Worker representative for the JHSC shall be selected by the Workers, or by the union representing the Workers, they are to represent;

(b) In the case of a Management member, the Chief Administrative Officer will appoint a new Management representative to the JHSC.

When a member of the JHSC is on medical or other leave from work and, as a result, such member is unable to attend at least one meeting or conduct the workplace inspections as set out in these Terms of Reference, and such absence leave the JHSC without quorum and unable to perform inspections or be effective in its function, the JHSC may choose a temporary replacement member who will be selected as follows:

(a) In the case of a Worker member, the replacement Worker representative for the JHSC shall be selected by the Workers, or by the union representing the Workers, they are to represent;

(b) In the case of a Management member, the Chief Administrative Officer may choose to either appoint a new Management representative to the JHSC or leave the position vacant pending the Management member's return.

Such temporary appointment shall be immediately and automatically repealed on the return to work of the original JHSC member, so long as the original JHSC member is returning during their 3-year term.

### 6.4 Functions of the Committee

The JHSC is predominantly responsible for **(i)** identifying potential sources of danger or hazards, **(ii)** evaluating these potential hazards, **(iii)** recommending corrective action, **(iv)** following-up with implemented recommendations, and **(v)** advising and assisting management and Workers in the development, implementation and operation of the H&S Program.

Duties include:

- Assisting and advising in the development, implementation and operation of the H&S Program**.**
- Assisting and advising in the development of specific health and safety standards and procedures.
- Advising on accident investigation and reporting and in determining and implementing proper corrective action.
- Obtaining and distributing safety information and material**.**
- Identifying conditions that may be a source of danger or hazard to Worker through Workplace inspections.

- Making recommendations to the employer for the establishment, maintenance and monitoring or programs, standards and procedures for the health and safety of Workers.
- Compiling and reviewing accident statistics, health and safety training records and making recommendations to the employer and the Workers for the improvement of the health and safety of Workers.
- Receiving reports, recommendations, etc. from the Health & Safety Steering Committee and acting upon the same.

One copy of the JHSC minutes shall be posted in a prominent place in the Workplace in accordance with Form TG15 – Checklist for Posted Health and Safety Materials (Town of Goderich Health & Safety Program binder), within one week of the meeting and where possible remain posted for not less than one month after the next meeting.

A copy of the Workplace inspection shall be included with the minutes and any recommendations/ communication as a result of injury/incident investigations.

The JHSC shall post all reports or surveys conducted by management on the Safety Bulletin Board as well as any Ministry of Labour notice of visits or non-compliance orders.

### 6.5 Recommendations

Where one of the committee member's makes a recommendation regarding a health and safety matter, the recommendation shall be recorded in the minutes of the corresponding meeting and the Management Co-Chair shall forward said recommendation to the Health & Safety Steering Committee. Within 21 days of receipt of the recommendation, the Health & Safety Steering Committee shall respond in writing to the Management Co-Chair.

The response may contain a timetable for implementing the recommendation or give reasons for their disagreement with the recommendation and why it is not accepted.

## 7. WORKPLACE INSPECTIONS

### 7.1 Inspection Schedule

An inspection schedule will be created in November/December of each year identifying two teams consisting of 2 Worker members each, to conduct an independent inspection of two of the following Site locations each month:

**A Sites** which include the Fire Hall, Parks, Child Care Centre, Public Works, and the Tourism Centre.

**B Sites** which include the Town Hall, Airport and the Maitland Recreation Centre.

Each month, a Management member of the JHSC will be designated to carry out an independent inspection of one of the Sites as well.

### 7.2 Interruption to Schedule

Should the JHSC be unable to perform the inspection schedule as set out above, each Worker member of the JHSC shall inspect their respective work location(s) on a monthly basis until such time as it is appropriate to resume the inspection schedule, for instance if employees are social distancing.

### 7.3 Inspection Form

The members conducting the inspection shall complete and sign a TG17 - Workplace Inspection Form. All health and safety concerns raised during an inspection shall be recorded on the Workplace Inspection Form. JHSC members should encourage the Worker(s) to complete form TG28 – Formal Written Recommendation to a Safety Concern (see the H&S Program).

The completed Workplace Inspection Form shall be forwarded to the H&S Manager. The H&S Manager, without undue delay, shall distribute the white copy of the Workplace Inspection Form to the appropriate Senior Leadership Team member to resolve deficiencies noted from the inspection.

### 7.4 Department Head/Supervisor Response

The responsible Senior Leadership Team member will conduct the corrective action, sign, date and return the form to the H&S Manager within 2 weeks, noting the action taken.

### 7.5 Other Inspections and Audits

The H&S Manager will perform random field inspections/safety audits.

From time to time, Ministry of Labour inspectors will show up at a Workplace, unannounced, to perform a physical inspection of the Workplace. The JHSC member for that respective department, will contact their immediate supervisor to report the impromptu inspection. That same JHSC member and will accompany the Ministry of Labour inspector during the physical inspection. Upon conclusion of the inspection, the supervisor (or their designate) and the JHSC member for the respective department, will review the inspector's findings.

## 8. CERTIFIED MEMBERS

A certified member is a Committee member who is certified by the Workplace Safety and Insurance Board under the *Workplace Safety and Insurance Act (WSIA).*

Certified members are entitled to exercise the rights and are required to perform the duties under the OHSA representing Workers [see Section 9(15), *OHSA*] and representing the employer [see Section 9(16), *OHSA*].

Only designated certified members can exercise stop work authority.

A designated certified member has the right to investigate complaints that dangerous circumstances exist. He or she will initiate and assist in the investigation of a bilateral work stoppage.

### 8.1 Bilateral Work Stoppage

A certified member who has reason to believe that **Dangerous Circumstances**, as defined in the OHSA, exist in a Workplace, may request that a supervisor investigate the matter, and the supervisor shall promptly do so, in the presence of the certified member. The certified member may request that a second certified member representing the other Workplace party investigate the matter if the first certified member has reason to believe that Dangerous Circumstances continue after the supervisor's investigation and remedial actions, if any, are taken. The second certified member shall promptly investigate the matter in the presence of the first certified member [see Sections 45(1), 45(2) and (3) of the *OHSA*].

If both certified members find that a Dangerous Circumstance exists, the certified members may direct the Employer or the constructor to stop the work or to stop the use of any part of a Workplace or of any equipment, machine, device, article or thing [see Section 45(4) of the *OHSA*].

If the certified members do not agree whether Dangerous Circumstances exist, either certified member may request that the H&S Manager investigate the matter, and the H&S Manager shall do so and provide the certified members with a written decision [see Section 45(6) of the *OHSA*].

After taking steps to remedy the Dangerous Circumstances, the Employer may request the certified member or the H&S Manager to cancel the direction [see Section 45(7) of the *OHSA*]. The certified members who issued a direction may jointly cancel it or the H&S Manager may cancel it [see Section 45(8) of the *OHSA*].

### 8.2 Dangerous Circumstances

Dangerous circumstances, as defined in the OHSA, means a situation in which:

a) a provision of the OHSA or the regulations [related to OHSA] is being contravened;

b) the contravention poses a danger or a hazard to a Worker; and

c) the danger or hazard is such that delay in controlling it may seriously endanger a Worker [see Section 44(1) of the *OHS Act*].

## 9. MEETINGS OF THE COMMITTEE

### 9.1 Schedule of Meetings

The Committee shall meet no less than every 3 months. The meeting dates for the following calendar year will be determined at the last meeting of the year. The meeting schedule may be changed for valid reasons by agreement of the two chairs or at the direction of the H&S Manager. The Meeting Schedule will be posted on the Health & Safety board in each department building.

### 9.2 Quorum

In order that a meeting of the Committee be properly constituted for the conduct of business, the following individuals must be present:

- at least three Worker members;
- at least one Management member; and
- at least one of the two co-chairs.

### 9.3 Agendas

Agendas will be assembled and distributed by the H&S Manager one (1) week prior to the meeting.

### 9.4 Chairing a Meeting

The two chairs of the Committee shall chair meetings in alternation or as otherwise agreed upon by the co-chairs. If the person scheduled to chair a meeting is absent, the other co-chair shall chair the meeting.

### 9.5 Consensus and Voting

Committee business shall normally be dealt with by consensus. Voting shall take place only where consensus is not possible. In the event of a vote, the number of votes for and against, and the number of abstentions, will be recorded.

### 9.6 Invited Persons

A co-chair may, with the consent of the other co-chair, invite any persons to attend the meeting to provide information and comment, but such persons shall not participate in the regular business of the meeting. The H&S Manager shall be notified of the invitation at least one week prior to the meeting.

### 9.7 Minutes of Meetings

Minutes will be taken by the H&S Manager. Names of Committee members present, absent or excused will be identified in the minutes. The minutes will also identify who chaired the meeting, and individuals responsible for action items.

Every concern brought to the attention of a Committee member using TG28 – *Formal Written Recommendations to a Safety Concern* (H&S Program), shall be reported at a Committee meeting and recorded in the minutes.

Every concern that is raised and resolved shall be recorded in the minutes. The minutes shall also report every agenda item that was not resolved in the course of the meeting.

The H&S Manager will type and distribute the minutes and maintain the JHSC records. Correct minutes shall be approved by the co-Chairs and shall be forwarded to Committee members. One copy of the JHSC minutes shall be posted at the Health & Safety Boards in each workplace,

in accordance with Form TG15 – *Checklist for Posted Health and Safety Materials* (H&S Program), within one week of the meeting and where possible remain posted for not less than one month after the next meeting.

## 10. REPORTING HEALTH AND SAFETY CONCERNS

### 10.1 General

A health and safety concern which is essentially of a maintenance nature should be reported to the Worker's immediate supervisor.

### 10.2 Health and Safety Concern in the Area where the Worker Normally Works

For a health and safety concern in the area where the Worker normally works, the matter should be reported to the Worker's immediate supervisor. The supervisor will deal with the matter and may, if appropriate, contact the appropriate Senior Leadership Team member, or may inform the Worker that no action appears necessary.

After the health and safety concern is corrected, the Worker's immediate supervisor shall send a brief written report of the health and safety concern using TG28 – *Formal Written Recommendation to a Safety Concern* (H&S Program), and the steps taken to correct it, and then a copy of Form TG28 will be provided to the H&S Manager, to the JHSC Worker member representing the area in question and to the Worker who reported the problem.

If the Worker who reported the health and safety concern is not satisfied that the problem has been adequately dealt with, the Worker should report this to the JHSC member representing the area in question, or to any other member of the JHSC. In the case of the Worker reporting the concern is the Worker member of the JHSC for that respective department, then that Worker should report it to one of the chairs of the JHSC.

### 10.3 Health and Safety Concerns Outside the Area where the Worker Normally Works

A health and safety concern outside of the area where the Worker normally works should be reported to the Worker member of the JHSC for that respective department, if the concern is of a local nature. In the case of a concern which may extend beyond the scope of the JHSC, or may have policy implications, it should be reported to the supervisor of that respective department immediately.

### 10.4 Notification of Outcome

Where a Worker reports a health and safety concern to a member of the JHSC or to a co-chair of the JHSC, and the matter is brought before the JHSC, the Management co-chair shall notify the Worker who reported the concern of the decision taken or recommendation made by the JHSC or the Health & Safety Steering Committee in response to said concern.

### 10.5 Unresolved Concerns

Where a health and safety complaint by a Worker cannot be resolved by the procedures set out herein [see Sections 6.1, 6.2, 6.3, 6.4, 6.5 of the *OHSA*], the Worker or the Management

representative of the respective department shall meet with the Health & Safety Steering Committee to resolve the issue. The Health & Safety Steering Committee will diligently exhaust all internal procedures to resolve the issue, such as hiring external consultant, or in some cases as per the collective agreements, mediation or arbitration. If the complaint still cannot be resolved, the Worker or the appropriate member of the Senior Leadership Team may contact the Ministry of Labour.

## 11. ACCIDENT/INCIDENT INVESTIGATIONS

An investigation usually refers to seeking out the facts about an injury, illness, or fatality after it has occurred. It can also refer to investigating incidents that could have caused injury, illness or death (e.g., structural collapse). The purpose is to determine the causes and to prevent injuries and illnesses in the future. Injuries and illnesses are costly to Employers and employees alike. For Employers, there are not only direct costs (such as Ministry of labour fines or WSIB surcharges), but also indirect costs such as paying substitute Workers and loss of production.

When an accident/incident occurs, the following steps will take place:

1. Provide medical aid to any injured parties and/or call 911. This also includes speaking to them, when possible, about what happened.
2. Determine if the needs to be held/locked down – see critical injury definition. Eliminate or control remaining dangers.
3. Contact will now be made to the immediate supervisor/department manager to inform them of the accident.
4. If a person, whether a Worker or not, has been critically injured or killed at the workplace, the Employer and the constructor, if any, must immediately notify the Ministry of Labour Health & Safety Contact Centre - Toll-free 1-877-202-0008, the JHSC and the union, if there is one. This notice must be by telephone or other direct means. Within 48 hours, the Employer must also notify, in writing, a director of the Ministry of Labour, giving the circumstances of the occurrence and any information that may be prescribed [see Section 51(1) of the *OHSA*].
5. If a Worker has been critically injured or killed at the workplace, the Chief Administrative Officer will contact legal counsel at this point.
6. If an accident, explosion or fire occurs, or if there is an incident of workplace violence, and a Worker is disabled or requires medical attention, the Employer must notify the JHSC and the union, if any, within four days of the incident. This notice must be writing and must contain any prescribed information [see Section 52(1) of the *OHSA*]. If required by an inspector, this notice must also be given to a director of the Ministry of Labour.
7. If an Employer is told that Worker has an occupational illness or that a claim for an occupational illness has been filed with the Workplace Safety and Insurance Board, the Employer must notify a director of the Ministry of Labour, the JHSC and the union, if any,

within four days. This notice must be in writing and must contain any prescribed information [see Section 52(2) of the *OHSA*]. The duty to notify applies not only to current Workers but also to former ones [see Section 52(3) of the *OHSA*].

8. Even if no one is hurt, written notice of an accident or unexpected event that could have caused an injury at a construction site is required from the constructor of the project. This notice must be given to a director of the Ministry of Labour, the JHSC and the trade union, if any, within two days and must contain any prescribed information [see Section 53 of the *OHSA*].

9. The members of the JHSC who represent Workers must designate one or more Worker members to investigate cases in which a Worker is killed or critically injured at a workplace. The designated member(s) may [subject to subsection 51(2) of the *OHSA*] inspect the place where the accident occurred and any machine, device, etc. and report his or her findings to a Ministry of Labour Director and the JHSC [see Subsection 9(31) of the *OHSA]*. The Town of Goderich may also consider bringing in outside assistance in the form of a safety consultant or law firm. This can often be a better solution considering the trauma internal staff may experience if a co-Worker is killed or critically injured. This can often lead to the investigation wrapping up quicker.

The investigating team together with the H&S Manager, will take the Accident/Incident Investigation Toolkit (located in the H&S Manager's office) to the place where the accident occurred. The team will may use any of the items in this Toolkit for their investigation together with any other tools they may feel are necessary or helpful.

A) **Accident Scene** - Examine the scene of the accident/incident and any involved equipment. This includes reviewing maintenance records, manufacturers or operator's manuals, pre-use inspection forms and any prior Ministry of Labour visit reports.

Once this initial examination has been completed, the Town will be able to determine if it needs to bring in a professional to assist with the investigation. This could be necessary if the cause of the accident/incident does not seem readily apparent and the inclusion of an engineer or forensic investigator, with their technical knowledge, would be able to provide insight.

B) **Visuals** - Take photographs of the scene. In addition to the photographs, it is useful to take as many measurements as possible. These measurements can be used to create diagrams of the scene, which should also include all the people in the area and what they were doing.

C) **Witnesses** - It is necessary to speak to all witnesses to the incident. This not only means speaking to those who were present at the time of the accident/incident, but also those who may have information that can round out what may have happened. These potential witnesses include those with the same job or role as the injured party, any supervisor or trainers, or those who have relevant health and safety-related knowledge. As an added step, get each witness to sign his or her statement.

D) **Review** - Review the collection of documents to round out the investigation. Review the training records of the injured party, as well as those of other Workers who perform the same job and other Workers who were involved in the incident. The review should also extend to identifying and correcting any relevant workplace policies and procedures, including proof of any third-party training or licensing.

Finally, the investigation should review internal health and safety steps, including JHSC minutes to see if anything relevant to the accident/incident had been discussed in the past.

E) **Develop an Investigation Report** - Once the investigation is complete, a report is often drawn up that will outline the investigation's findings. This report will contain valuable information for the Town, as well as valuable information for any government inspector investigating the accident/incident. The report is marked privileged.

F) **Confidentiality** - There are two types of privileges that can be applied: contemplated litigation privilege and solicitor-client privilege.

Contemplated litigation privilege does not need a lawyer to be invoked, while solicitor-client privilege does.

Both privileges enable the Town to keep the information in the report confidential, but for different reasons. As evidenced by the name, contemplated litigation privilege can be invoked when the information is being compiled in anticipation of legal proceedings.

Solicitor-client privilege is invoked in two ways. The first is when legal counsel requests a report be prepared. The second is when an already-prepared report is sent to legal counsel for review.

The benefit to making the report privileged is that, in the event the Town faces charges as a result of the workplace accident/incident, the prosecution cannot use the report to strengthen its case. The report may include information that can lead to more charges against the Town, as well as provide the prosecution with leads it may not have followed.

It can be a great assistance to a prosecutor who has never been to the site, likely never will be to the scene of the accident/incident and is relying entirely on the report or the information gathered by the government inspector or officer (Ministry of Labour).

With the foregoing in mind, it is integral the privilege be maintained, which is done by limiting who has access to the report. In most cases, the only people who should have access to it are legal counsel, respective department heads and the persons who prepared the report. Furthermore, there should only be as many copies as necessary, and all kept in a secure place.

It is important to realize that privilege is not absolute, and that it can be waived both explicitly and by conduct. Since privilege can be considered to be waived simply by disseminating the report to those who are not covered by the privilege, it is critical the report is not made widely available.

## 12. CHANGES TO THE TERMS OF REFERENCE

The JHSC Terms of Reference will be reviewed annually, preferably at a Spring JHSC meeting. Any and all amendments to the Terms of Reference will be recorded in the minutes. Amendments, deletions or additions to the Terms of Reference shall be voted upon by the JHSC.

## 13. RESOURCES OF THE JOINT HEALTH AND SAFETY COMMITTEE

### 13.1 Town of Goderich Health & Safety Program

An entire copy of the H&S Program can be found at each Town department's Health & Safety Board, on the Intranet, or may be obtained from the H&S Manager.

### 13.2 Ontario Occupational Health & Safety Act and Regulations "The Green Book"

"The Green Book" can be found in the immediate vicinity of each Town department's Health & Safety Board or, may be obtained from the H&S Manager.

### 13.3 Occupational Health & Safety Act and Regulations for Industrial Establishments

The *Occupational Health & Safety Act and Regulations for Industrial Establishments* can be found at the Safety Boards for both the Parks and Public Works or a copy may be obtained from the H&S Manager.

## 14. HEALTH & SAFETY MANAGER

The H&S Manager will communicate regularly internally with staff at all levels of the Town while auditing and communicating health and safety issues/programs and provide training in these programs to staff at all levels within the Town.

The H&S Manager can be reached at 519.524.8344, Ext. 212, or 226-963-1372 (cell).

**THE CORPORATION OF THE TOWN OF GODERICH**

**BY-LAW NO. 35 OF 2025**

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**BEING A BY-LAW TO AUTHORIZE THE MAYOR AND CLERK TO EXECUTE AND AFFIX THE CORPORATE SEAL TO AN OPERATING AGREEMENT BETWEEN LOCAL ROLLA AND THE CORPORATION OF THE TOWN OF GODERICH FOR THE OPERATION OF THE CONCESSION AREA AT THE MAITLAND RECREATION CENTRE AND TO AMEND BY-LAW 103 OF 2024**

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**WHEREAS** the Council of the Corporation of the Town of Goderich deems it necessary and desirable to execute an Operating Agreement between Local Rolla and the Corporation of the Town of Goderich for the operation of the Concession area at the Maitland Recreation Centre;

**AND WHEREAS** on January 14, 2026, Council authorized an amendment to the Terms of the Operating Agreement;

**AND WHEREAS** this Agreement is attached hereto and forms part of this By-Law;

**AND WHEREAS** the Corporation of the Town of Goderich is agreeable to the terms of this Agreement;

**NOW, THEREFORE, THE COUNCIL OF THE CORPORATION OF THE TOWN OF GODERICH ENACTS AS FOLLOWS:**

1. That the following wording in Section 2l) currently reads as follows:

   l) The concession space must be open for all specified activities below, with a priority given to all minor sports including but not limited to:

   - All hockey games
   - Touraments
   - 3 on 3 hockey during the spring
   - Figure stating
   - Ringette games
   - Special Events
   - Swim Meets or Events
   - Family Day
   - Weekends

2. Be replaced to read as follows:

   l) The concession space must be open for all specified activities below, with a priority given to all minor sports including but not limited to:

   - Tournaments

- Special Events
- Weekends

3. That By-Law 103 of 2024 be hereby amended.

**READ A FIRST, SECOND AND THIRD TIME AND FINALLY PASSED THIS 2ND DAY OF MARCH 2025.**

_____

**MAYOR, Trevor Bazinet**

_____

**CLERK, Andrea Fisher**

**CONCESSION OPERATING AGREEMENT**

**THIS AGREEMENT** made this 23rd day of March, 2026. (the "Effective Date")

**BETWEEN:**

**THE CORPORATION OF THE TOWN OF GODERICH**

(the "Town")

AND

**LOCAL ROLLA**

(the "Concession Operator")

**WHEREAS** the Municipality is the owner of the Maitland Recreation Centre (MRC) (the "Building"), which is municipally known as 190 Suncoast Drive, Town of Goderich, Ontario (the "Property");

**AND WHEREAS** the parties wish to enter into an Operating Agreement for the use of concession area within the MRC;

**NOW THEREFORE** the parties hereby agree to the following terms and conditions:

1. **Services to be Provided by the Concession Operator:**

The Concession Operator shall provide prepared and pre-packaged foods, snacks, beverages, and other items appropriate in the operation of the snack bar food concession at the Maitland Recreation Centre. The following items are required to be offered by the Concession Operator, but are not limited to, as follows:

- French fries
- Hamburgers
- Hot dogs
- Coffee
- Hot chocolate
- Tea
- Nachos
- Chips
- Juice
- Pop

2. **Terms of Operating Agreement**

a) The Concession Operator must hold a current business license, have a registered HST number, and adhere to Huron Perth Public Health regulations and inspections. The Operator agrees to obtain all required permits, licenses and certificates to provide a food

service canteen on the Premises. Proof of permits, licenses and certificates must be provided to the Town on or about the first day of operating at the leased Premises. The Operator will supply copies of all Food Establishment Inspection Reports, Food Handler Certificates and Compliance Inspection Certificate to the Town.

b) The Town of Goderich reserves the right to accept or reject any item offered for sale by the concession if it is deemed harmful or questionable, contrary to a Town-held contract, or conflicts with another facility service or retailer.

c) The Agreement will commence October 7, 2024. The initial term of the agreement will be for one (1) year, with the option to renew for an additional year, and year to year if mutually agreeable to both parties. Either party may terminate this agreement, without cause, upon receipt of 90 days' written notice.

d) The Concession Operator will be responsible for providing and securing all supplies, merchandise, services, employees, and other resources needed to operate the concession successfully. Town-owned equipment, as listed in Schedule A, will be supplied in good working order, and maintained by the vendor throughout the term of the agreement.

e) The Town's equipment will be used and maintained by the Operator. The Operator will be responsible for any ancillary equipment at their discretion (i.e., popcorn maker, pots and pans, etc.). All additional equipment provided must be preapproved by the Town and complementary to the existing operation and the design/esthetics of the building. Design and modifications to the layout of the concession area and equipment must be approved by the Town.

f) The Operator should undertake a survey of existing equipment and service facilities to determine the condition of the equipment and facilities, and if required make a recommendation for equipment related issues.

g) The Operator will obtain permission from the Town prior to the installation of any equipment requiring "high voltage consumption" or an alteration to the existing electrical system or, that may require the use of the ventilation system. Storage space outside of the concession area, for product, is not available and is not the responsibility of the Town. The Town will require access to the concession area to service fire extinguishing safety equipment, ductwork cleaning, if necessary, pest control and maintenance areas required.

h) The Town of Goderich will maintain the surrounding structure and systems of the canteen space, including the maintenance and replacement of lights, roof, walls, windows, and heating and cooling systems.

i) The operator is responsible for hiring its own employees however, the Town is to be aware of anyone who has access to the facility. The Operator agrees to obtain a Vulnerable Sector Check for employees, as required. The Operator agrees to provide all employees with the appropriate Health and Safety training. Documentation is available upon request to the Town. The Operator's staff will be attired in appropriate clothing. The

Operator's staff shall conduct themselves in a manner that is respectful and appropriate in a public setting. The Operator's staff shall not be considered Town staff and do not qualify for Town benefits or coverage in case of an accident during the performance of the contract.

j) The facility may, in the future, be under a contract for a particular supplier and the Canteen Operator will abide to the purchasing requirements accordingly (i.e., Coke, Pepsi or other similar).

k) The concession space must be open for all specified activities below, with a priority given to all minor sports including but not limited to:

- Tournaments
- Special events
- Weekends

NOTE: Any changes to operating hours during required times must be approved by the Recreation Facilities Supervisor or designate. If the Concession Operator is located in the concession area and occupying the space, the concession area must be open for patrons.

l) The Canteen operator shall carry a minimum of $5 million in Commercial General Liability Insurance with the Town of Goderich named as additional insured under the registered business.

m) Workers Compensation (WSIB) coverage shall be provided as required. A WSIB Clearance Certificate will be required, prior to the opening of the canteen, from any operator who employs workers to staff the canteen. If the operator will only be staffing volunteers, a Clearance Certificate will not be required.

n) The Operator will comply with all health and safety and environmental legislation, and any Town of Goderich policy, strategy or procedure applied to or applicable to this contract is a condition of this contract. A safe and healthy work environment must be maintained during the performance of the contact.

o) Subletting of the space will be prohibited.

p) Any renovation to the canteen space will not be permitted without prior written approval from the Town of Goderich.

q) This Operating Agreement is subject the Canteen Operator maintaining and posting the required licences and fulfilling applicable statutory, legal, and regulatory requirements. Failure to meet these requirements will result in immediate termination of this agreement.

r) The Town of Goderich reserves the right to access this space at any time for health and safety reasons and/or to address maintenance issues.

s) In the event it becomes necessary to close the MRC premises for any reason, the Town of Goderich assumes no responsibility or liability for any loss of income due to business interruption.

t) The Operator must ensure that the inside and customer service areas of the concession service area are kept to a level of sanitation exceeding those standard legislated and inspected by Huron Perth Public Health (HPPH). The Operator will be responsible for the cleanliness of the food concession area including counters, floors and related areas. The Operator agrees to keep the premises free from garbage and will dispose of said garbage in the designated area on a daily basis. The premises must always be neat and tidy. The Operator will be responsible for the cleaning of the leased premises prior to vacating at the end of season. Cleanliness and janitorial aspects of the leased area does not include maintenance or upkeep of fixtures, interior walls or equipment (listed in Schedule A) which is the property of the Town.

u) The Concession space is provided with a telephone line and internet connection and is responsible for all usage-based charges and costs associated with its use. The Town of Goderich will maintain the base communications systems for the building. The Concession Operator will acquire, purchase, install and maintain all required Point of Sale or other equipment required for processing sales transactions and required connections.

v) Signage and marketing and promotional materials may be placed on the property by the Concession Operator after approval is received from the Recreation Facilities Supervisor or designate. All permanent signage and marketing and promotional materials must meet with the Town of Goderich graphic standards and be professionally designed and produced.

w) Vendors will be advised of complaints and issues with performance, in writing. A response is required from the Operator, for all communications, within 24 hours. The Operator will be required to correct any issues or deficiencies within 48 hours unless discussions between the Town and the Operator result in a different timeframe. Consistent Patron and staff complaints, regarding performance, may result in the termination of the contract and may prevent the vendor from bidding on future procurement opportunities, at the discretion of the Town.

x) The Town is committed to promoting a healthy, supportive environment through the reduction of single use plastics (SUP). SUPs are plastic items that are typically used only once before being discarded. SUP products include such items as straws, cutlery, cups, bags, product packaging and containers that are often used by grocery and food and beverage retailers. Suitable substitutes for SUPs are items made from materials that are

either durable or intended for re-use, highly recyclable (i.e. aluminum, steel, glass), or easily compostable.

y) The *Accessibility for Ontarians with Disabilities Act*, 2005 (AODA), Accessibility Standard for Customer Service (ASCS) and the Integrated Accessibility Standards Regulation (IASR) requires all contractors and their employees who provide goods, services or facilities on behalf of the Town of Goderich receive training on these standards and on the Human Rights Code as they pertain to persons with disabilities. The Operator must keep records of all training, including dates when training was provided, the number of employees who received training and individual training records for their business. The Operator is required to make this information available to the Town and/or the Province upon request.

z) Changes may be made to this agreement with mutual written consent by both parties.

**IN WITNESS WHEREOF** the parties hereto have executed this indenture by their personal hands or by the hands of their proper signing officers duly authorized in that regard as at the date first set above.

**THE CORPORATION OF THE TOWN OF GODERICH**

_____

MAYOR, Trevor Bazinet

_____

CLERK, Andrea Fisher

We have the authority to bind the Corporation.

**LOCAL ROLLA**

_____

_____

We have the authority to bind the Concession Operation

## SCHEDULE A

## CANTEEN OPERATION TOWN OF GODERICH OWNED EQUIPMENT LIST

1) Popcorn Maker
2) Fridge x 2
3) Freezer
4) Dishwasher
5) Exhaust Hood
6) Air system Control Panel/Grease Extractor
7) Deep Fryer x 2
8) Mater Canteen Exhaust (Roof Top)
9) Exhaust Fans (Kitchen Hood)
10) Café Tables and Chairs
11) Convection Oven – owned by the Concession Operator, Local Rolla, and will be removed by the Concession Operator upon termination of the Concession Operating Agreement.

# THE CORPORATION OF THE TOWN OF GODERICH

## BY-LAW NO. 54 OF 2026

**BEING A BY-LAW TO DELEGATE CERTAIN AUTHORITIES TO THE CHIEF ADMINISTRATIVE OFFICER FOR CERTAIN ACTS DURING THE LAME DUCK PERIOD FOR THE CORPORATION OF THE TOWN OF GODERICH**

**WHEREAS** Section 23.1 of the Municipal Act, S.O. 2001, c.25 states that Council is authorized to delegate certain powers and duties;

**AND WHEREAS** Section 5 of the Municipal Act, S.O. 2001, c.25 provides that a Municipality's power shall be exercised by By-Law;

**AND WHEREAS** Section 275 of the Municipal Act, 2001, c.25 as amended, restricts acts that a Council can take after Nomination Day (August 21, 2026) and after Voting Day (October 26, 2026) if the Council is in a Lame Duck position;

**AND WHEREAS** Section 275(3) of the Municipal Act, 2001, c.25 restricts Councils from taking action on the following;

- The appointment or removal from office of any officer of the municipality;
- The hiring or dismissal of any employee of the municipality;
- The disposition of any real or personal property of the municipality which has a value exceeding $50,000 at the time of disposal; and
- Making any expenditure or incurring any other liability which exceeds $50,000;

**AND WHEREAS** Section 275(6) of the Municipal Act, 2001 c.25 states that nothing in this section prevents any person or body exercising authority of a municipality that is delegated to the person or body prior to Nomination Day for the election of new Council;

**AND WHEREAS** Council deems it expedient to delegate authority to the Chief Administrative Officer to take action, where necessary, on certain acts during the Lame Duck period of August 21, 2026 to November 16, 2026.

**NOW THEREFORE** the Council of the Corporation of the Town of Goderich enacts as follows:

1. That this By-Law may be cited as the "Restricted Acts of Council (Lame Duck) Delegation of Authority By-Law."

2. That the Council of the Corporation of the Town of Goderich hereby delegates authority to the Chief Administrative Officer to take action, where necessary on restrictions listed in Section 275(3) of the Municipal Act, 2001 between August 21, 2026 to November 16, 2026.

3. That said delegation of authority shall only apply if it has been determined by the Clerk, that the Council of the Town of Goderich is subject to the restricted acts provision/is in a Lame Duck position.

4. That should any authority delegated under this by-law be exercised, the Chief Administrative Officer will provide a formal report on the use (if any) of their delegated authority during the Lame Duck period.

5. That this By-Law shall come into force and takes effect on the day of the final passing thereof.

**READ A FIRST, SECOND AND THIRD TIME AND FINALLY PASSED THIS 13TH DAY OF APRIL, 2026.**

_____

**MAYOR, Trevor Bazinet**

_____

**CLERK, Andrea Fisher**

**THE CORPORATION OF THE TOWN OF GODERICH**

**BY-LAW NO. 55 OF 2026**

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**BEING A BY-LAW TO AUTHORIZE THE MAYOR AND CLERK TO EXECUTE AND AFFIX THE CORPORATE SEAL TO A LEASE AGREEMENT BETWEEN DOCTOR MATTHEW STEVEN GRAY AND THE CORPORATION OF THE TOWN OF GODERICH FOR THE LEASE OF A ROOM AT THE MAITLAND VALLEY MEDICAL CENTRE**

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**WHEREAS** the Council of the Corporation of the Town of Goderich deems it necessary and desirable to execute a Lease Agreement with Doctor Matthew Steven Gray for the lease of a room at the Maitland Valley Medical Centre;

**AND WHEREAS** this Agreement is attached hereto and forms part of this By-Law;

**AND WHEREAS** the Corporation of the Town of Goderich is agreeable to the terms of this Agreement;

**NOW, THEREFORE, THE COUNCIL OF THE CORPORATION OF THE TOWN OF GODERICH ENACTS AS FOLLOWS:**

1. That the Mayor and Clerk be and are hereby authorized to execute and affix the Corporate Seal to a Lease Agreement with Doctor Matthew Steven Gray for the lease of a room at the Maitland Valley Medical Centre

**READ A FIRST, SECOND AND THIRD TIME AND FINALLY PASSED THIS 13TH DAY OF APRIL 2026.**

_____

**MAYOR, Trevor Bazinet**

_____

**CLERK, Andrea Fisher**

**LEASE AGREEMENT**
**(COMMERCIAL)**

**Made the** 24th **day of** March **2026,**

**BETWEEN**

**THE CORPORATION OF THE TOWN OF GODERICH**

(hereinafter called the "Landlord")

- and -

**DOCTOR MATTHEW STEVEN GRAY**

(hereinafter called the "Tenant")

In consideration of the rents, covenants and obligations stipulated herein the Landlord and the Tenant have agreed to enter into a Lease (in common with other tenants) of a portion of the premises known as the Maitland Valley Medical Centre, more particularly described in Schedule "A" attached hereto (the "MVMC") and a Lease of that part of the MVMC more particularly described in Schedule "B" attached hereto (the "Premises"). For greater clarification, Premises shall mean the personal office of each Tenant.

**1. GRANT OF LEASE**

(1) The Landlord leases the Premises to the Tenant:

(a) at the Rent set forth in Section 2;
(b) for the Term set forth in Section 3; and
(c) subject to the conditions and in accordance with the covenants, obligations and agreements herein.

(2) The Landlord covenants that it has the right to grant the leasehold interest in the Premises free from encumbrances except as disclosed on title.

(3) The Tenant is leasing the Premises as a ~~[x] Full-Time Tenant~~, [X] Part-Time Tenant or [ ] Office Tenant. The Tenant covenants and agrees that he/she will not change categories to that of another type of tenant without the consent of the Landlord, such consent only to be withheld in the event that space is not available to accommodate such change in category. The Tenant acknowledges that as a term of the Landlord's consent, he/she may be required to execute a new lease, or pay an adjusted rent.

**2. RENT**

(1) Rent means the amounts payable by the Tenant to the Landlord pursuant to this Section and includes such other amounts as may be payable by the Tenant hereunder.

(2) For the purposes hereof, a "Full-Time Tenant" means any Tenant who conducts or participates in five (5) or more Clinics per week on a regular basis, excluding vacation and periodic leaves of absence. For the purposes hereof, a "Part-Time Tenant" means any Tenant who participates in less than five (5) Clinics per week on a regular basis, excluding vacation and periodic leaves of absence. For the purposes hereof, a "Clinic" means a period of time in any half day period, during which time the Tenant sees his or her own patients, with such half day period being either in the morning or in the afternoon.

For the purposes hereof, an "Office Tenant" means any Tenant who is utilizing the Premises for the purposes of an office only, and who is conducting no Clinic.

(3) Full-Time Tenants shall pay the sum of thirteen thousand, four hundred eighty dollars and eight cents ($13,480.08) per annum, payable monthly in advance, in equal installments of one thousand one hundred and twenty-three dollars and thirty-four cents ($1,123.34) on the first day of each and every month, commencing on the first day of the Term. Full time Tenants covenant and agree to operate Clinics as Full time Tenants only.

(4) Part-Time Tenants shall pay the sum of nine thousand, nine hundred twenty-one dollars and ninety-six cents ($9,921.96) per annum, payable monthly in advance, in equal installments of eight hundred twenty-six dollars and eighty-three cents ($826.83) on the first day of each and every month, commencing on the first day of the Term. Part time Tenants covenant and agree to operate Clinics as Part time Tenants only.

(5) Office Tenants shall pay the sum of five thousand, seven hundred eighty-seven dollars and sixty cents ($5,787.60) per annum, payable monthly in advance, in equal installments of four hundred and fifty-three dollars and seventy-six cents ($482.30) on the first day of each and every month, commencing on the first day of the Term. Office Tenants covenant and agree not to see or treat patients at the MVMC.

(6) Rent includes HST (13%) as at the date of signing this lease. Any other taxes imposed on the Landlord during the term of this lease respecting rent, will be the responsibility of the Tenant.

(7) All payments to be made by the Tenant pursuant to this Lease shall be delivered to the Landlord at the Landlord's address for service set out in Section 20 or to such other place as the Landlord may from time to time direct in writing.

(8) The Tenant agrees to pay in advance to the Landlord at the commencement of the Term the first month's Rent payable under Section 2 (3) or Section 2 (4) of this Lease as applicable. Such Rent shall be applicable for the month commencing six months after the commencement date of the Term, it being the intention of the parties that the Tenant have not less than six, but not more than seven months rent-free. Applicable for initial term and not on renewals or subsequent leases.)

(9) All Rent in arrears and all sums paid by the Landlord for expenses incurred which should have been paid by the Tenant shall bear interest from the date payment was due, or made, or

expense incurred at a rate per annum equal to two per cent (1.25%) per month (15% per annum).

(10) The parties acknowledge and agree that the Landlord shall be entitled to offer incentives to new tenants, in its absolute discretion and as it sees fit, without being obliged to offer any or similar incentives to other or existing Tenants.

(11) Rent shall be reviewed by the parties annually during the budget process with the intent of adjusting rent (up or down) so that rent reflects a break-even basis to cover expenses as approved in the annual budget for the MVMC.

(12) Rent shall be increased January 1 annually by the annual increase in the Consumer Price Index-all items Ontario for the prior year, as published by Statistics Canada, such increase being effective January 1 in each year of the Term, the first increase being effective January 1, 2026.

**3. TERM AND POSSESSION**

(1) The Tenant shall have possession of the Premises for a period of five (5) years, commencing on the 1st, day of April 2026 and ending on the 31st , day of March, 2031 (the "Term").

(2) Subject to the Landlord's rights under this Lease, and as long as the Lease is in good standing, the Landlord covenants that the Tenant shall have quiet enjoyment of the Premises during the Term of this Lease without any interruption or disturbance from the Landlord or any other person or persons lawfully claiming through the Landlord.

(3) If for reasons beyond the Landlord's control, vacant possession of the Premises cannot be given to the Tenant on the commencement date of the Term of this Lease, the Lease shall remain in effect but the Tenant shall not be required to pay Rent until the date when possession is actually given to the Tenant:

(a) but if possession is not given within ninety (90) clear days from the commencement date of this Lease either party may terminate this Lease by written notice to the other;

(b) and any delay in the actual occupation by the Tenant of the Premises shall not extend the Term of the Lease.

4. Notwithstanding anything contained herein to the contrary, an Office Tenant shall have possession of the Premises on a month-to-month basis, subject to termination on written notice by the Landlord to the Office Tenant requiring vacant possession of the Premises, such notice to be not less than sixty (60) days' notice in writing, and only to be effective in the event the Landlord requires the Premises for a Full-Time or Part-Time Tenant.

**5. ASSIGNMENT**

(1) The Tenant shall not assign this Lease or sublet the whole or any part of the Premises unless he/she first obtains the consent of the Landlord in writing, which consent shall not unreasonably be withheld:

(a) and the Tenant hereby waives his/her right to the benefit of any present or future Act of the Legislature of Ontario which would allow the Tenant to assign this Lease or sublet the Premises without the Landlord's consent.

(2) The consent of the Landlord to any assignment or subletting shall not operate as a waiver of the necessity for consent to any subsequent assignment or subletting.

(3) Any consent granted by the Landlord shall be conditional upon the assignee, sublessee or occupant executing a written agreement directly with the Landlord agreeing to be bound by all the terms of this Lease as if the assignee, sublessee or occupant had originally executed this Lease as Tenant.

(4) Any consent given by the Landlord to any assignment or other disposition of the Tenant's interest in this Lease or in the Premises shall not relieve the Tenant from his/her obligations under this Lease, including the obligation to pay Rent as provided for herein.

(5) If the party originally entering into this Lease as Tenant, or any party who subsequently becomes the Tenant by way of assignment or sublease or otherwise as provided for in this Lease, is a corporation then:

(a) the Tenant shall not be entitled to deal with its authorized or issued capital or that of an affiliated company in any way that results in a change in the effective voting control of the Tenant unless the Landlord first consents in writing to the proposed change;

(b) if any change is made in the control of the Tenant corporation without the written consent of the Landlord then the Landlord shall be entitled to treat the Tenant as being in default and to exercise the remedies stipulated in paragraph 10 (2) of this Lease and any other remedies available in law.

**6. USE**

(1) During the Term of this Lease the Premises shall not be used for any purpose other than for medical offices and/or a medical practice without the express consent of the Landlord given in writing. The Tenant acknowledges that the Premises shall not be used for the purposes of the Family Practice Clinic currently operated at Alexandra Marine & General Hospital, without the express written consent of the Landlord.

(2) The Tenant shall not do or permit to be done at the Premises anything which may:

(a) constitute a nuisance;
(b) cause damage to the Premises;
(c) cause injury or annoyance to occupants of neighbouring premises;
(d) make void or voidable any insurance upon the Premises;
(e) constitute a breach of any by-law, statute, order or regulation of any municipal, provincial or other competent authority to the Premises.

**7. REPAIR AND MAINTENANCE**

(1) The Landlord covenants that during the Term of this Lease and any renewal thereof the Landlord shall keep in good condition the Premises and shall, promptly make all needed repairs and all necessary replacements as would a prudent owner, provided that:

(a) the Landlord shall not be liable to effect repairs attributable to the negligence of the Tenant, his/her employees, invitees, agents or contractors, provided that the Landlord may take into account whether or not such negligence is as a result of any act or omission on the part of a patient.

(b) The Landlord shall not be liable to effect repairs to the Tenant's alterations or additions, or to any personal property of the Tenant.

(2) The Tenant shall permit the Landlord or a person authorized by the Landlord to enter the Premises to examine the condition thereof and view the state of repair at reasonable times.

(3) Upon the expiry of the Term or other determination of this Lease the Tenant agrees peaceably to surrender the Premises, including any leasehold alterations or additions made thereto, to the Landlord. The Tenant shall be entitled to remove any of its personal property from the Premises at any time.

(4) The Tenant shall immediately give written notice to the Landlord of any material damage that occurs to the Premises from any cause.

**8. ALTERATIONS AND ADDITIONS**

(1) If the Tenant, during the Term of this Lease or any renewal of it, desires to make any alterations or additions to the Premises, including but not limited to: erecting partitions, attaching equipment, and installing necessary furnishings or additional equipment of the Tenant's practice, the Tenant may do so at his/her own expense, at any time and from time to time, if the following conditions are met:

(a) before undertaking any alteration or addition the Tenant shall submit to the Landlord a plan showing the proposed alterations or additions and the Tenant shall not proceed to make any alteration or addition unless the Landlord has approved the plan, and the Landlord shall not unreasonably or arbitrarily withhold its approval;

(i) and items included in the plan which are regarded by the Tenant as "Trade Fixtures" shall be designed as such on the plan;

(b) any and all alterations or additions to the Premises made by the Tenant must comply with all applicable building code standards and by-laws of the Town of Goderich.

(2) The Tenant shall be responsible for and pay the cost of such alterations, additions, installations or improvements, unless otherwise agreed to by the Landlord.

(3) No sign, advertisement or notice shall be inscribed, painted or affixed by the Tenant, or any other person on the Tenant's behalf, on any part of the inside or outside of the MVMC unless the sign, advertisement or notice has been approved in *every* respect by the Landlord.

(4) All alterations and additions to the Premises made by or on behalf of the Tenant, other than the Tenant's Trade Fixtures, shall immediately become the property of the Landlord without compensation to the Tenant.

(5) The Tenant agrees, at his/her own expense and by whatever means may be necessary, immediately to obtain the release or discharge of any encumbrance that may be registered against the Landlord's property in connection with any additions or alterations to the Premises made by the Tenant or in connection with any other activity of the Tenant.

(6) If the Tenant has complied with his/her obligations according to the provisions of this Lease, the Tenant may remove his/her Trade Fixtures at the end of the Term or other termination of this Lease and the Tenant covenants that he/she will make good and repair or

replace as necessary any damage caused to the Premises by the removal of the Tenant's Trade Fixtures.

(7) The Tenant shall, at his/her own expense, if requested by the Landlord, remove any or all additions or improvements made by the Tenant to the Premises during the Term and shall repair all damage caused by the installation or the removal or both.

(8) The Tenant shall not bring onto the Premises or any part of the Premises any machinery, equipment or any other thing that might in the opinion of the Landlord, by reason of its weight, size or use, damage the Premises or overload the floors of the Premises.

**9. INSURANCE**

(1) During the Term of this Lease and any renewal thereof the Landlord shall maintain with respect to the Premises, insurance coverage insuring against:

(a) loss or damage by fire, lightning, storm or other perils that may cause damage to the Premises or the property of the Landlord in which the Premises are located as are commonly provided for as extended perils coverage or as may be reasonably required and obtained by the Landlord;

(b) liability for bodily injury or death or property damage sustained by third parties up to such limits as the Landlord in its sole discretion deems advisable.

(2) The Tenant covenants to keep the Landlord indemnified against all claims and demands whatsoever by any person, whether in respect of damage to person or property, arising out of or occasioned by the maintenance, use or occupancy of the Premises or the subletting or assignment of same or any part thereof. And the Tenant further covenants to indemnify the Landlord with respect to any encumbrance on or damage to the Premises occasioned by or arising from the act, default, or negligence of the Tenant, its officers, agents, servants, employees, contractors, patients, invitees or licensees:

(a) and the Tenant agrees that the foregoing indemnity shall survive the termination of this Lease notwithstanding any provisions of this Lease to the contrary.

(3) The Tenant shall carry insurance in his/her own name insuring against the risk of damage to the Tenant's property within the Premises caused by fire or other perils and the policy shall provide for coverage on a replacement cost basis to protect the Tenant's equipment, Trade Fixtures, decorations and improvements.

(4) The Tenant shall carry public liability and property damage tenant insurance in which policy the Landlord shall be an additional insured and the policy shall include a cross-liability endorsement;

(a) and the Tenant shall provide the Landlord with a Certificate of Insurance as evidence of the required coverage.

(5) The Landlord covenants to indemnify the Tenant with respect to any damage to the Tenant's personal property in the Premises occasioned by or arising as a result of the negligence of the Landlord, its officers, agents, servants, employees or contractors.

**10. DAMAGE TO THE PREMISES**

(1) If the Premises or the MVMC are damaged or destroyed, in whole or in part, by fire or other peril, then the following provisions shall apply:

(a) if the damage or destruction renders the Premises unfit for occupancy and impossible to repair or rebuild using reasonable diligence within one hundred and twenty (120) clear days from the happening of such damage or destruction, then the Term hereby granted shall cease from the date of damage or destruction occurred, and the Tenant shall immediately surrender the remainder of the Term and give possession of the Premises to the Landlord, and the Rent from the time of the surrender shall abate;

(b) If the Premises can with reasonable diligence be repaired and rendered fit for occupancy within one hundred and twenty (120) clear days from the happening of the damage or destruction, but the damage renders the Premises wholly unfit for occupancy, then the rent hereby reserved shall not accrue after the day that such damage occurred, or while the process of repair is going on, and the Landlord shall repair the Premises with all reasonable speed, and the Tenant's obligation to pay Rent shall resume immediately after the necessary repairs have been completed;

(c) If the Premises can be repaired within one hundred and twenty (120) clear days, as aforesaid, but the damage is such that the Premises are capable of being partially used {as agreed by the parties, or failing agreement, as determined under subparagraph 2 hereof), then until such damage has been repaired, the Tenant shall continue in possession and the Rent shall abate proportionately.

(2) Any question as to the degree of damage or destruction or the period of time required to repair or rebuild shall be determined by an architect retained by the Landlord. The architect shall be instructed to take into consideration the medical uses of the Premises in determining the degree of damage or destruction.

(3) Apart from the provisions of Section 9 (1) there shall be no abatement from or reduction of the Rent payable by the Tenant, nor shall the Tenant be entitled to claim against the Landlord for any damages, general or special, caused by fire, water, sprinkler systems, partial or temporary failure or stoppage of services or utilities which the Landlord is obliged to provide according to this Lease, from any cause whatsoever.

**11. ACTS OF DEFAULT AND LANDLORD'S REMEDIES**

(1) An Act of Default has occurred when:

(a) the Tenant has failed to pay Rent for a period of fifteen (15) consecutive days, regardless of whether demand for payment has been made or not;

(i) The Tenant has breached his/her covenants or failed to perform any of his/her obligations under this Lease; andthe Landlord has given notice specifying the nature of the default and the steps required to correct it; and

(ii) the Tenant has failed to correct the default as required by the notice;

(b) the Tenant has:

(i) become bankrupt or insolvent or made an assignment for the benefit of Creditors;

(ii) had its property seized or attached in satisfaction of a judgment;

(iii) had a receiver appointed;

(iv) committed any act or neglected to do anything with the result that a Construction Lien or other encumbrance is registered against the Landlord's property;

(v) taken action if the Tenant is a corporation, with a view to winding up, dissolution or liquidation;

(c) any insurance policy is cancelled or not renewed by reason of the use or occupation of the Premises, or by reason of non-payment of premiums;

(d) the Premises are used by any other person or persons, or for any other purpose than as provided for in this Lease without the written consent of the Landlord.

(2) When an Act of Default on the part of the Tenant has occurred:

(a) the current month's Rent shall become due and payable immediately; and

(b) the Landlord shall have the right to terminate this Lease and to re-enter the Premises and deal with them as it may choose.

(3) If, because an Act of Default has occurred, the Landlord exercises its right to terminate this Lease and re-enter the Premises prior to the end of the Term, the Tenant shall nevertheless be liable for payment of Rent and all other amounts payable by the Tenant in accordance with the provisions of this Lease until the Landlord has re-let the Premises or otherwise dealt with the premises in such manner that the cessation of payments by the Tenant will not result in loss to the Landlord:

(4) and the Tenant agrees to be liable to the Landlord, until the end of the Term of this Lease for payment of any difference between the amount of Rent hereby agreed to be paid for the Term hereby granted and the Rent any new tenant pays to the Landlord. The Tenant covenants that notwithstanding any present or future Act of the Legislature of the Province of Ontario, the personal property of the Tenant during the Term of this Lease shall not be exempt from levy by distress for Rent in arrears:

(a) and the Tenant acknowledges that it is upon the express understanding that there should be no such exemption that his/her Lease is entered into, and by executing this Lease:

(i) the Tenant waives the benefit of any such legislative provisions which might otherwise be available to the

Tenant in the absence of this Agreement; and

(ii) the Tenant agrees that the Landlord may plead this covenant as an estoppel against the Tenant if an action is brought to test the Landlord's right to levy distress against the Tenant's property.

(5) If, when an Act of Default has occurred, the Landlord chooses not to terminate the Lease and re-enter the Premises, the Landlord shall have the right to take any and all necessary steps to rectify any or all Acts of Default of the Tenant and to charge the costs of such rectification to the Tenant and to recover the costs as Rent.

(6) If, when an Act of Default has occurred, the Landlord chooses to waive its right to exercise the remedies available to it under this Lease or at law the waiver shall not constitute condonation of the Act of Default, nor shall the waiver be pleaded as an estoppel against the Landlord to prevent it exercising its remedies with respect to a subsequent Act of Default:

(a) No covenant, term, or condition of this Lease shall be deemed to have been waived by the Landlord unless the waiver is in writing and signed by the Landlord.

**12. TERMINATION UPON NOTICE AND AT END OF TERM**

(1) The Tenant may terminate this Lease on not less than thirty (30) days notice in writing to the Landlord. The Landlord may terminate this Lease on not less than sixty (60) days notice to the Tenant.

(2) The Tenant agrees to permit the Landlord during the last three (3) months of the Term of this Lease to show the Premises after hours to prospective new tenants and to permit anyone having written authority of the Landlord to view the Premises at reasonable hours.

(4) If the Tenant remains in possession of the Premises after termination of this Lease as aforesaid and if the Landlord then accepts Rent for the Premises from the Tenant, it is agreed that such overholding by the Tenant and acceptance of Rent by the Landlord shall create a monthly tenancy only but the tenancy shall remain subject to all the terms and conditions of this Lease except those regarding the Term.

**13. COMMON AREAS**

(1) The Landlord and Tenant acknowledge and agree that in addition to the Premises, the Tenant shall be entitled to share, in common with all other tenants in the MVMC, the following areas within the MVMC:

(i) all common areas and stairways;

(ii) examination rooms:

(iii) medical records storage;

(iv) storage and reception area;

(v) nursing and treatment areas;

(vi) lunchroom;

(vii) boardrooms and meeting rooms;

(viii) washrooms and shower.

(2) The Tenant acknowledges and agrees that the use of the aforesaid areas (the "Shared Areas") shall be undertaken in a courteous and responsible manner, having regard to the rights of other tenants in the MVMC, and recognizing that the MVMC has been designed and constructed to accommodate fourteen (14) full time Tenants or equivalent (excluding the laboratory Tenant).

**14. FURNITURE AND SERVICES**

(1) Within the Premises, the Landlord covenants and agrees to supply those items as specified in Schedule "C". All other furnishings and equipment within the Premises shall be the responsibility of the Tenant. The Tenant acknowledges that he/she shall be responsible for supplying all his/her consumable medical and clerical supplies.

(2) With respect to the Shared Areas, the Landlord shall supply all furniture and equipment.

(3) The parties acknowledge that furniture and equipment in the Shared Areas as well as items specified in Schedule "C" (collectively the "Equipment") shall, at all times, be the property of the Landlord. Repairs on the specified Equipment shall be effected by the Landlord, acting reasonably, but the Landlord shall not be responsible for any failure to repair due to matters beyond its reasonable control. All repairs shall be effected pursuant to the Landlord's Procurement By-Law in effect from time to time.

(4) The Landlord shall not be obligated to replace any of the Equipment. Notwithstanding the foregoing, it is the Landlord's intention to establish a capital reserve fund out of which replacement Equipment may be purchased, subject to the approval of the Landlord, and subject to the Landlord's Procurement By-Law in effect from time to time. The amounts collected to fund the capital reserve fund will be derived from the Rent as set in the annual budget referred to in Section 2(11) of this Lease.

**15. PARKING**

(1) The Landlord acknowledges and agrees to supply parking for the MVMC. The Landlord shall endeavor to co-ordinate parking arrangements satisfactory to the Tenant, and post designated parking spots, as required. Such parking shall be at no cost to the Tenant and its employees.

**16. UTILITIES**

(1) The Landlord shall be responsible for the payment of all utilities with respect to the Premises and the MVMC, with the exception of monthly charges for the provision of telephone services, and with the exception of monthly charges for the use of cable, internet or other technology charges.

**17. OPERATING EXPENSES**

(1) Notwithstanding anything contained herein to the contrary the Landlord covenants and agrees to be responsible for:

(a) the payment of all property taxes relating to the MVMC. The

Landlord shall be entitled to apply for and obtain an exemption, or take any other steps it deems necessary, in its absolute discretion, to reduce or eliminate property taxes, and the Tenant covenants and agrees to assist the Landlord in this regard, as reasonably required;

(b) all utility costs excluding telephone, cable, internet or other technology charges;

(c) all costs associated with the sprinkler system and security system ;

(d) waste disposal (except for bio-medical or hazardous wastes);

(e) provision of floor mats, and window coverings;

(f) window cleaning (annually);

(g) all cleaning (excluding gowns and medical instruments);

(h) all repairs and supplies necessary to maintain the MVMC;

(i) snow removal;

(j) all outside lawn and yard maintenance; all custodial costs, including labour and supplies;

(k) all insurance costs for property and public liability insurance relating to the MVMC.

(l) Notwithstanding anything contained herein to the contrary, the Tenant covenants and agrees to be responsible for:

(m) paper products;

(n) all medical consumables;

(o) waste disposal of bio-medical or hazardous waste;

(p) all consumable supplies, operating costs, and ongoing software costs related to the equipment listed in Schedules 13;

(q) all professional and errors and omissions insurance;

(r) costs associated with any tenant office staff;

(s) all monthly internet, cable and other technology charges;

(t) all telephone charges; and

(u) all repairs and maintenance of the Tenant's personal property

**18. ONGOING CONSULTATION**

(1) The parties acknowledge and agree that ultimately, it would be of benefit to the MVMC, the Landlord and the Tenant that the Tenant, in co-operation with other tenants in the MVMC enter into some type of management arrangement, not-for-profit corporation or other vehicle (the "Association") whereby ongoing discussions could be held between it, and the Landlord, with a view to furthering the objectives of the MVMC. In the event the Tenant, in conjunction with other tenants in the MVMC, enter an Association in this regard, the

Landlord covenants and agrees to use its reasonable best efforts in order to facilitate discussions with the Association.

19. **FURTHERANCE OF MVMC OBJECTIVES**

(1) The parties acknowledge and agree that the primary purpose and function of the MVMC is the retention and recruitment of medical practitioners servicing the Town of Goderich and surrounding areas. In this regard, the Tenant covenants and agrees to co-operate with other tenants within the MVMC, and with the Landlord, with a view to recruiting and retaining medical practitioners as tenants within the MVMC.

**20. RULES AND REGULATIONS**

The Tenant agrees on behalf of himself/herself and all persons entering the Premises with the Tenant's authority or permission to abide by such reasonable rules and regulations that form part of this Lease and as the Landlord may reasonably make from time to time.

**21. NOTICE**

(1) Any notice required or permitted to be given one party to the other pursuant to the terms of this Lease may be given:

To the Landlord at: The Corporation of the Town of Goderich
57 West Street
Goderich, Ontario
N7A 2K3

To the Tenant at the Premises:

Dr. Matthew Steven Gray
180 Cambria Road North Goderich, Ontario
N7A 4N3
PHONE NUMBER [redacted]
EMAIL [redacted]

(2) The above addresses may be changed at any time by giving ten (10) days written notice.

(3) Any notice given by one party to the other in accordance with the provisions of this Lease shall be deemed conclusively to have been received on the date delivered if the notice is served personally or seventy-two (72) hours after mailing if the notice is mailed.

**22. REGISTRATION**

The Tenant shall not at any time register notice of or a copy of this Lease on title to the property of which the premises form part without consent of the Landlord.

**23. INTERPRETATION**

(1) The words importing the singular number only shall include the plural, and vice versa, and words importing the masculine gender shall include the feminine gender, and words importing persons shall include firms and corporations and vice versa.

(2) Unless the context otherwise, requires, the word "Landlord" and the word "Tenant" wherever used herein shall be construed to include the estate trustees, administrators, successors and assigns of the Landlord and Tenant, respectively.

(3) When there are two or more Tenants bound by the same covenants herein contained, their obligations shall be joint and several.

**24. FORCE MAJEURE**

(1) The obligations of the parties shall be suspended by any force majeure. For the purposes hereof, force majeure means any cause beyond that party's reasonable control and, without limitation, includes an act of God, strike, lockout or other industrial disturbance, act of any public enemy or terrorist, war, blockade, riot, lightning, fire, storm, flood, explosion, unusually severe weather conditions and government restraints, but does not include financial hardship or inability to meet financial obligations hereunder.

**IN WITNESS** of the foregoing covenants the Landlord and the Tenant have executed this Lease.

**TENENT:**

**DOCTOR MATTHEW GRAY MEDICINE PROFESIONAL CORPORATION**

**Per:** Matthew Gray
**Name: Dr. Matthew Steven Gray**

**LANDLORD:**

**THE CORPORATION OF THE TOWN OF GODERICH**

**Per:** _____
**Name: Trevor Bazinet**
**Title: Mayor**

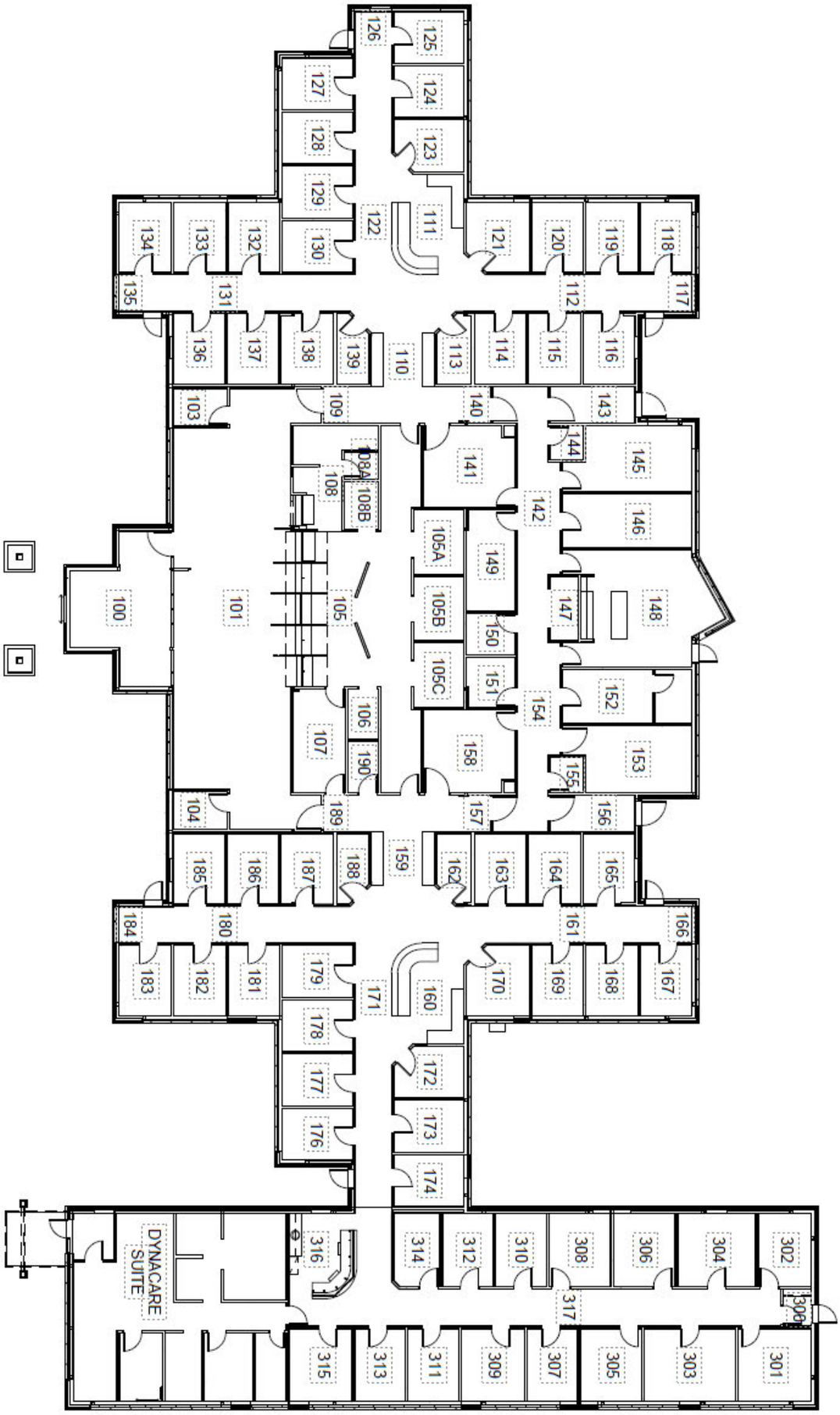
**Per:** _____
**Name: Andrea Fisher**
**Title: Clerk**

***We have authority to bind the corporation.***

**SCHEDULE "A"**

180 Cambria Road N., Town of Goderich
Being Pt. of Park Lots 2 & 3 RP #468 & all of Lots 651 & 663
Pt. of Montcalm Street RP# 457 more particularly described as Part #1 Plan 22R-4950.

**Schedule "B"**
**Room #165**
**Assigned Exam Rooms 164 & 165**



**SCHEDULE "C"**

| Item | Units |
|---|---|
| • Flat Panel Computer Monitor | 1 |
| • Keyboard | 1 |
| • Telephone | 1 |
| • Computer Tower | 1 |
| • Printer | 1 |

*Subject to replacement and repair by Landlord, subject to certain conditions*

**SCHEDULE OF RULES AND REGULATIONS FORMING PART OF THIS LEASE**

The Tenant shall observe the following Rules and Regulations (as amended, modified or supplemented from time to time by the Landlord as provided in this Lease):

1. The sidewalks, entrances, and corridors of the building shall not be obstructed or used by the Tenant, his agents, servants, contractors, invitees or employees for any purpose other than access to and from the Premises.

2. The toilets, sinks, drains, washrooms and other water apparatus shall not be used for any purpose other than those for which they were constructed, and no sweepings, rubbish, rags, ashes or other substances, such as chemicals, solvents, noxious liquids or pollutants shall be thrown therein, and any damage resulting to them from misuse shall be borne by the Tenant by whom or by whose employees, agents, servants, contractors or invitees or invitees the damage was caused.

3. The Tenant shall not perform any acts or carry on any activity which may damage the Premises or the common areas or be a nuisance to any other tenant.

4. No animals or birds shall be brought into the building or kept on the Premises.

5. The Tenant shall not mark, drill into, bore or cut or in any way damage or deface the walls, ceilings or floors of the Premises. No wires, pipes or conduits shall be installed in the Premises without prior written approval of the Landlord. No broadloom or carpeting shall be affixed to the Premises by means of a non-soluble adhesive or similar product. The Tenant shall be entitled to hang pictures in the Premises.

6. No one shall use the Premises for the storage of personal effects or articles other than those required for business purposes, or for any illegal purpose.

7. The Tenant must observe strict care not to allow windows to remain open so as to admit rain or snow, or so as to interfere with the heating of the building.

8. The Tenant shall not without the expressed written consent of the Landlord, place any additional locks upon any doors of the Premises and shall not permit any duplicate keys to be made therefore; but shall use only additional keys obtained from the Landlord, and shall surrender to the Landlord on the termination of the Lease all keys of the Premises.

9. No inflammable oils or other inflammable, toxic, dangerous or explosive materials (except for medical uses) shall be kept or permitted to be kept in or on the Premises.

10. No bicycles or other vehicles shall be brought within the Premises.

11. Canvassing, soliciting and peddling in the building is prohibited.

12. The Tenant shall not install or erect on or about the Premises television antennae, communications towers, satellite dishes or other such apparatus.

**THE CORPORATION OF THE TOWN OF GODERICH**

**BY-LAW NO. 56 OF 2026**

---

**BEING A BY-LAW TO ADOPT THE 2025 ASSET MANAGEMENT PLAN FOR THE CORPORATION OF THE TOWN OF GODERICH**

---

**WHEREAS** the *Municipal Act, 2001, S.O. 2001, c.25,* Section 5(1), as amended, provides that the powers of a municipal corporation are to be exercised by its Council;

**AND WHEREAS** the *Municipal Act, 2001, S.O., 2001, c.25,* Section 5(3), as amended, provides that a municipal power, including a municipality's capacity rights, powers and privileges under section 9; shall be exercised by By-Law;

**AND WHEREAS** the Corporation of the Town of Goderich is agreeable deems it desirable to adopt the 2025 Asset Management Plan as prepared by staff;

**NOW, THEREFORE, THE COUNCIL OF THE CORPORATION OF THE TOWN OF GODERICH ENACTS AS FOLLOWS:**

1. That the Corporation of the Town of Goderich Council hereby adopts the 2025 Asset Management Plan as contained in the attached Schedule "A" to this By-Law, and forming part of this By-Law.

2. That this By-Law shall come into effect upon final passage.

**READ A FIRST, SECOND, AND THIRD TIME AND FINALLY PASSED THIS 13TH DAY OF APRIL 2026.**

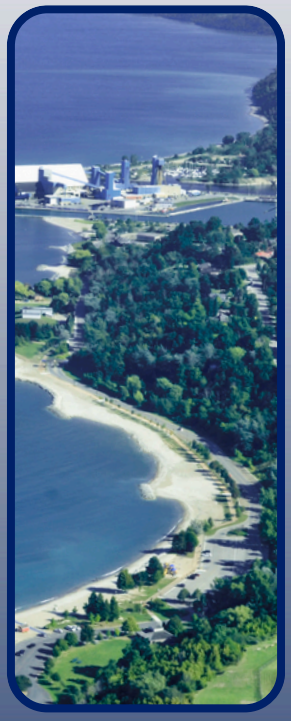
_____

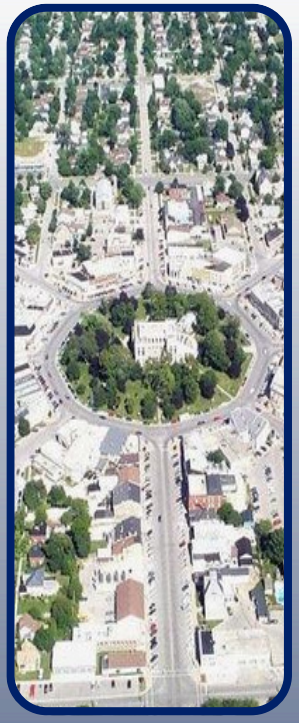
**MAYOR, Trevor Bazinet**

_____

**CLERK, Andrea Fisher**

# Town of Goderich
# 2025 Asset Management Plan





# TOWN OF GODERICH

# 2025 ASSET MANAGEMENT PLAN

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# 1.0 EXECUTIVE SUMMARY

Reliable, well-maintained infrastructure assets are essential for the delivery of critical core and non-core municipal services. The goal of asset management is to provide a framework to deliver expected levels of service in the most cost-effective manner. This is achieved by implementing asset management strategies, collecting and analyzing asset data, considering risk and criticality, and developing a long-term financial plan.

This Asset Management Plan is provided to achieve compliance with the requirements of *Ontario Regulation 588/17: Asset Management Planning for Municipal Infrastructure* (O. Reg. 588/17) and is considered in conjunction with the Town's Asset Management Policy. The plan encompasses all categories of infrastructure assets owned by the Town. Data within the plan represents a snapshot in time as of December 31, 2024.

The plan includes the following elements:

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

### *State of Infrastructure*

Overall, the Town's infrastructure assessment indicates that approximately 58% of assets are in good to very good condition, approximately 24% are in fair condition, and approximately 18% are in poor to very poor condition.

Asset condition is a key driver of lifecycle activities like maintenance strategies and the timing of asset replacement. The Town's plan includes assessed condition data for the sanitary sewer network, roads and sidewalks. In the absence of assessed condition, age is used as an estimate for condition. Many municipalities have the same information gap regarding condition assessment and are working toward expanding the proportion of assets with assessed condition as an element of plan improvement over time.

The total replacement value of the Town's infrastructure assets is $685,526,565 (Figure 1). Replacement cost is based on two estimation methods: current purchase prices/contracts or historic cost incremented annually by the Consumer Price Index (CPI). The Town updates the replacement cost of its roads, water and sewer linear assets each year to reflect current costing assisted by the Town engineers. The replacement cost of most other assets is calculated at inflated cost.

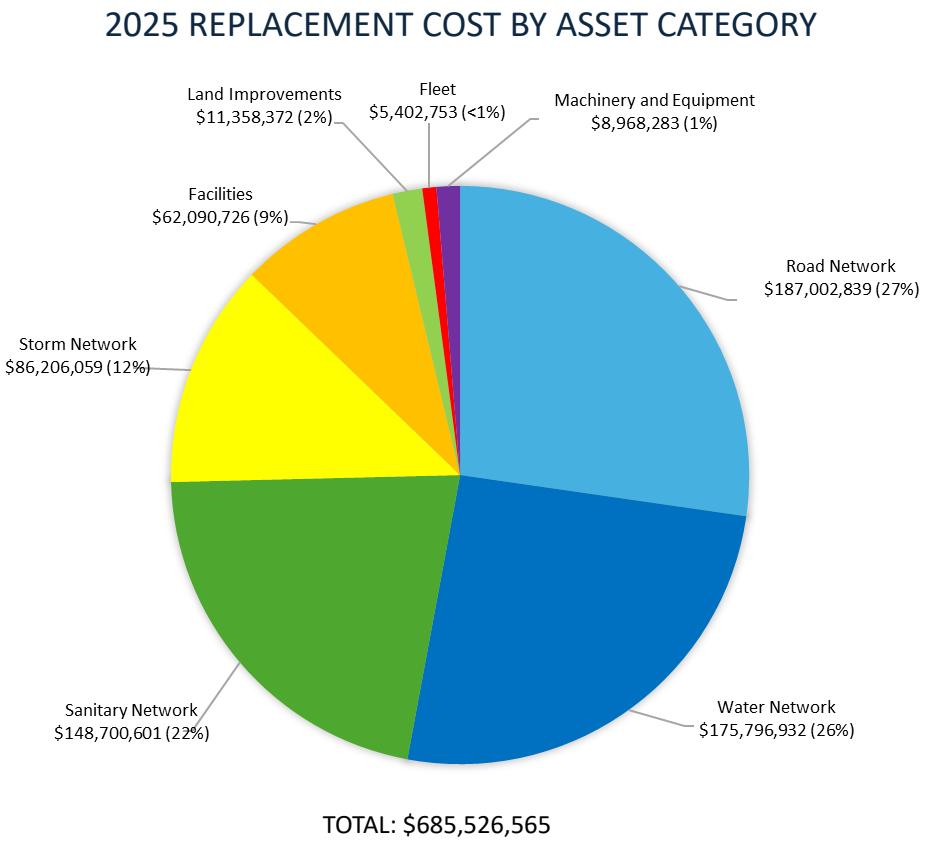



**Figure 1**. The 2025 total replacement value of the eight asset categories that represent the Town of Goderich's asset inventory is $685,526,565. Replacement cost is calculated by using a cost per unit calculation, or by using CPI Tables.

### *Asset Management Strategies*

Establishing a lifecycle management strategy is important to proactively manage asset deterioration and maximize the service potential of municipal assets. These strategies assist the Town in making the right investment in the right asset at the right time. They include maintenance plans to monitor and manage assets, often extending useful life, as well as planning for eventual replacement. The Asset Management Plan outlines the strategies currently in place for each asset category. Overall, these approaches are intended to maintain current levels of service and mitigate risk while minimizing cost.

### *Level of Service*

The Town's Asset Management Plan identifies key qualitative and technical level of service (LoS) factors used to assess asset performance. A public engagement survey was conducted to gather input on satisfaction with current service levels, which helped inform service targets.

In developing the Plan, the Town has set a proposed LoS target of 40+ (fair condition) for the majority of its infrastructure assets, with a broader range of condition targets for the road network to reflect the various road classes. These targets directly influence the required annual investment and are intended to support the continuation of current service levels.

### *Financial Strategy*

The optimal annual investment required to financially sustain the Town's infrastructure and meet capital replacement needs is currently $17,128,229. Currently, the Town allocates $6,607,374 in annual funding to infrastructure, resulting in an annual funding shortfall of $10,520,855.

The 2025 Asset Management Plan recommends a phased approach to reach optimal annual investment level over several years, balancing asset management needs with manageable impact on the community. A 30-year phase-in is proposed for water and sewer, supported by a 2.5% annual rate increase. For all other assets, the recommended phase-in period is 34 years, supported by a 1.5% annual tax increase. This approach is intended to maintain infrastructure assets at an overall fair condition over the long term. However, it carries higher risk in the near term when available funding remains limited and unexpected failures may occur. Asset risk and criticality analysis will therefore be essential for prioritizing projects and allocating funds.

The municipality will also continue to advocate for additional support from other levels of government, emphasizing the scale of municipal infrastructure responsibilities and limited local revenue tools. While grants are not identified as a dedicated funding source in the Plan, pursuing grant opportunities may still help advance priority projects.

### *Next Steps*

The Plan is based on the best data and technology currently available and will continue to evolve. Effective asset management requires ongoing data updates and sustained resourcing. The Plan will be updated regularly to enable the Town to re-evaluate the condition of its infrastructure and to track the progress and effectiveness of its asset management strategies and long-term financial plan.

This Asset Management Plan is a critical tool for advancing the Town's strategic priorities and supporting long-term service delivery. It enables evidence-based decision-making to optimize investment and provides a sustainable approach to managing approximately $685 million in infrastructure. The Plan also provides a roadmap for addressing aging assets, climate change, and community growth and expectations, while maintaining fiscal responsibility.

# 2.0 INTRODUCTION

## 2.1 What Is Asset Management?

Asset management is an ongoing and long-term process that allows municipalities to make the best possible investment decisions for their infrastructure assets. This integrated business approach minimizes the lifecycle costs of owning, operating, maintaining, and replacing assets, with an acceptable level of risk, while continuously delivering expected levels of service for present and future residents.

Asset management includes the planning, construction, operation, maintenance, renewal, replacement, and disposal of infrastructure used to provide municipal services. Infrastructure needs can be prioritized over time by utilizing asset management planning, while also ensuring timely investments to minimize repair and rehabilitation costs in order to maintain current municipal assets.

The foundation of asset management planning involves seven key questions, as outlined within the Federation of Canadian Municipalities' National Guide for Sustainable Municipal Infrastructure:

1. What assets do you own? (Inventory)
2. What are the assets worth? (Valuation/Replacement Cost)
3. What is the asset's condition and expected service life? (Function/Performance)
4. What needs to be done to the assets to meet the level of service expectation? (Maintain/Rehabilitate/Replace)
5. What is the time frame for preventative maintenance, rehabilitation and/or replacement of the asset? (Useful Life Analysis)
6. How much will the remedial works cost and what is the acceptable level of risk? (Investment Requirements)
7. What are the long-term financing needs? (Long-Term Financial Plan)

## 2.2 Importance of Infrastructure and Asset Management Planning

Ontario municipalities own more of the public sector infrastructure assets than both the provincial and federal government combined. These assets provide services that are essential to economic prosperity, health, and quality of life.

The Town of Goderich is responsible for a diverse array of capital assets essential to the delivery of services to residents, businesses, and visitors. The operation, maintenance, renewal, rehabilitation, and replacement of such infrastructure has always been a very significant responsibility for the Town of Goderich. Asset management is vital to address current infrastructure and funding challenges. As an example, a large portion of the Town's underground infrastructure network was installed prior to the 1930's, 1940's and 1950's, and

are now approaching the end of useful life. As a result, the Town of Goderich is faced with ever increasing infrastructure needs and limited financial resources.

## 2.3 Asset Management Plan Overview

The 2025 Town of Goderich Asset Management Plan addresses all municipal assets used in the delivery of services with associated inventory information, risk assessment, level of service, asset management strategies and funding strategies required for a sustainable long-term plan. The Town's Asset Management Plan is a living document, with asset information being stored on Citywide software; the Town's asset management database. Evaluation of the Town's Asset Management Plan is required at least every (5) years, with updates to Council annually, as mandated under Ontario Regulation 588/17 *Asset Management Planning for Municipal Infrastructure*.

## 2.4 Purpose of the Asset Management Plan

The purpose of the Town of Goderich Asset Management Plan is to provide a detailed scope of the Town's current infrastructure (including replacement needs and annual funding requirements), how the Town manages its assets to satisfy desired service levels and how the Town plans to invest in its assets for future needs. The Town of Goderich is constantly updating its asset data to be more comprehensive, improving risk analysis capabilities, which result in better decision making, financial planning and long-term sustainability.

## 2.5 Development of the Asset Management Plan

The 2025 Asset Management Plan was developed following the requirements outlined in Ontario Regulation 588/17 *Asset Management Planning for Municipal Infrastructure*. Information regarding the current infrastructure was compiled from current asset inventory information maintained in Citywide software. This software aids in calculating replacement costs, amortization, tracking condition and lifecycle events, analyzing risk, and calculating funding scenarios. The 2025 Asset Management Plan has been developed by the Director of Corporate Service/Treasurer and Asset Management/Environmental Services Manager. However, since this plan involves an overview of all municipal services, support for this plan was provided across all departments, with particular emphasis on Operations and Environmental Services.

## 2.6 Supporting the Asset Management Policy

The Town of Goderich Asset Management Policy was passed by Council in December of 2018, as required under Ontario Regulation 588/17 *Asset Management Planning for Municipal Infrastructure*. The Town's 2025 Comprehensive Asset Management Plan supports the policy statements, goals and principles outlined within the Asset Management Policy. The Town of Goderich follows an asset capitalization threshold outlined within the asset management policy to determine which assets are to be included within its asset management plans.

Additionally, financial forecasting, climate change resiliency and community planning are all considered as part of the asset management planning process. As outlined in the policy, Goderich Town Council and staff are committed to utilizing asset management tools for decision making to improve the Town's infrastructure assets.

## 2.7 Linkages to Strategic Documents

The Town of Goderich strives to maintain a safe community, a healthy environment, and sustainable growth, which requires aligning the municipality's many concurrent initiatives. This alignment ensures that the levels of service supported by existing and planned assets remain consistent with the Town's asset management goals set out in the Asset Management Policy.

Asset management planning should be undertaken in the context of the Town's broader plans and policies. An integrated approach helps ensure asset management plans are practical and aligned with the community's priorities, expectations, and accountability requirements.

- **Town of Goderich Strategic Plan -** the Strategic Plan provides overall direction for the activities of the municipality, which are supported by municipal assets
- **Town of Goderich Official Plan -** the Official Plan outlines regulatory criteria and can provide parameters surrounding asset decision making practices, specifically allocation of land use and provision of municipal services and facilities.
- **Town of Goderich Emergency Management Plan -** the Emergency Management Plan involves the usage of assets specifically designed for use in times of emergency. It is vital for these assets to meet regulatory compliance and meet all maintenance requirements.
- **Town of Goderich Energy Conservation and Demand Management Plan -** the Energy Conservation and Demand Management Plan is a strategy for the Town to implement energy efficiency measures within its facilities and infrastructure, as well as improve energy conservation through green procurement and other awareness measures.
- **Town of Goderich Operational and Capital Budgets -** the Town's capital budget focuses on infrastructure needs and financing of future projects, whereas the Town's operating budget aligns municipal priorities with service delivery and operations, both are crucial to asset management outcomes.
- **Town of Goderich By-Laws, Policies and Department Plans –** there are numerous by-laws, policies and departmental plans that directly and indirectly effect Town infrastructure. Specifically, the Town's Tangible Capital Asset Policy states the cost threshold for assets that are included within the Asset Management Policy and reflected in the asset management database. Further, the Preventative Maintenance Policy is a proactive plan to inspect, service, repair and rehabilitate infrastructure to prevent unexpected failures, reduce downtime and extend asset life.

## 2.8 Supporting the Town of Goderich's Vision, Mission, and Priorities

The development of the 2025 Asset Management Plan follows the vision, mission, and approach outlined in the Town of Goderich Strategic Plan 2023-2027[1].

> **Vision:** *Live, work and play in a progressive, welcoming, and vibrant community.*
>
> **Mission:** *To provide sustainable services, be environmental leaders and to promote and maintain an exceptional quality of life.*
>
> **Approach:** *Recognize past experiences, progressively face current challenges, and prepare for future opportunities and growth.*

Within the Town of Goderich Strategic Plan, priorities and activities of the municipality are categorized under five goals, found below:

1. **Goal 1: Safe & Reliable Infrastructure**- Build, maintain, and continuously improve our municipally owned infrastructure.
2. **Goal 2: Welcoming & Caring Community**- Strengthen a sense of belonging among everyone who makes Goderich home.
3. **Goal 3: Strong Local Economy**- Build a strong and resilient local economy by retaining and attracting economic investment and jobs.
4. **Goal 4: Good Government**- Provide citizen-focused services in an effective, transparent, and responsible manner, and provide an exceptional working environment for all our employees.
5. **Goal 5: Environmental Stewardship-** Take care of our natural resources demonstrating environmental leadership and providing opportunities for healthy living.

These goals are both directly and indirectly linked to asset management planning, which further supports the linkage between asset management and corporate strategic planning for the municipality.

## 2.9 Climate Change

Climate change presents a significant challenge and an essential focus for municipal asset management programs. For the Town of Goderich, integrating climate change considerations into decision-making processes and project prioritization is vital to enhance sustainability and resilience. Some examples of how climate change is considered in strategic planning and operations include:

- **Energy-Efficient Replacements**: Prioritizing the procurement of energy-efficient equipment to reduce overall energy consumption and emissions.

[1] Information obtained from the Town of Goderich 2023-2027 Strategic Plan prepared by Linton Consulting Services Inc.

- **Transition to Electric Equipment**: Shifting from gas-powered tools to electric alternatives, where feasible, to lower greenhouse gas emissions and support clean energy goals.
- **Electric Vehicle Integration**: Incorporating electric vehicles into the municipal fleet to minimize reliance on fossil fuels and decrease the fleet's carbon footprint.
- **Low Impact Development (LID) and Natural-Based Solutions**: Emphasizing LID practices and natural-based solutions in project planning to manage stormwater, reduce urban heat effects, and enhance ecological integrity.
- **Protection of Natural Assets**: the municipality manages and maintains numerous street and park trees, as well as urban forests. Other responsibilities include shoreline and bluff stabilization, water quality protection and invasive species management, to name a few.

The incorporation of climate change priorities into asset management reflects a commitment to environmental stewardship and adaptation. It ensures that infrastructure investments and operational activities not only meet current needs but also contribute to a sustainable and resilient future. By embedding these considerations into municipal plans, policies, and programs, the Town of Goderich can better anticipate and mitigate climate-related risks, demonstrating leadership in sustainable urban management.

## 2.10 Growth and Demand

Growth is a critical driver for most municipal services. Accordingly, the Town of Goderich accounts for the lifecycle cost of its existing asset inventory, as well as any assets needed for forecasted growth-related capital projects, usually addressed within Development Charge Study updates. The Town of Goderich has experiences slow growth since the mid 1980's[2], and the municipality's infrastructure investments and expansion of services over time reflect this trend.

[2] Growth information obtained from the 2021 Development Charges Background Study prepared by B. M. Ross & Associates.

# 3.0 STATE OF THE INFRASTRUCTURE

The Town of Goderich is located in southwestern Ontario, along the coast of Lake Huron, with a population of approximately 8,000 people. A portion of the Town's infrastructure assets, specifically its underground infrastructure, were installed prior to the 1970's and are now approaching the end of useful life. As a result, the Town of Goderich is faced with ever increasing infrastructure needs and limited financial resources.

This section provides a summary of the key elements within the Town of Goderich's eight asset categories. This includes a detailed outline of the asset inventory, historical cost, estimated useful life, replacement cost, condition of the assets and risk assessment. Where assessed condition data (i.e., by an engineer or third-party contractor) was unavailable, age-based condition was used to estimate the condition of the asset.

## 3.1 Approach

### 3.1.1 Objective and Scope

**Objective:** to identify the current state of the Town of Goderich's infrastructure and the projected state in the future if the current funding levels and management practices remain status quo.

**Scope:** within the state of the local infrastructure section, a high-level review will be undertaken of the following asset classes:

- **Road Network:** roads, sidewalks, streetlights, and traffic signals
- **Water Network:** watermains, fire hydrants, water treatment plant, booster pumping station and water tower
- **Sanitary Network:** sanitary sewer mains, pollution control plant and sewage pumping stations
- **Storm Network:** storm water mains and stormwater management
- **Facilities:** all Town-owned buildings
- **Land Improvements:** runways, driveways, walkways, parking lots, park lights, fencing, guiderails, recreation amenities, archways, pillars, walls and concrete structures, entrance features and signs
- **Fleet:** all Town-owned motor vehicles
- **Machinery and Equipment:** furniture, appliances, fire equipment, medical equipment, recreation equipment, playground equipment, operating equipment, computer equipment, off-road vehicles and generators

Although the asset classes above reflect the current asset inventory and known condition for this Asset Management Plan, the Town is constantly updating its asset information. Therefore, the Town of Goderich will update infrastructure data on an annual basis, as more detailed condition assessments and attribute data become available.

### 3.1.2 Asset Hierarchy

The Town of Goderich's asset inventory consists of eight major classes: road network, water network, sanitary network, storm network, facilities, land improvements, fleet, as well as machinery and equipment. The asset hierarchy below (Figure 2) illustrates the relationship between each of the asset categories or groups that make up an asset class. Asset categories can be further broken down to the individual asset level. Figure 2 shows the expansive network of assets the Town of Goderich manages and maintains to provide services for its residents.

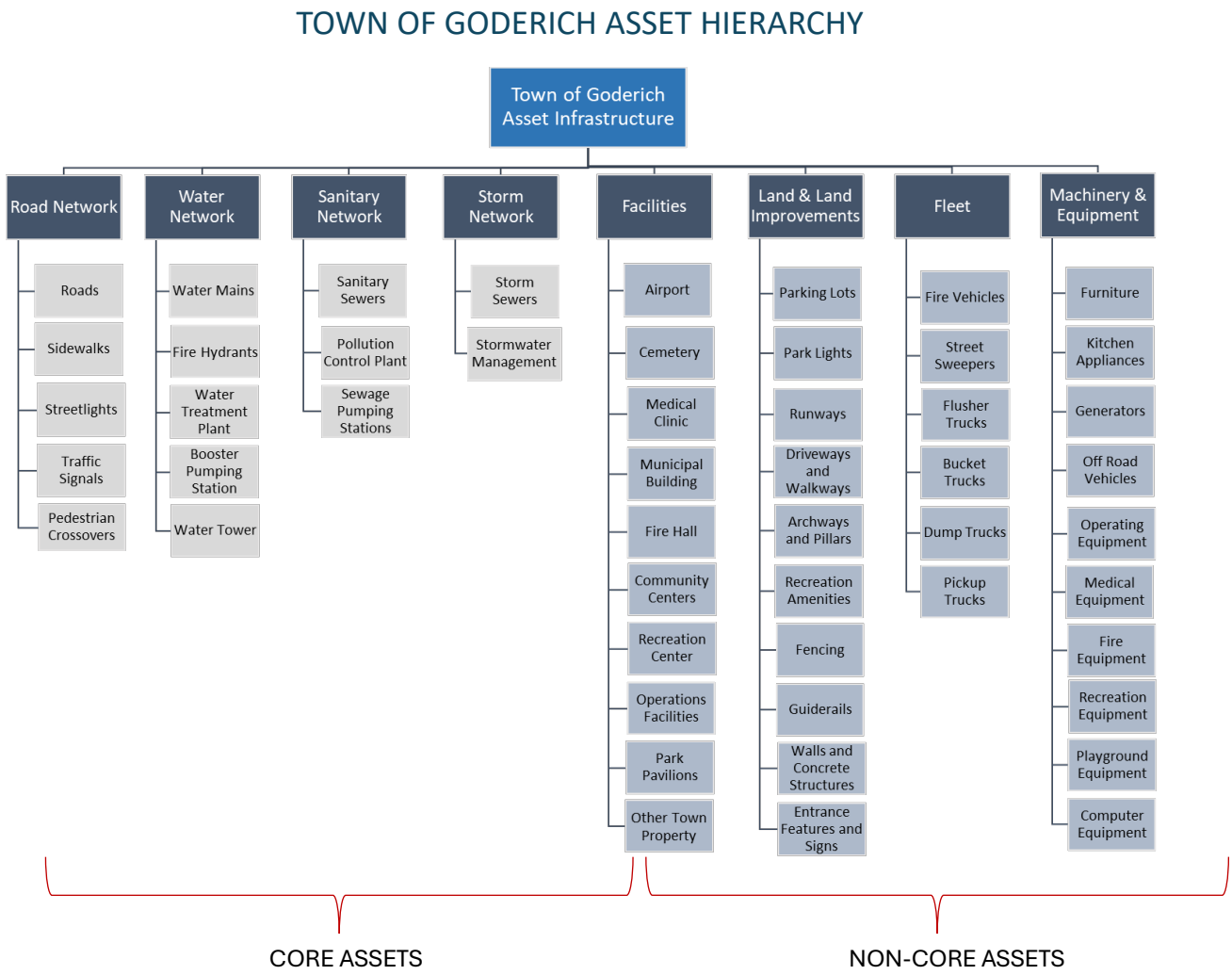



**Figure 2.** Town of Goderich asset hierarchy of the eight (8) asset classes, further organized into respective asset categories (or groups) nested below each asset class. The road, water, sanitary, and storm asset classes are often referred to as core assets, while the remaining asset classes are referred to as non-core assets.

### 3.1.3 Useful Life and Condition

The estimated useful life of an asset is the projected lifespan of which an asset is likely to remain in service. Using the age of an asset is usually the starting point to estimate an asset's

remaining years of service and performance. In many cases, asset age does not accurately reflect how an asset is actually performing, which is why assessed condition is a more accurate indicator of asset performance and remaining service life. Particularly, infrastructure assets undergo a continual process of repair, rehabilitation and refurbishment in order to maintain their intended use. Therefore, assessing the condition of the asset will be a more suitable indicator of how the asset is performing and future asset management planning. Condition assessments have been completed as follows: facilities completed in 2017, water treatment plant and booster pumping station completed in 2019, pollution control plant and sewage pumping stations completed in 2020, all roads and sidewalks completed in 2020, and approximately 78% of the sanitary sewer mains throughout Town have been assessed by the end of 2024 (a portion assessed every year as a standing budget item).

A condition assessment rating system provides a standardized descriptive framework that allows comparative benchmarking across the municipality's asset inventory. Table 1 below outlines the condition rating system used by the Town of Goderich to determine asset condition. When assessed condition data is not available, service life remaining (asset age) is used to approximate asse condition.

## CONDITION RATING SCALE

| Condition | Description | Criteria | Service Life Remaining |
|---|---|---|---|
| Very Good (80-100) | Fit for the future | Well maintained, very good condition, new or recently rehabilitated | ≥80% of service life remaining |
| Good (60-79) | Adequate for now | Acceptable condition, generally approaching mid-stage of expected service life | 60%-79% of service life remaining |
| Fair (40-59) | Requires attention | Signs of deterioration, some elements exhibit deficiencies | 40%-59% of service life remaining |
| Poor (20-39) | Increasing potential of affecting service | Approaching end of service life, condition below standard, large portion of system exhibits significant deterioration | 20%-39% of service life remaining |
| Very Poor (0-19) | Unfit for sustained service | Near or beyond expected service life, widespread signed of advanced deterioration, some assets may be unusable | 0%-19% of service life remaining |

**Table 1**. Condition rating scale used to determine asset condition. Table adapted from PSD Citywide.

In 2025, the Town of Goderich completed a Road and Sidewalk Condition Assessment Study to update the pavement condition index (PCI) and sidewalk condition index (SCI) from previous road and sidewalk data, respectively. As part of this study, consultants will also be completing condition assessments of municipal parking lots, as well as capturing a portion of the municipally owned boulevard trees as the Town begins to build its municipal tree inventory.

Additionally, in 2026, the Town of Goderich is completing condition assessments of its municipally owned buildings (excluding sheds, gazebos, rental properties, and facilities within the Water Network (i.e., Water Treatment Plant, Booster Pumping Station, Water Tower) and the Sanitary Network (i.e., all Wastewater Treatment Plant buildings)). The 2025 (Phase 1) and 2026 (Phase 2) Facilities Condition Study will assess the structural components of each building, as well as the mechanical, electrical and plumbing components as well. Finally, the Town of Goderich is continuing its annual sanitary sewer condition assessments, with the hopes to assess the sanitary sewer assets that have not yet been assessed.

### 3.1.4 Risk Analysis

Municipalities generally take a 'worst-first' approach to infrastructure replacement and spending. Rather than prioritizing assets based on their importance to service delivery, assets in the worst condition (i.e., poor to very poor age-based on performance-based condition rating) are replaced first, regardless of their criticality. However, not all assets are equally important to the community, and some assets pose a greater risk to service delivery if they fail. For example, a road with a high volume of traffic that provides access to critical services poses a higher risk compared to a low volume residential street servicing a handful of properties. Asset risk and criticality is a key component of both short and long-term planning.

***Risk Rating*** = *Probability of Failure* x *Consequence of Failure*

Risk within the asset management industry is often defined as the probability (likelihood) of failure multiplied by the consequence of that failure. The likelihood of failure relates to the current performance of each asset, whether they are in excellent, good, fair, poor or critical condition, as this is a good indicator regarding their future risk of failure. The consequence of failure relates to the magnitude, or overall effect, that an asset's failure will cause. Consequence of failure is assessed based on the impact that failure would have on the following metrics:

- Economic development
- Environment
- Finance
- Operational
- Health and safety

Each asset is assigned a probability of failure score and consequence of failure score, based on available asset attribute data. Analysis of this data, as well as adding weights to each probability of failure and consequence of failure score allows each asset to be given a risk value that can assist the Town of Goderich in decision-making and project prioritization. These risk scores can be used to prioritize maintenance, rehabilitation, and replacement strategies for critical assets.

Risk matrices are useful tools to not only visualize risk across a group of assets but also explore various strategies to extend the useful life of assets at reasonable costs and ensure service

delivery is being optimized (Figure 3). Risk matrices for each asset network within the Town of Goderich asset inventory can be found in Section 5.0: Asset Management Strategy.

RISK HEAT MAP EXAMPLE

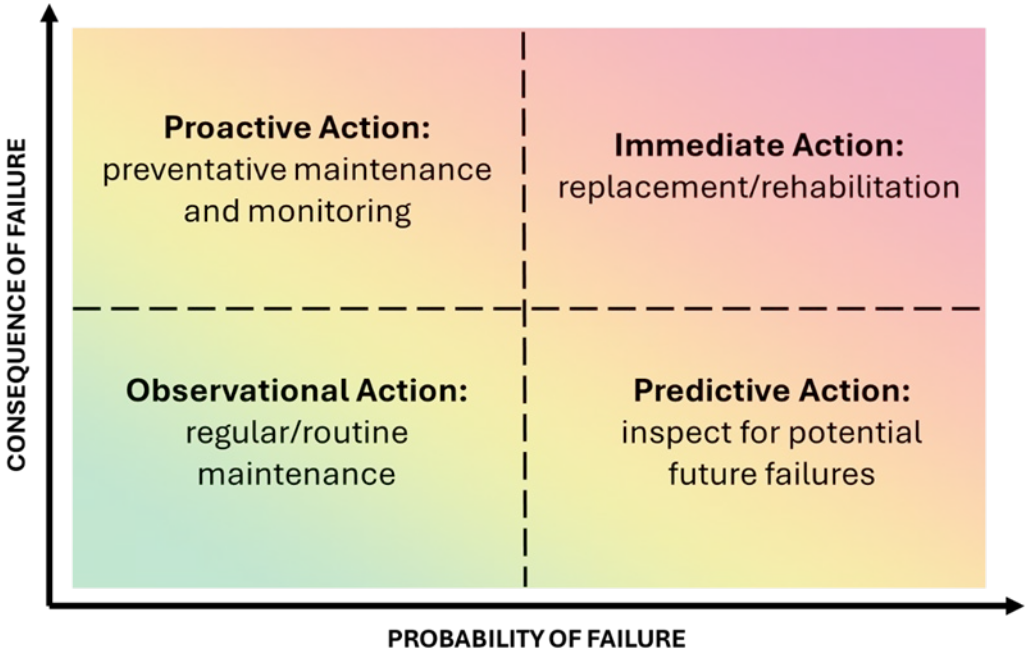



**Figure 3**. An example of a risk heat map for a group of assets based on probability of failure and consequence of failure scores. Each asset is given a risk rating that can be used to prioritize the maintenance, rehabilitation, and replacement strategies based on criticality. Figure adapted from PSD Citywide.

### 3.1.5 Lifecycle Optimization

Lifecycle management refers to how assets are managed over their useful lives from construction to disposal. Determining and implementing the optimal type and timing of proactive maintenance, repair, renewal and rehabilitation treatments maximizes the value of the asset at its lowest possible cost over its life span. Eventually, the asset will require replacement and disposal once it reaches the end of its useful service life. Table 2 summarizes these lifecycle activities.

LIFECYCLE MANAGEMENT ACTIVITIES

| Activity Type | Description |
|---|---|
| Condition / Performance Indicators | Includes reports, inspections or examinations that inform operating budgets, communications to relevant departments when work is completed, as well as potential adjustments to service levels |
| Maintenance | Regular scheduled inspections and preventative maintenance, or repair activities associated with unexpected events |
| Renewal and Rehabilitation | Major repairs designed to extend asset life, restore level of service and/or defer the need for replacement |
| Replacement | Replacement is expected to occur when the asset has reached the end of its useful life and renewal and/or rehabilitation activities are no longer considered an option |
| Expansion | Includes planned activities that are required to extend or expand services to enhance service levels or meet growth demands |
| Disposal | Includes activities associated with disposing of an asset |

**Table 2**. Lifecycle activities to maximize the value of an asset at the lowest cost over its life span.

Asset lifecycle optimization is important to determine operational and cost impacts related to the implementation of these maintenance, renewal, rehabilitation, replacement, disposal and expansion activities. Proper life cycle assessment improves the ability to predict, plan and include the necessary activities into the municipal budget for short- and long-term financial planning. Further information regarding asset lifecycle management can be found in Section 5.2.

Ontario Regulation 588/17 *Asset Management Planning for Municipal Infrastructure* requires that life cycle management be considered in asset management planning, as well as life cycle activities, options and estimated costs to maintain current and future service levels at lowest possible costs. The Town of Goderich will continue to consider life cycle options including, expanding preventative maintenance and repair treatments, replacement when assets come due, re-examining useful life assumptions, and technical assessments as compared to using age to determine condition ratings.

## 3.2 Road Network

### 3.2.1 Inventory

The Town of Goderich's Road Network consists of five categories: roads, sidewalks, streetlights, traffic signals, and pedestrian crossovers. A detailed breakdown of each category can be found in Table 3. The Town of Goderich owns and maintains approximately 76 center lane kilometers of roadway (excluding rural legally open assets), of which approximately 94% is considered urban roadways (i.e., connecting link, urban collector, semi-urban, urban local high class and low class) and 6% is considered rural roadways (i.e., low class bituminous and rural gravel). Figure 4 shows the percentage breakdown of all road and sidewalk categories found within the Town of Goderich. Please note that these quantities do not yet reflect the assets being disposed

and/or replaced as part of the 2025 Suncoast Drive Road Reconstruction Project and Rebuilding Downtown Infrastructure Project.

## ROAD NETWORK INVENTORY

| Asset Class | Asset Category | Quantity |
|---|---|---|
| Road Network | Roads: Connecting Link | 4.86 km |
| | Roads: Urban Collector | 3.66 km |
| | Roads: Semi-Urban | 2.07 km |
| | Roads: Urban Local H.C. | 58.00 km |
| | Roads: Urban Local L.C. | 3.16 km |
| | Roads: L.C. Bituminous | 4.00 km |
| | Roads: Rural Gravel | 0.48 km |
| | Roads: Rural Legally Open | 2.63 km |
| | Sidewalks: Concrete | 64.52 km |
| | Sidewalks: Asphalt | 1.03 km |
| | Sidewalks: Paving Stone | 1.51 km |
| | Sidewalks: Wood | 1.75 km |
| | Streetlights | 1,481 units |
| | Traffic Signals | 33 units |
| | Pedestrian Crossovers | 2 units |

**Table 3**. Fifteen (15) asset categories that encompass the Road Network inventory with quantity displayed in center lane kilometers or units.

## ROAD AND SIDEWALK PERCENT DISTRIBUTION

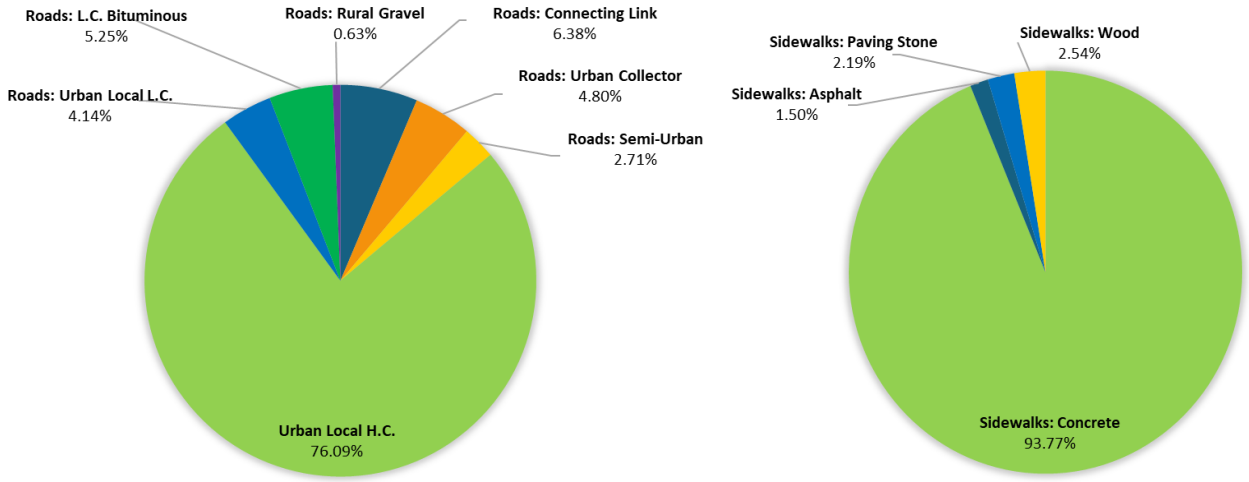



**Figure 4**. The road distribution within the Town of Goderich consists of connecting link (6.38%), urban collector (4.80%), semi-urban (2.71%), urban local high-class (76.09%), urban local low-class (4.14%), low-class bituminous (5.25%) and rural gravel (0.63%) roads. Rural legally open roads have been excluded as these green spaces are land assets with potential planning for roadways in the future. The Town of Goderich sidewalk distribution consists of concrete (93.77%), asphalt (1.50%), paving stone (2.19%), and wood (2.54%) sidewalks.

### 3.2.2 Valuation and Replacement Cost

The road network consists of segments of road divided into land, subgrade, and topcoat assets, with replacement values given for subgrade and topcoat only (land assets are not planned for replacement and non-amortized). Similarly, sidewalks are divided into segments consisting of land assets and concrete, asphalt, paving stone, or wood assets. Table 4 displays the estimated useful life (EUL), average age and approximate replacement cost of all categories within the road network. The Town uses replacement cost projections from B.M. Ross & Associates for road and concrete sidewalk assets, while consumer price inflation (CPI) tables are used as the replacement cost method for the remaining sidewalks assets, streetlighting, traffic signals, and pedestrian crossovers. Total replacement cost of the road network is approximately $187,002,839 (Figure 5). Please note that these replacement costs do not yet reflect the assets being disposed and/or replaced as part of the 2025 Suncoast Drive Road Reconstruction Project and Downtown Rebuilding Infrastructure Project.

#### ROAD NETWORK ESTIMATED USEFUL LIFE AND REPLACEMENT COST

| Asset Category | EUL (Yrs.) | Avg Age (Yrs.) | Replacement Cost Method | Replacement Cost | Percent Distribution |
|---|---|---|---|---|---|
| Roads: Connecting Link | 30 | 21 | Cost/Unit | $11,907,000 | 6.36% |
| Roads: Urban Collector | 30 | 35 | Cost/Unit | $9,127,925 | 4.88% |
| Roads: Semi-Urban | 30 | 41 | Cost/Unit | $5,059,250 | 2.71% |
| Roads: Urban Local H.C. | 30 | 31 | Cost/Unit | $137,112,038 | 73.32% |
| Roads: Urban Local L.C. | 15 | 30 | Cost/Unit | $7,023,600 | 3.76% |
| Roads: L.C. Bituminous | 15 | 26 | Cost/Unit | $820,000 | 0.44% |
| Roads: Rural Gravel | 100 | 133 | Cost/Unit | $1,077,600 | 0.58% |
| Sidewalks: Concrete | 50 | 47 | Cost/Unit | $9,049,771 | 4.84% |
| Sidewalks: Asphalt | 30 | 21 | CPI Tables | $173,753 | 0.09% |
| Sidewalks: Paving Stone | 50 | 34 | CPI Tables | $527,847 | 0.28% |
| Sidewalks: Wood | 25 | 11 | CPI Tables | $1,944,399 | 1.04% |
| Streetlights | 30 | 10 | CPI Tables | $2,285,582 | 1.22% |
| Traffic Signals | 25 | 16 | CPI Tables | $790,685 | 0.43% |
| Pedestrian Crossovers | 50 | 1 | CPI Tables | $103,389 | 0.06% |
| **TOTAL** | | | | **$187,002,839** | **100%** |

**Table 4**. Complete road network inventory with estimated useful life (EUL) in years, average age in years, estimated replacement cost, percent distribution and method used to obtain replacement cost.

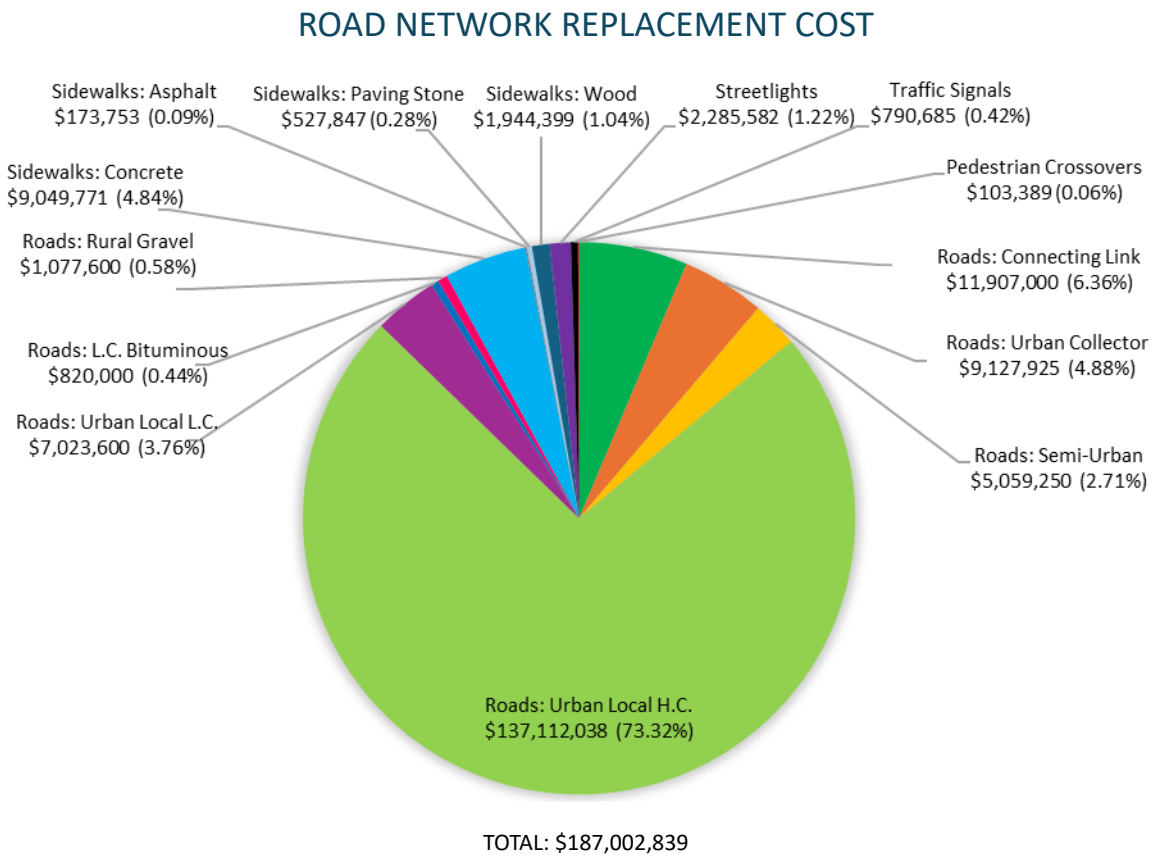



**Figure 5**. Estimated replacement cost broken down by asset category within the road network. Total replacement value of all road network assets is valued at approximately $187,002,839.

### 3.2.3 Condition

The Town of Goderich completed a road and sidewalk network condition assessment in 2020, with condition data represented in Figure 6. The Town of Goderich is currently undergoing a condition assessment of the road and sidewalk network. The results from the 2025 road and sidewalk condition assessment will be incorporated into the next version of the Town's Asset Management Plan. To keep the Town's assessed condition data accurate, the Town of Goderich aims to complete condition studies for its road and sidewalk networks on an ongoing basis, with public works completing road patrols every week for Class 3 roads, and biweekly for Class 4, 5 and 6 roads, as per minimum maintenance standards. Furthermore, annual sidewalk inspections and streetlight inspections are completed once every year by public works staff, as per minimum maintenance standards. Table 5 shows each asset category within the road network, how condition has been determined and the average condition pertaining to each category.

## ROAD NETWORK AVERAGE CONDITION

| Asset Class | Asset Category | Condition Type | Average Condition |
|---|---|---|---|
| Road Network | Roads: Connecting Link | Assessed | 68 - Good |
| | Roads: Urban Collector | Assessed | 51 - Fair |
| | Roads: Semi-Urban | Assessed | 25 - Poor |
| | Roads: Urban Local H.C. | Assessed | 56 - Fair |
| | Roads: Urban Local L.C. | Assessed | 19 - Very Poor |
| | Roads: L.C. Bituminous | Assessed | 45 - Fair |
| | Roads: Rural Gravel | Assessed | 31 - Poor |
| | Sidewalks: Concrete | Assessed | 77 - Good |
| | Sidewalks: Asphalt | Assessed | 72 - Good |
| | Sidewalks: Paving Stone | Assessed | 71 - Good |
| | Sidewalks: Wood | Age-Based | 80 - Very Good |
| | Streetlights | Age-Based | 60 - Good |
| | Traffic Signals | Age-Based | 38 - Poor |
| | Pedestrian Crossovers | Age-Based | 98 - Very Good |

**Table 5**. Average condition of each road asset category within the road network. The assessed condition for the roads and sidewalks is using the pavement condition index (PCI) data from the condition assessment completed in 2016, while the condition of the Town's wood staircases, streetlights and traffic signals use an age-based condition metric. Updated condition data for the roads and sidewalks was collected during the summer of 2025, which will be incorporated in the next version of the Town's Asset Management Plan.

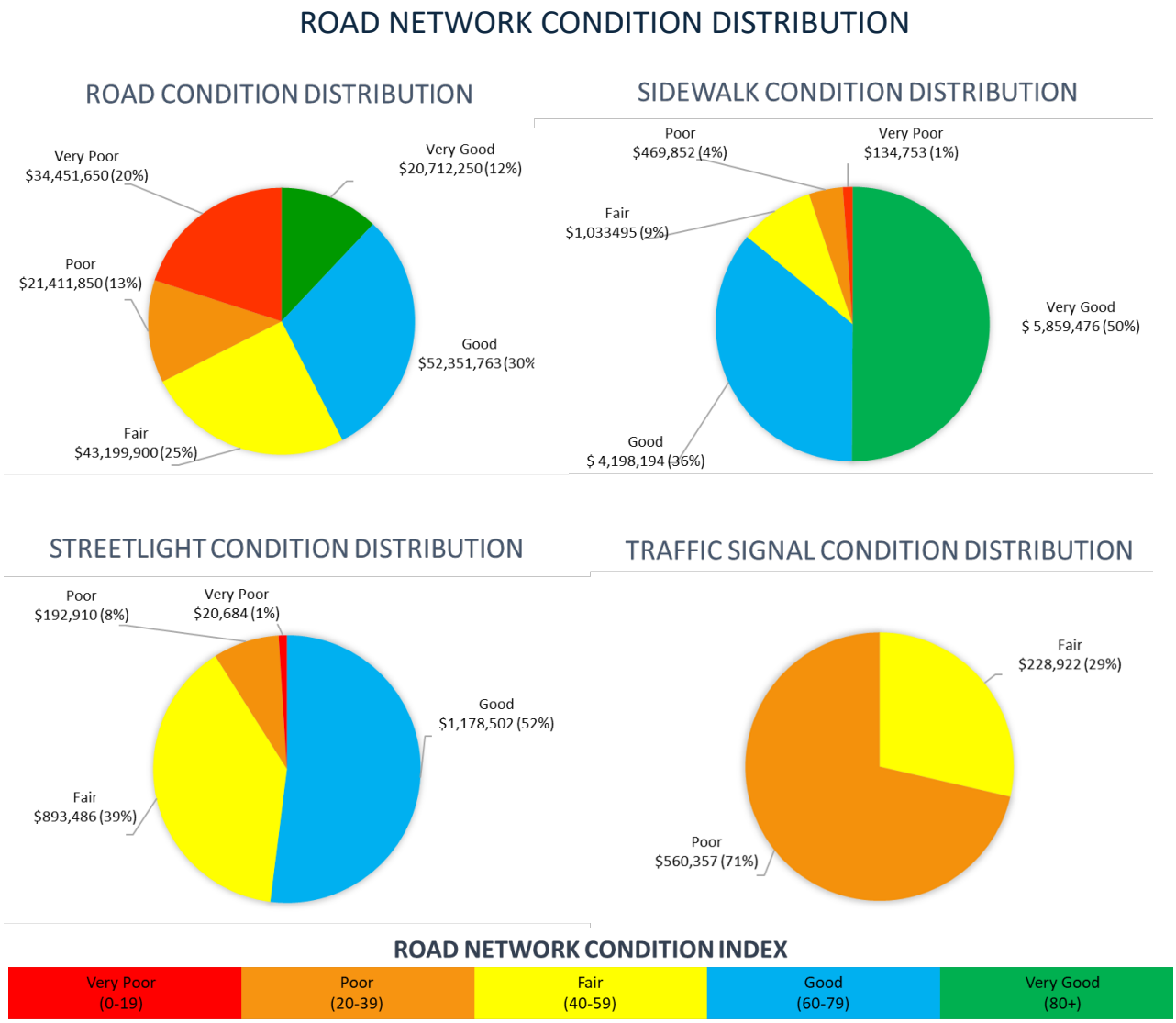



**Figure 6**. Road condition is measured by the pavement condition index (PCI). Approximately 42% of municipally owned roads have a PCI of 60 or greater (good to very good condition). Approximately 33% of roads have a PCI of 39 or below (poor to very poor condition). Sidewalk condition is measured by the sidewalk condition index (SCI). Approximately 86% of sidewalks have a SCI of 60 or greater (good to very good condition). The majority of the Town's streetlights have a condition rating between 60 and 79 (good condition), while approximately 70% of the traffic signals have a condition rating between 20 and 39 (poor condition). It should be noted that the condition data obtained for the streetlight and traffic signal asset categories is based on asset age. Pedestrian crosswalks have not been included in the above condition graphs as both assets were constructed in 2024 and are in very good condition.

## 3.3 Water Network

### 3.3.1 Inventory

The Town of Goderich water network consists of four main categories: watermains, fire hydrants, booster pumping station (BPS) and water treatment plant (WTP). A detailed breakdown of each category can be found in Table 6. The Town of Goderich owns approximately 70 km of watermains,

of which approximately 42% are PVC, 35% are ductile iron, 22% are cast iron and less than 1% are steel material. The Town of Goderich contracts water treatment and distribution to an Operating Authority, who maintain the Town's water treatment plant, booster pumping station, water tower, watermains and fire hydrant assets.

WATER NETWORK INVENTORY

| Asset Class | Asset Category | Quantity |
|---|---|---|
| Water Network | Watermains: PVC | 29.52 km |
| | Watermains: Steel | 0.17 km |
| | Watermains: Ductile Iron | 24.70 km |
| | Watermains: Cast Iron | 15.35 km |
| | Fire Hydrants | 282 units |
| | Water Treatment Plant: Building Components | 18 units |
| | Water Treatment Plant: Concrete Tankage | 8 units |
| | Water Treatment Plant: Mechanical Equipment | 25 units |
| | Water Treatment Plant: Pumps and Motors | 21 units |
| | Water Treatment Plant: Electrical Power | 9 units |
| | Water Treatment Plant: Electrical Controls | 12 units |
| | Water Treatment Plant: Sitework | 3 units |
| | Booster Pumping Station: Building Components | 4 units |
| | Booster Pumping Station: Concrete Tankage | 7 units |
| | Booster Pumping Station: Mechanical Equipment | 2 units |
| | Booster Pumping Station: Pumps and Motors | 7 units |
| | Booster Pumping Station: Electrical Power | 2 units |
| | Booster Pumping Station: Electrical Controls | 2 units |
| | Booster Pumping Station: Sitework | 2 units |

**Table 6**. Nineteen (19) asset categories that comprise the water network inventory with quantity displayed in kilometers or units.

### 3.3.2 Valuation and Replacement Cost

The Town of Goderich Water Network consists of the water treatment plant (WTP) and its components (which includes the water tower), the booster pumping station (BPS) and its components, as well as segments of watermains that form the drinking water distribution system. The Town obtains replacement cost data from B.M. Ross & Associates for watermain assets (based on pipe diameter), while CPI tables are used as the replacement cost method for the water treatment plant, water tower and booster pumping station components, as well as the fire hydrants. Table 7 displays the estimated useful life (EUL), average age and approximate replacement cost of all categories within the water network. Total replacement cost of the Town of Goderich Water Network is approximately $175,796,932 (Figure 7).

## WATER NETWORK ESTIMATED USEFUL LIFE AND REPLACEMENT COST

| Asset Category | EUL (Yrs.) | Avg Age (Yrs.) | Replacement Cost Method | Replacement Cost | Percent Distribution |
|---|---|---|---|---|---|
| Watermains: PVC | 100 | 20 | Cost/Unit | $60,734,507 | 34.55% |
| Watermains: Steel | 100 | 45 | Cost/Unit | $560,521 | 0.32% |
| Watermains: Ductile Iron | 100 | 41 | Cost/Unit | $53,866,196 | 30.64% |
| Watermains: Cast Iron | 100 | 73 | Cost/Unit | $34,004,069 | 19.34% |
| Fire Hydrants | 50 | 30 | CPI Tables | $1,744,264 | 0.99% |
| WTP: Building Components | 100 | 53 | CPI Tables | $3,793,409 | 2.16% |
| WTP: Concrete Tankage | 100 | 52 | CPI Tables | $4,457,429 | 2.54% |
| WTP: Mechanical Equipment | 100 | 32 | CPI Tables | $3,803,477 | 2.16% |
| WTP: Pumps and Motors | 25 | 42 | CPI Tables | $708,814 | 0.40% |
| WTP: Electrical Power | 60 | 52 | CPI Tables | $2,307,523 | 1.31% |
| WTP: Electrical Controls | 25 | 44 | CPI Tables | $2,592,052 | 1.47% |
| WTP: Sitework | 100 | 41 | CPI Tables | $4,406,598 | 2.51% |
| BPS: Building Components | 100 | 39 | CPI Tables | $904,678 | 0.51% |
| BPS: Concrete Tankage | 100 | 18 | CPI Tables | $760,410 | 0.43% |
| BPS: Mechanical Equipment | 100 | 27 | CPI Tables | $222,933 | 0.13% |
| BPS: Pumps and Motors | 25 | 24 | CPI Tables | $241,277 | 0.14% |
| BPS: Electrical Power | 60 | 27 | CPI Tables | $208,264 | 0.12% |
| BPS: Electrical Controls | 25 | 27 | CPI Tables | $117,909 | 0.07% |
| BPS: Sitework | 100 | 27 | CPI Tables | $362,602 | 0.21% |
| **TOTAL** | | | | **$175,796,932** | **100%** |

**Table 7.** Complete water network inventory with estimated useful life (EUL) in years, average age in years, estimated replacement cost, percent distribution and method used to obtain replacement cost.

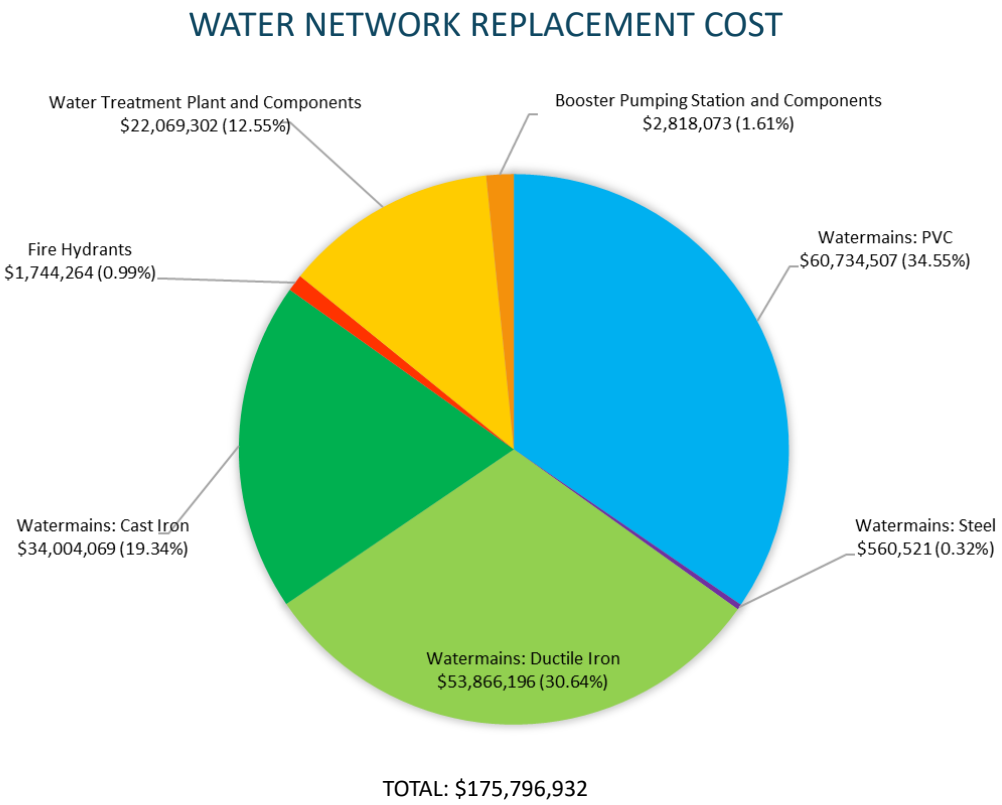



**Figure 7**. Estimated replacement cost broken down by asset category within the water network. Components of the water treatment plant and booster pumping station have been combined for easier visualization. Total replacement value of all Town of Goderich Water Network is valued at approximately $175,796,932.

### 3.3.3 Condition

The water treatment plant and booster pumping station were assessed for performance in 2019 by B.M. Ross & Associates (Figure 8). To keep the Town's assessed condition data accurate, the Town of Goderich aims to complete condition studies for its water treatment plant and booster pumping station on an ongoing basis. All watermain assets follow an age-based condition rating (Figure 8). Table 8 shows each asset category within the water network, the condition assessment method, and the average performance rating pertaining to each category.

## WATER NETWORK AVERAGE CONDITION

| Asset Class | Asset Category | Condition Type | Average Condition |
|---|---|---|---|
| Water Network | Watermains: PVC | Age-Based | 80 - Very Good |
| | Watermains: Steel | Age-Based | 36 - Poor |
| | Watermains: Ductile Iron | Age-Based | 58 - Fair |
| | Watermains: Cast Iron | Age-Based | 32 - Poor |
| | Fire Hydrants | Age-Based | 46 - Fair |
| | WTP: Building Components | Assessed | 54 - Fair |
| | WTP: Concrete Tankage | Assessed | 63 - Good |
| | WTP: Mechanical Equipment | Assessed | 47 - Fair |
| | WTP: Pumps and Motors | Assessed | 39 - Poor |
| | WTP: Electrical Power | Assessed | 51 - Fair |
| | WTP: Electrical Controls | Assessed | 45 - Fair |
| | WTP: Sitework | Assessed | 48 - Fair |
| | BPS: Building Components | Assessed | 74 - Good |
| | BPS: Concrete Tankage | Assessed | 74 - Good |
| | BPS: Mechanical Equipment | Assessed | 54 - Fair |
| | BPS: Pumps and Motors | Assessed | 43 - Fair |
| | BPS: Electrical Power | Assessed | 50 - Fair |
| | BPS: Electrical Controls | Assessed | 36 - Poor |
| | BPS: Sitework | Assessed | 63 - Good |

**Table 8**. Average condition of each asset category within the water network. The condition of the Town's water treatment plant and booster pumping station were assessed in 2019, while the condition of the Town's watermains and fire hydrants use an age-based condition metric.

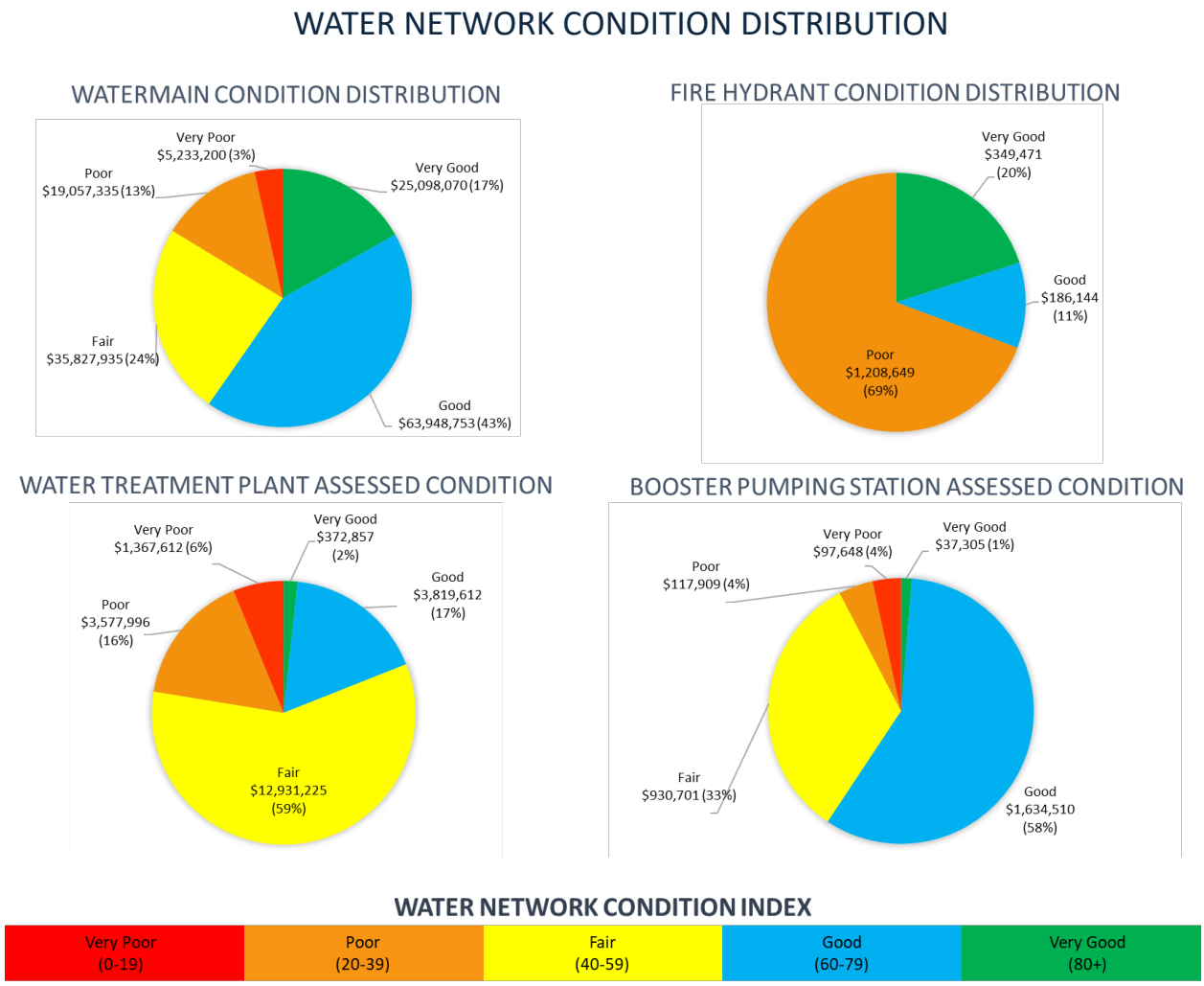



**Figure 8**. Approximately 60% of watermain assets have a condition rating of 60 or greater (good to very good condition), while approximately 69% of the municipal fire hydrants have a condition rating between 20 and 39 (poor condition). The condition of the water treatment plant indicates approximately 59% of its components are in fair condition, while 59% of the booster pumping station components have a performance rating of 60 or greater (good to very good condition). It should be noted that the condition rating for both the watermains and fire hydrants is based on asset age.

## 3.4 Sanitary Network

### 3.4.1 Inventory

The Town of Goderich sanitary network consists of three main categories: sanitary sewer mains, six sewage pumping stations and a pollution control plant. A detailed breakdown of each category can be found in Table 9. The Town of Goderich owns approximately 59 km of sanitary sewer mains, of which approximately 43% are vitrified clay, 33% are PVC, 15% are asbestos cement, 9% are concrete and less than 1% are ductile iron sewer mains. The Town of Goderich contracts wastewater collection and treatment to its Operating Authority, who maintain the Town's wastewater treatment plant and sewage pumping stations, while the Town's operations staff maintain all sanitary sewer mains.

## SANITARY NETWORK INVENTORY

| Asset Class | Asset Category | Quantity |
|---|---|---|
| Sanitary Network | Sanitary Sewer: PVC | 19.32 km |
| | Sanitary Sewer: Concrete | 5.62 km |
| | Sanitary Sewer: Vitrified Clay | 25.38 km |
| | Sanitary Sewer: Ductile Iron | 0.21 km |
| | Sanitary Sewer: Asbestos Cement | 8.87 km |
| | Sanitary Sewer: Manhole Liners | 2 units |
| | Pollution Control Plant: Building Components | 16 units |
| | Pollution Control Plant: Concrete Tankage | 16 units |
| | Pollution Control Plant: Mechanical Equipment | 27 units |
| | Pollution Control Plant: Pumps and Motors | 33 units |
| | Pollution Control Plant: Electrical Power | 23 units |
| | Pollution Control Plant: Electrical Controls | 25 units |
| | Pollution Control Plant: Sitework | 25 units |
| | Sewage Pumping Stations: Concrete Tankage | 7 units |
| | Sewage Pumping Stations: Mechanical Equipment | 7 units |
| | Sewage Pumping Stations: Pumps and Motors | 7 units |
| | Sewage Pumping Stations: Electrical Power | 7 units |
| | Sewage Pumping Stations: Electrical Controls | 7 units |
| | Sewage Pumping Stations: Sitework | 7 units |

**Table 9**. Nineteen asset categories that comprise the sanitary network inventory with quantity displayed in kilometers or units.

### 3.4.2 Valuation and Replacement Cost

The Town of Goderich Sanitary Network consists of the wastewater treatment plant (WWTP) and its components, six sewage pumping stations (SPS) and their components, as well as segments of sanitary sewer mains that form the wastewater collection system. The Town obtains replacement cost data from B.M. Ross & Associates for sanitary sewer assets (based on pipe diameter), while CPI tables are used as the replacement cost method for the wastewater treatment plant and sewage pumping station components. Table 10 displays the estimated useful life (EUL), average age and approximate replacement cost of all categories within the sanitary network. Total replacement cost of the Town of Goderich Sanitary Network is approximately $148,700,601 (Figure 9).

## SANITARY NETWORK ESTIMATED USEFUL LIFE AND REPLACEMENT COST

| Asset Category | EUL (Yrs.) | Avg Age (Yrs.) | Replacement Cost Method | Replacement Cost | Percent Distribution |
|---|---|---|---|---|---|
| Sanitary Sewer: PVC | 100 | 17 | Cost/Unit | $39,738,891 | 26.72% |
| Sanitary Sewer: Concrete | 100 | 69 | Cost/Unit | $13,338,269 | 8.97% |
| Sanitary Sewer: Vitrified Clay | 100 | 115 | Cost/Unit | $55,793,353 | 37.52% |
| Sanitary Sewer: Ductile Iron | 100 | 47 | Cost/Unit | $425,952 | 0.29% |
| Sanitary Sewer: Asbestos Cement | 100 | 49 | Cost/Unit | $18,067,614 | 12.15% |
| Sanitary Sewer: Manhole Liners | 80 | 1 | CPI Tables | $43,912 | 0.03% |
| WWTP: Building Components | 100 | 38 | CPI Tables | $1,998,612 | 1.34% |
| WWTP: Concrete Tankage | 100 | 40 | CPI Tables | $7,854,674 | 5.28% |
| WWTP: Mechanical Equipment | 100 | 37 | CPI Tables | $3,581,316 | 2.41% |
| WWTP: Pumps and Motors | 25 | 33 | CPI Tables | $632,108 | 0.43% |
| WWTP: Electrical Power | 60 | 42 | CPI Tables | $1,327,542 | 0.89% |
| WWTP: Electrical Controls | 25 | 39 | CPI Tables | $753,439 | 0.51% |
| WWTP: Sitework | 100 | 39 | CPI Tables | $3,072,825 | 2.07% |
| SPS: Concrete Tankage | 100 | 24 | CPI Tables | $441,781 | 0.30% |
| SPS: Mechanical Equipment | 100 | 19 | CPI Tables | $207,774 | 0.14% |
| SPS: Pumps and Motors | 25 | 24 | CPI Tables | $405,209 | 0.27% |
| SPS: Electrical Power | 60 | 24 | CPI Tables | $399,094 | 0.27% |
| SPS: Electrical Controls | 25 | 19 | CPI Tables | $155,470 | 0.10% |
| SPS: Sitework | 100 | 24 | CPI Tables | $462,766 | 0.31% |
| **TOTAL:** | | | | **$148,700,601** | **100%** |

**Table 10**. Complete sanitary network inventory with estimated useful life (EUL) in years, average age, estimated replacement cost, percent distribution and method used to calculate replacement cost.

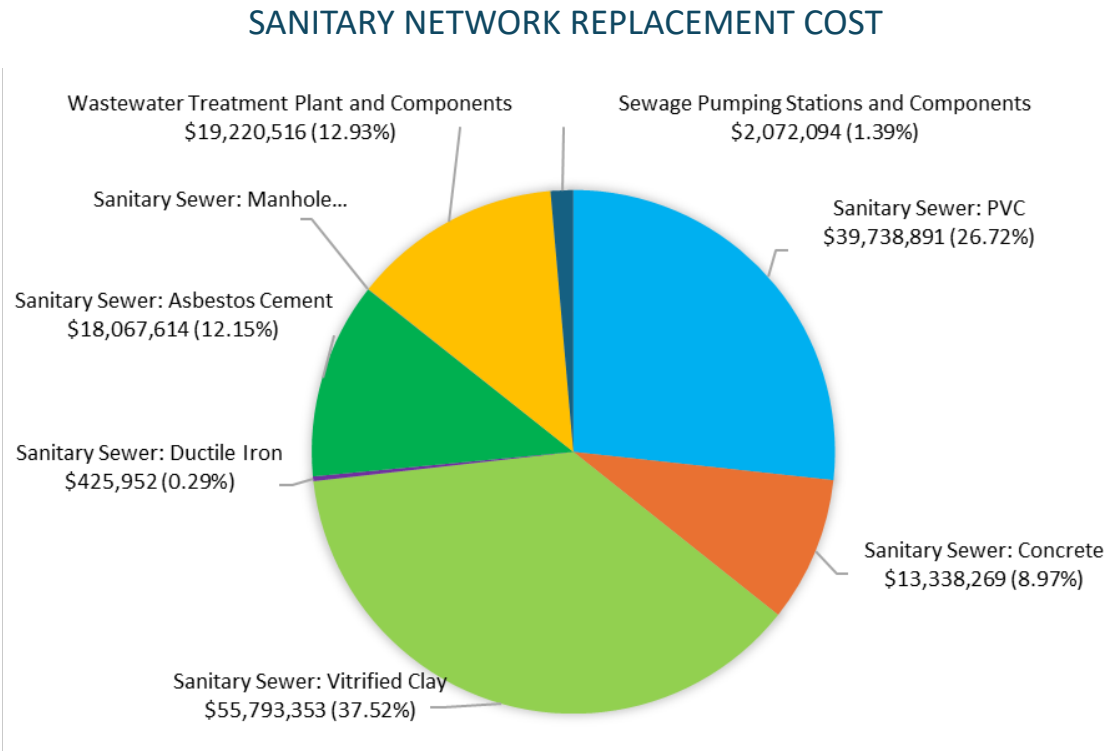



**Figure 9**. Estimated replacement cost broken down by asset category within the sanitary network. Components of the wastewater treatment plant and sewage pumping stations have been combined for easier visualization. Total replacement value of all Town of Goderich Sanitary Network is valued at approximately $148,700,601.

### 3.4.3 Condition

The wastewater treatment plant and sewage pumping stations were assessed for performance in 2020 by B. M. Ross & Associates (Figure 10). To keep the Town's assessed condition data accurate, the Town of Goderich aims to complete condition studies for its wastewater treatment plant and sewage pumping stations on an ongoing basis.

The municipality has been budgeting for a portion of its sanitary sewer mains to be assessed over the past eight (8) years. To date, assessed condition has been obtained for approximately 78% of the Town's sanitary sewer mains (Figure 10). The municipality will continue budgeting for sanitary sewer condition assessments on an annual basis to complete the entire network. Table 11 shows each asset category within the sanitary network, the condition assessment method and the average performance rating pertaining to each category.

## SANITARY NETWORK AVERAGE CONDITION

| Asset Class | Asset Category | Condition Type | Average Condition |
|---|---|---|---|
| Sanitary Network | Sanitary Sewer: PVC | Assessed | 86 - Very Good |
| | Sanitary Sewer: Concrete | Assessed | 77 - Good |
| | Sanitary Sewer: Vitrified Clay | Assessed | 62 - Good |
| | Sanitary Sewer: Ductile Iron | Assessed | 90 - Very Good |
| | Sanitary Sewer: Asbestos Cement | Assessed | 69 - Good |
| | Sanitary Sewer: Manhole Liners | Age-Based | 99 - Very Good |
| | WWTP: Building Components | Assessed | 55 - Fair |
| | WWTP: Concrete Tankage | Assessed | 67 - Good |
| | WWTP: Mechanical Equipment | Assessed | 58 - Fair |
| | WWTP: Pumps and Motors | Assessed | 43 - Fair |
| | WWTP: Electrical Power | Assessed | 66 - Good |
| | WWTP: Electrical Controls | Assessed | 41 - Fair |
| | WWTP: Sitework | Assessed | 69 - Good |
| | SPS: Concrete Tankage | Assessed | 70 - Good |
| | SPS: Mechanical Equipment | Assessed | 81 -Very Good |
| | SPS: Pumps and Motors | Assessed | 54 - Fair |
| | SPS: Electrical Power | Assessed | 71 - Good |
| | SPS: Electrical Controls | Assessed | 70 - Good |
| | SPS: Sitework | Assessed | 62 - Good |

**Table 11**. Average condition of each sanitary asset category within the sanitary network. The condition of the Town's wastewater treatment plant and sewage pumping stations were assessed in 2020, while the condition of the Town's sanitary sewers have been assessed on an on-going basis over the past eight (8) years.

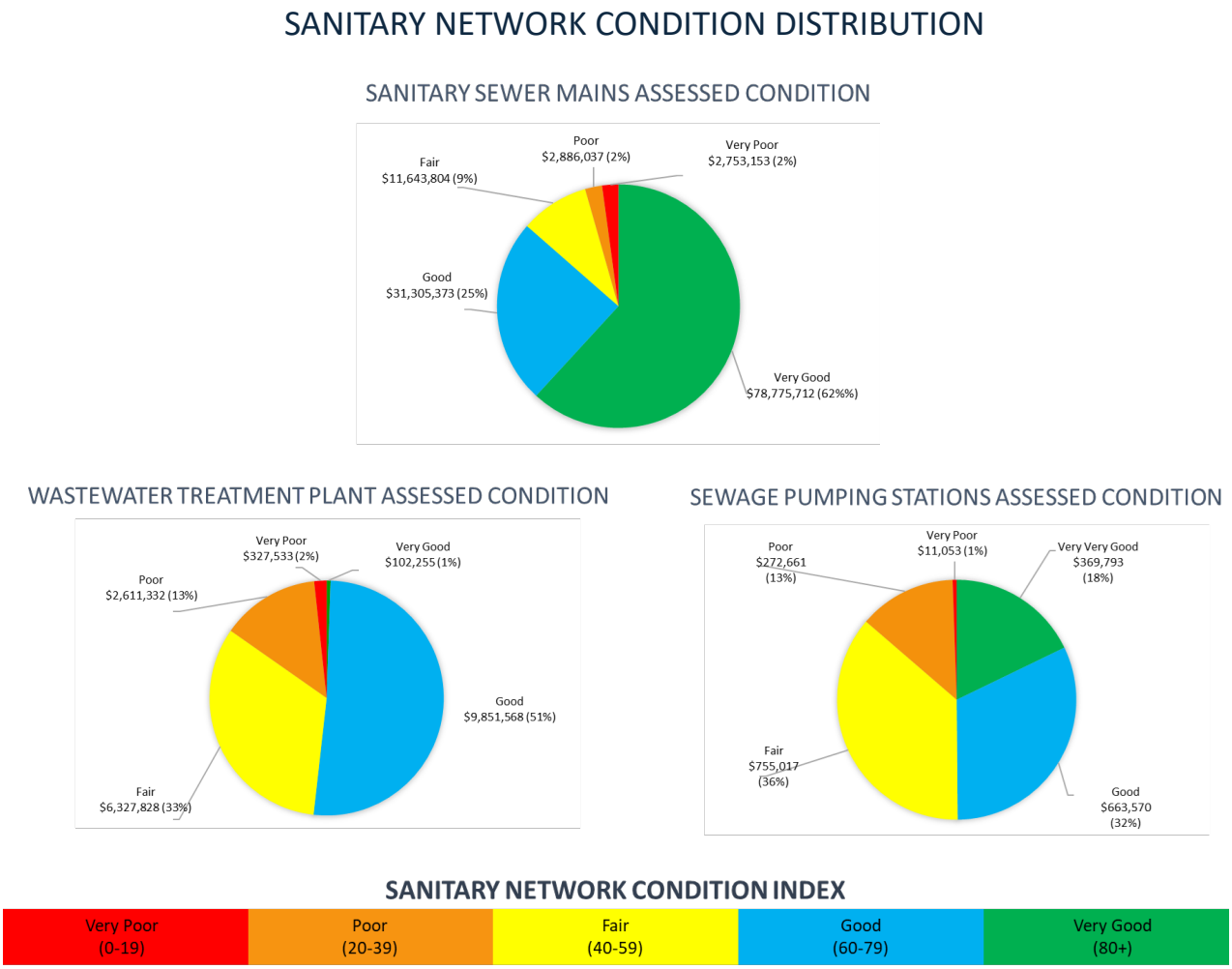



**Figure 10**. Approximately 87% of the sanitary sewer assets have a NASSCO condition rating of 2.99 or less (good to very good condition), with approximately 4% of the sanitary sewer mains falling within the poor to very poor category. The condition data for the wastewater treatment plant indicate 52% of its components have a condition rating of 60 or greater (good to very good condition). Approximately 36% of the sewage pumping station components have a fair condition rating, with approximately 50% of sewage pumping station components falling in the very good to good condition rating.

## 3.5 Storm Network

### 3.5.1 Inventory

The Town of Goderich storm network consists of six types of storm sewers: PVC, concrete, clay, steel, asbestos cement, and open ditch. A detailed breakdown of each category can be found in Table 12. The Town of Goderich owns approximately 52 km of storm sewers, of which approximately 78% are concrete, 17.5% are PVC, 4% are steel, and the combination of clay, asbestos cement and open ditch make up the remaining 0.5%. Town operations staff maintain all storm sewer assets.

## STORM NETWORK INVENTORY

| Asset Class | Asset Category | Quantity |
|---|---|---|
| Storm Network | Storm Sewer: PVC | 9.16 km |
| | Storm Sewer: Concrete | 40.73 km |
| | Storm Sewer: Clay | 0.023 km |
| | Storm Sewer: Steel | 2.23 km |
| | Storm Sewer: Asbestos Cement | 0.006 km |
| | Storm Sewer: Open Ditch | 0.20 km |

**Table 12**. Six types of storm sewers that encompass the storm sewer network with quantity displayed in kilometers.

### 3.5.2 Valuation and Replacement Cost

The Town of Goderich Storm Sewer Network consists of six types of storm sewer mains, where replacement cost data is obtained from B.M. Ross & Associates based on pipe diameter. Table 13 displays the estimated useful life (EUL), average age and approximate replacement cost of all categories within the storm sewer network. Total replacement cost of the Town of Goderich Storm Sewer Network is approximately $86,206,059 (Figure 11).

## STORM NETWORK ESTIMATED USEFUL LIFE AND REPLACEMENT COST

| Asset Category | EUL (Yrs.) | Avg Age (Yrs.) | Replacement Cost Method | Replacement Cost | Percent Distribution |
|---|---|---|---|---|---|
| Storm Sewer: PVC | 100 | 13 | Cost/Unit | $13,294,663 | 15.42% |
| Storm Sewer: Concrete | 100 | 43 | Cost/Unit | $67,461,637 | 78.26% |
| Storm Sewer: Clay | 100 | 42 | Cost/Unit | $32,315 | 0.04% |
| Storm Sewer: Steel | 100 | 48 | Cost/Unit | $5,304,785 | 6.15% |
| Storm Sewer: Asbestos Cement | 100 | 57 | Cost/Unit | $8,430 | 0.01% |
| Storm Sewer: Open Ditch | 100 | 46 | Cost/Unit | $104,229 | 0.12% |
| **TOTAL:** | | | | **$86,206,059** | **100%** |

**Table 13**. Complete storm sewer network inventory with estimated useful life (EUL) in years, average age, estimated replacement cost, percent distribution and method used to obtain replacement cost.

## STORM NETWORK REPLACEMENT COST

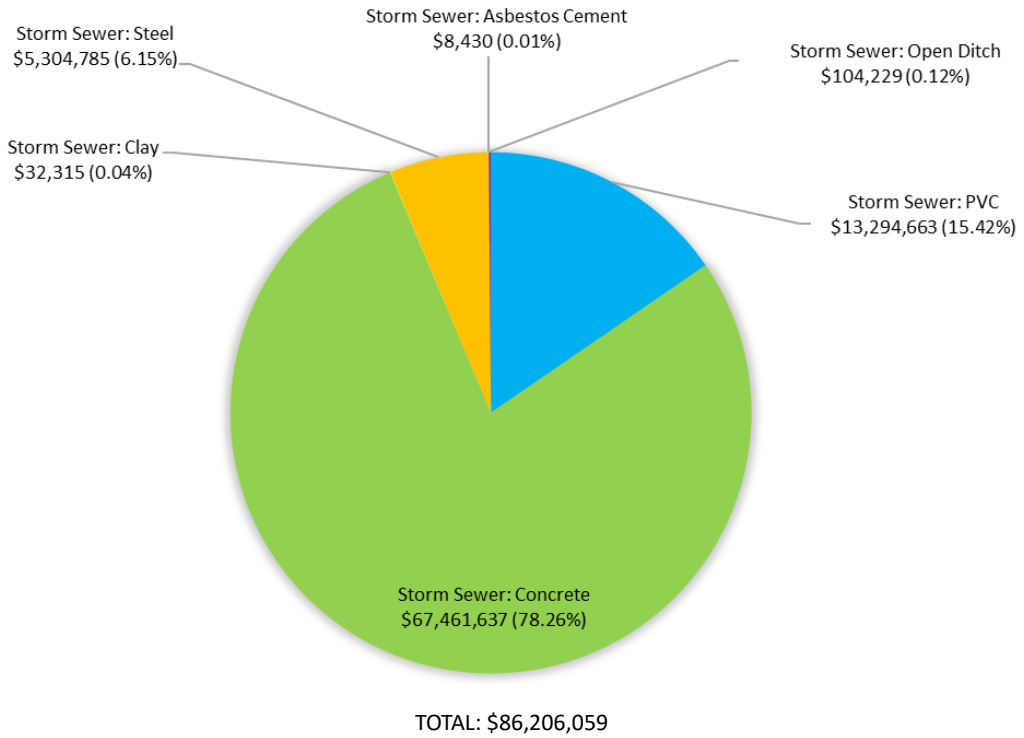



**Figure 11**. Estimated replacement cost broken down by asset category within the storm sewer network. Total replacement value is approximately $86,206,059.

### 3.5.3 Condition

The municipality's condition data for its storm sewer assets is based on asset age (Figure 12). However, the Town plans to begin scheduling condition assessments for the storm sewer network in conjunction with sanitary sewer condition assessments on an annual basis. Table 14 shows each asset category within the storm network, the condition assessment method, and the average performance rating pertaining to each category.

## STORM NETWORK AVERAGE CONDITION

| Asset Class | Asset Category | Condition Type | Average Condition |
|---|---|---|---|
| Storm Network | Storm Sewer: PVC | Age-Based | 84 - Very Good |
| | Storm Sewer: Concrete | Age-Based | 56 - Fair |
| | Storm Sewer: Clay | Age-Based | 58 - Fair |
| | Storm Sewer: Steel | Age-Based | 45 - Fair |
| | Storm Sewer: Asbestos Cement | Age-Based | 43 - Fair |
| | Storm Sewer: Open Ditch | Age-Based | 45 - Fair |

**Table 14**. Average condition of each storm sewer main category within the storm sewer network.

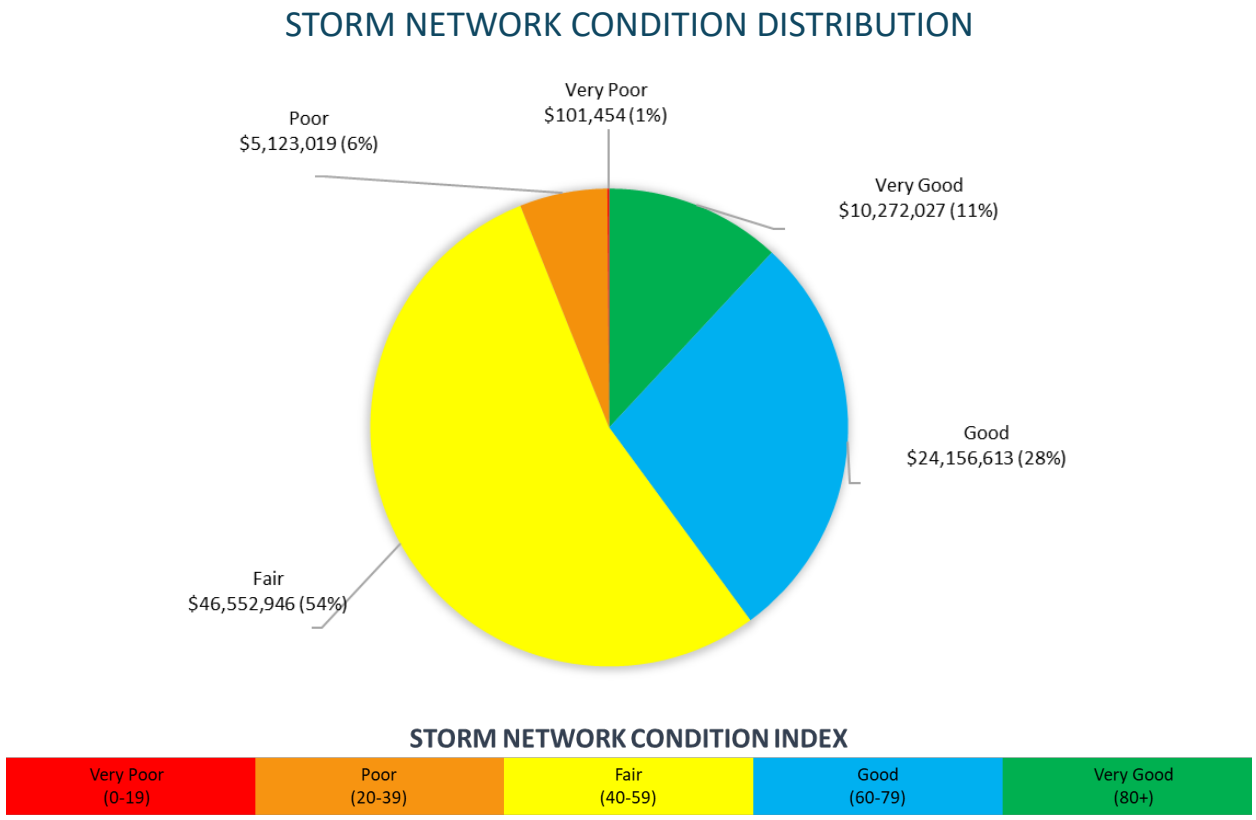



**Figure 12**. Approximately 54% of the storm sewer assets have a performance rating between 40 and 59 (fair condition), indicating most of these storm assets will require attention in the short-term.

## 3.6 Facilities

### 3.6.1 Inventory

The Town of Goderich owns and maintains thirty-four facilities and thirty-two additional structures, including seven buildings associated with the municipal airport, seven buildings/structures associated with the cemetery (three being columbariums), nine pavilions/outdoor washroom facilities, municipal childcare center, fire hall, library, medical center, town hall, two operations buildings, seniors community center, two recreation centers, six commercial/rental properties, nine storage sheds, seven gazebos, eight shade structures, two performance stages and a lighthouse. It should be noted that the fifty-six facilities found within this section excludes all facility data pertaining to the water treatment plant and wastewater treatment plant, as this data analysis has been captured in section 3.3 and section 3.4, respectively. Each facility is further broken down into four categories: structure, roof, mechanical and elevators. Table 15 provides an outline of the Town's facility inventory components.

## FACILITIES INVENTORY

| Asset Class | Asset Category | Quantity |
|---|---|---|
| Facilities | Structure | 66 units |
| | Roof | 56 units |
| | Mechanical | 93 units |
| | Elevators | 5 units |

**Table 15**. Four asset categories that encompass the facilities asset class, with quantity displayed in units. Please note that certain structures (e.g., sheds, gazebos, etc.) do not categorize the roof component as a separate asset.

### 3.6.2 Valuation and Replacement Cost

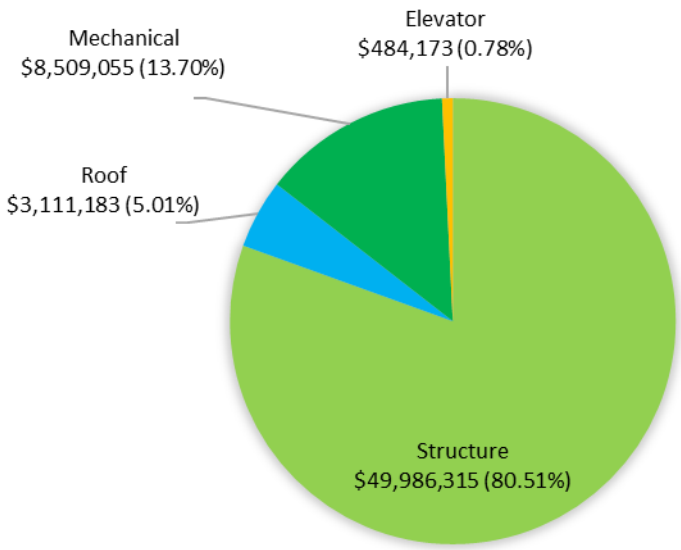
Estimated replacement cost for all town-owned facilities/structures and their components is obtained using CPI tables. Table 16 displays the estimated useful life (EUL), average age and approximate replacement cost of all facility components. Figure 13 shows the percent distribution of estimated replacement cost for all facility components, totaling $62,090,726.

## FACILITIES REPLACEMENT COST BY ASSET COMPONENT

| Asset Category | EUL (Yrs.) | Avg Age (Yrs.) | Replacement Cost Method | Replacement Cost | Percent Distribution |
|---|---|---|---|---|---|
| Structure | 50 - 100 | 29 | CPI Tables | $49,986,315 | 80.51% |
| Roof | 25 | 24 | CPI Tables | $3,111,183 | 5.01% |
| Mechanical | 15 - 30 | 18 | CPI Tables | $8,509,055 | 13.70% |
| Elevators | 25 | 20 | CPI Tables | $484,173 | 0.78% |
| **TOTAL:** | | | | **$62,090,726** | **100%** |

**Table 16**. Four asset categories of the facilities asset class with estimated useful life (EUL) in years, average age, estimated replacement cost, percent distribution and method used to obtain replacement cost.

## FACILITIES REPLACEMENT COST BY ASSET COMPONENT




TOTAL: $62,090,726

**Figure 13**. Estimated replacement cost of all Town-owned facilities and their associated components. Total estimated replacement cost is approximately $62,090,726.

### 3.6.3 Condition

All Town-owned facilities and their components (i.e., roof, mechanical, electrical and plumbing) are undergoing Building Condition Assessments (BCA) which began during the fall of 2025 and will be continuing into 2026. The condition data found in the table and graphs below are the results of the 2017 BCA by B. M. Ross & Associates, which included assessments of the structural and roof components only. The mechanical and elevator components follow an age-based asset condition. Facility network condition data presented by asset component is outlined in Figure 14. To keep the municipality's condition data current, the Town of Goderich aims to complete condition studies for its facilities, including collecting data for all facility components, on an ongoing basis. Table 17 shows facility components, the condition assessment method, and the average performance rating for each building component.

## FACILITIES AVERAGE CONDITION BY ASSET COMPONENT

| Asset Class | Asset Category | Condition Method | Average Condition |
|---|---|---|---|
| Facilities | Structure | Assessed | 72 - Good |
| | Roof | Assessed | 40 - Fair |
| | Mechanical | Age-Based | 28 - Poor |
| | Elevators | Age-Based | 39 - Poor |

**Table 17**. Average condition of the four asset categories within the facilities asset class.

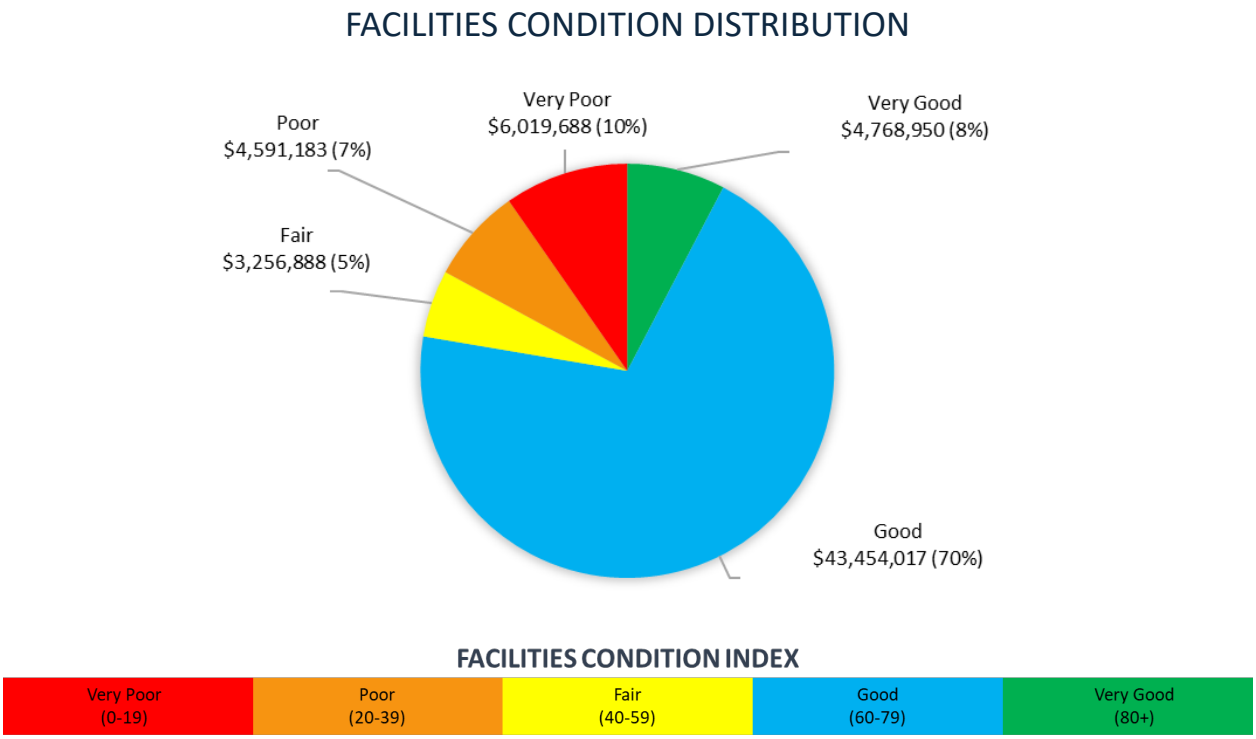



**Figure 14**. Approximately 78% of Town-owned facilities and their components have a condition rating of 60 or above (good to very good). It should be noted that condition for the facilities asset class is comprised of both age-based and assessed condition data.

### 3.6.4 Facility by Service

A different way to present data contained within the facility network is to organize the asset components (i.e., structure, roof, mechanical and elevators) into the various services each facility provides. The below gives further detail into the structures and components contained within certain groups of facility services:

- Cemetery: Office and Equipment Depot, Storage Building, Mausoleum and Chapel, Columbarium and Residence
- Commercial Rental Properties: Lawn Bowling Property, Snug Harbour DFRP Property, Service Club Storage, Huckins Street Property, South Street Property, Huron Road Residential Property
- Goderich Regional Airport: Terminal, Maintenance Garage, Clubhouse and Weather Station, Pumphouse, Hangar #1, Hangar #2 and Hangar #3
- Municipal Park Facilities: Harbour Park, Victoria Park, Lighthouse Park, Courthouse Park, Columbus Park, Dutch Park, Gaol Bank Lookout and Coast Park.
- Operations Facilities: Public Works and Parks Department Garages
- Recreation Facilities: Maitland Recreation Centre, Memorial Community Centre, Bannister Park
- Waterfront Pavilions/Washrooms: Main Beach Hut and Concession, Pavilion #2, Pavilion #3 and Rotary Cove Pavilion.

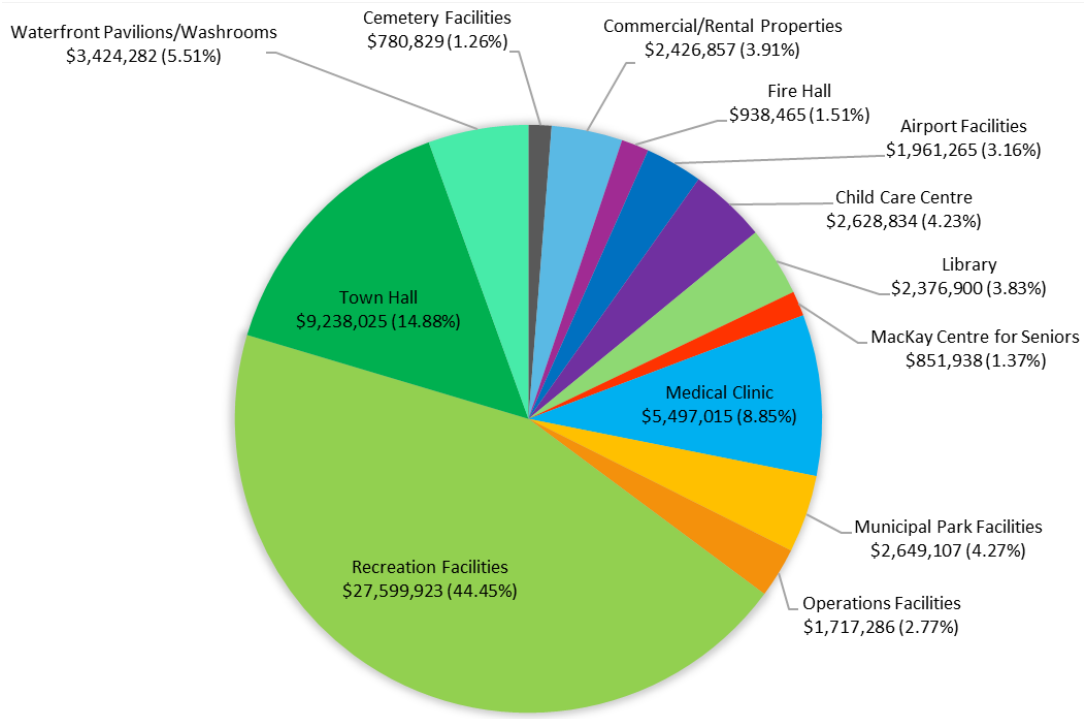
Table 18 displays the average age and approximate replacement cost of facility components organized by facility service. Figure 15 shows the percent distribution of estimated replacement cost for all facility components by facility service. Table 19 displays the average condition by facility service, while Figure 16 shows the distribution of condition for each facility service.

## FACILITIES REPLACEMENT COST BY FACILITY SERVICE

| Facility Service | Avg Age (Yrs.) | Replacement Cost | Percent Distribution |
|---|---|---|---|
| Cemetery Facilities | 59 | $780,829 | 1.26% |
| Commercial/Rental Properties | 18 | $2,426,857 | 3.91% |
| Fire Hall | 21 | $938,465 | 1.51% |
| Goderich Regional Airport | 38 | $1,961,265 | 3.16% |
| Goderich Municipal Child Care Centre | 13 | $2,628,834 | 4.23% |
| Library | 17 | $2,376,900 | 3.83% |
| MacKay Centre for Seniors | 24 | $851,938 | 1.37% |
| Maitland Valley Medical Clinic | 11 | $5,497,015 | 8.85% |
| Municipal Park Facilities | 59 | $2,649,107 | 4.27% |
| Operations Facilities | 33 | $1,717,286 | 2.77% |
| Recreation Facilities | 18 | $27,599,923 | 44.45% |
| Town Hall | 18 | $9,238,025 | 14.88% |
| Waterfront Pavilions/Washrooms | 26 | $3,424,282 | 5.51% |
| **TOTAL:** | | **$62,090,726** | **100%** |

**Table 18**. Asset components of the facilities asset class (i.e., structure, roof, mechanical and elevators) grouped by facility service showing average age and estimated replacement cost. Please note that in some cases the age of certain structures might reflect when the facility was incorporated into the municipality's asset inventory and not when initially constructed.

## FACILITIES REPLACEMENT COST BY FACILITY SERVICE




TOTAL: $62,090,726

**Figure 15**. Asset components of the facilities asset class (i.e., structure, roof, mechanical and elevators) grouped by facility service.

## FACILITIES AVERAGE CONDITION BY FACILITY SERVICE

| Asset Network | Facility Service | Average Condition |
|---|---|---|
| Facility Network | Cemetery Facilities | 61 - Good |
| | Commercial/Rental Properties | 67 - Good |
| | Fire Hall | 61 - Good |
| | Goderich Regional Airport | 63 - Good |
| | Goderich Municipal Child Care Centre | 65 - Good |
| | Library | 62 - Good |
| | MacKay Centre for Seniors | 67 - Good |
| | Maitland Valley Medical Centre | 69 - Good |
| | Municipal Park Facilities | 64 - Good |
| | Operations Facilities | 69 - Good |
| | Recreation Facilities | 27 - Poor |
| | Town Hall | 65 - Good |
| | Waterfront Pavilions/Washrooms | 67 - Good |

**Table 19**. Average condition of the facility asset class organized by facility service.

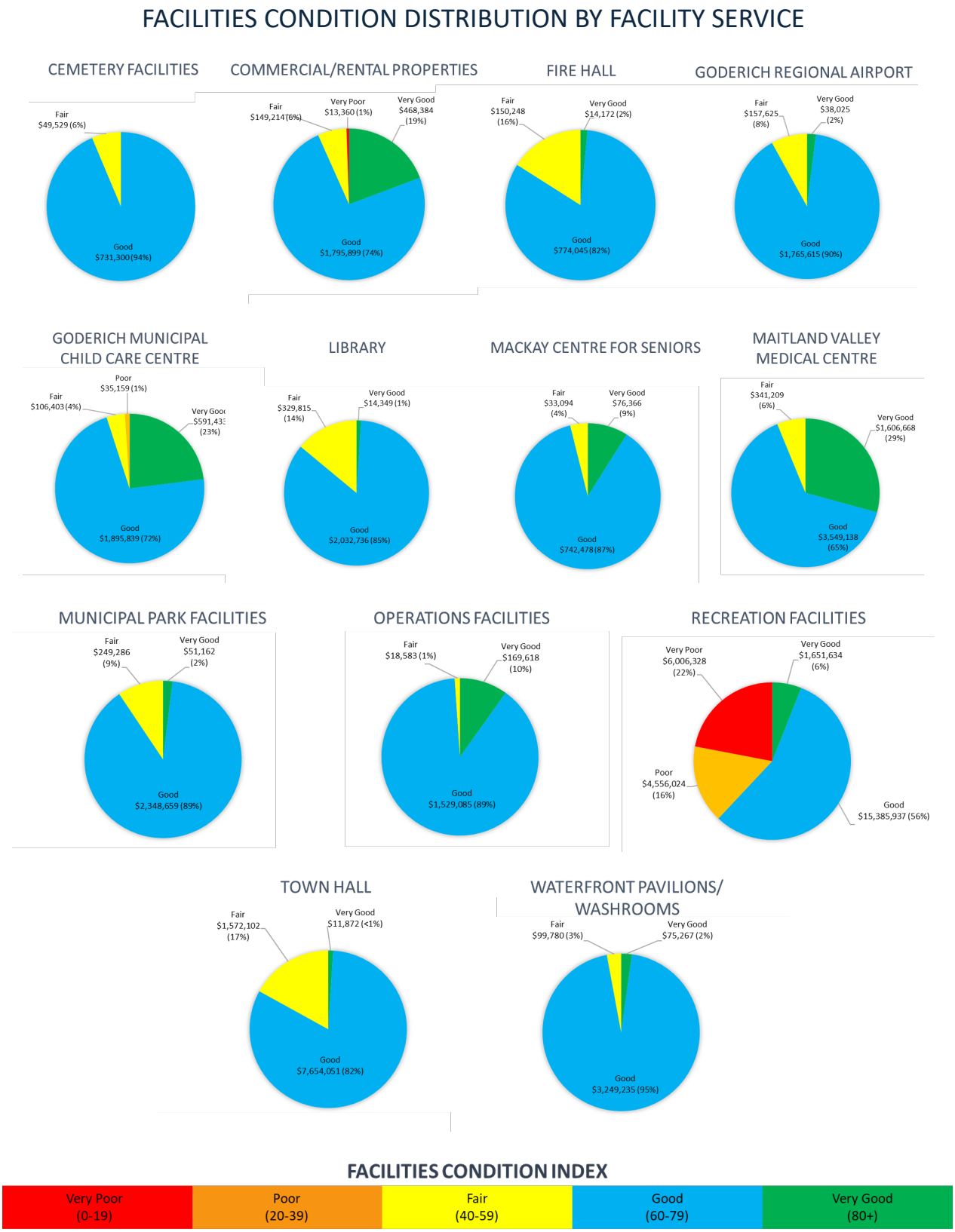



**Figure 16**. Condition of the facilities asset class grouped by facility service. It should be noted that condition for the facilities inventory is comprised of both age-based and assessed condition data.

## 3.7 Land Improvements

### 3.7.1 Inventory

The assets found within the land improvements asset class are (1) found on Town-owned property and/or within municipal facilities, (2) utilized by Town staff and/or contractors of the Corporation, (3) require maintenance and replacement over time, and (4) assist in providing services to the public. The complete list of categories found within the land improvements asset class is outlined in Table 20.

LAND IMPROVEMENTS INVENTORY

| Asset Class | Asset Category | Quantity |
|---|---|---|
| Land Improvements | Archways and Pillars | 3 units |
| | Driveways, Walkways and Pedestrian Bridges | 13 units |
| | Electrical | 4 units |
| | Entrance Features and Signs | 6 units |
| | Fencing and Gates | 19 units |
| | Guard Rails | 1 unit |
| | Park Lights | 4 units |
| | Parking Lots | 6 units |
| | Recreational Courts, Splash Pad and Skate Park | 5 units |
| | Runways | 5 units |
| | Sports Field Amenities | 10 units |
| | Walls and Concrete Structures | 5 units |

**Table 20**. Twelve asset categories that encompass the land improvements asset class, with quantity displayed in units.

### 3.7.2 Valuation and Replacement

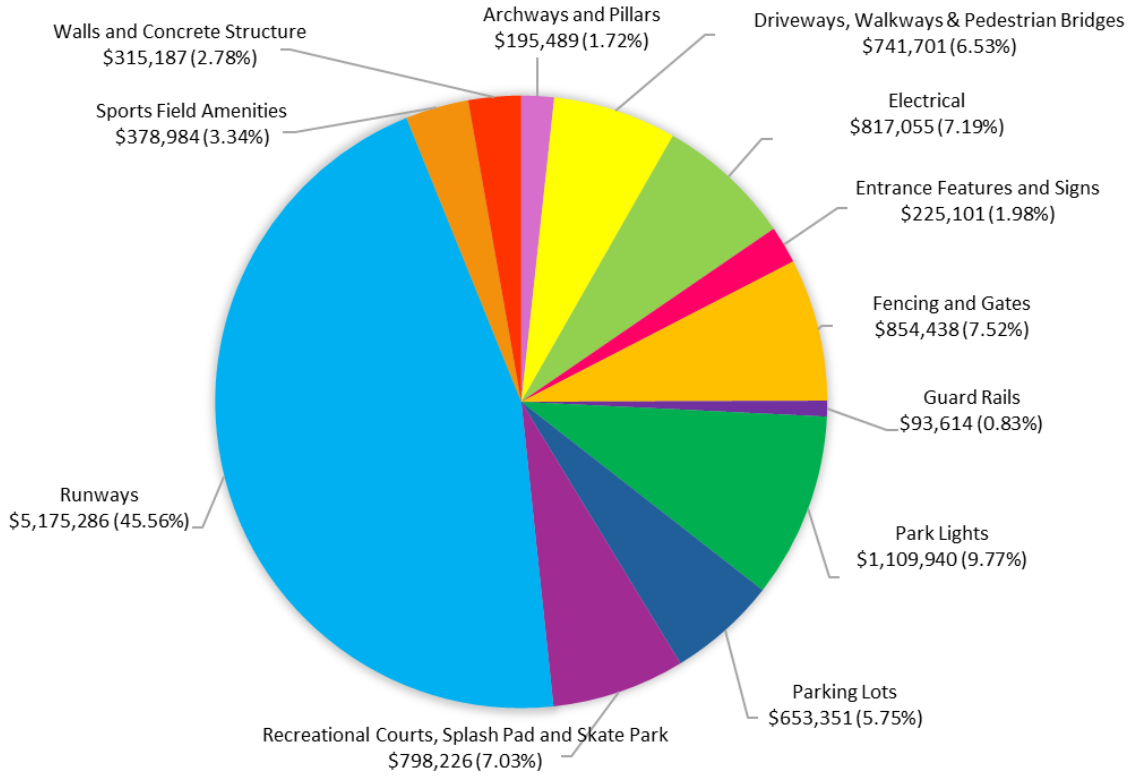
Estimated replacement cost for land improvement assets is obtained using CPI tables. Table 21 displays the estimated useful life (EUL) for each land improvements asset category and approximate replacement cost. Figure 17 shows the percent distribution of estimated replacement cost for the land improvement network, totaling $11,358,372.

## LAND IMPROVEMENTS ESTIMATED USEFUL LIFE AND REPLACEMENT COST

| Asset Category | EUL (Yrs.) | Avg Age (Yrs.) | Replacement Method | Replacement Cost | Percent Distribution |
|---|---|---|---|---|---|
| Archways and Pillars | 50 - 100 | 34 | CPI Tables | $195,489 | 1.72% |
| Driveways, Walkways, etc. | 30 - 75 | 17 | CPI Tables | $741,701 | 6.53% |
| Electrical | 50 | 7 | CPI Tables | $817,055 | 7.19% |
| Entrance Features, Signs | 20 - 50 | 11 | CPI Tables | $225,101 | 1.98% |
| Fencing and Gates | 50 | 19 | CPI Tables | $854,438 | 7.52% |
| Guard Rails | 30 | 36 | CPI Tables | $93,614 | 0.83% |
| Park Lights | 30 | 7 | CPI Tables | $1,109,940 | 9.77% |
| Parking Lots | 30 | 19 | CPI Tables | $653,351 | 5.75% |
| Recreational Courts, etc. | 30 - 50 | 14 | CPI Tables | $798,226 | 7.03% |
| Runways | 25 - 40 | 21 | CPI Tables | $5,175,286 | 45.56% |
| Sports Field Amenities | 10 - 25 | 4 | CPI Tables | $378,984 | 3.34% |
| Walls, Concrete Structures | 50 - 100 | 20 | CPI Tables | $315,187 | 2.78% |
| **TOTAL:** | | | | **$11,358,372** | **100%** |

**Table 21**. Estimated useful life (EUL) in years, estimated replacement cost, percent distribution and method used to calculate replacement cost for the land improvements asset class.

## LAND IMPROVEMENTS REPLACEMENT COST




TOTAL: $11,358,372

**Figure 17**. Estimated replacement cost broken down by asset category within the land improvements asset class. Total replacement value is approximately $11,358,372.

### 3.7.3 Condition

The condition data for the majority of the Town's land improvements network is based on the age of each asset, except for the runway asset category, which was assessed in 2023 (Figure 18). Table 22 indicates the average performance rating for each asset category within the land improvements network. The Town of Goderich is currently undergoing a condition assessment of its parking lots, one of the asset categories within the land improvements asset class. The results from the 2025 parking lot condition assessment will be incorporated into the next version of the Town's Asset Management Plan.

LAND IMPROVEMENTS AVERAGE CONDITION

| Asset Class | Asset Category | Condition Type | Average Condition |
|---|---|---|---|
| Land Improvements | Archways and Pillars | Age-Based | 45 – Fair |
| | Driveways, Walkways, etc. | Age-Based | 72 - Good |
| | Electrical | Age-Based | 82 – Very Good |
| | Entrance Features, Signs | Age-Based | 68 - Good |
| | Fencing and Gates | Age-Based | 65 - Good |
| | Guard Rails | Age-Based | 0 - Very Poor |
| | Park Lights | Age-Based | 76 - Good |
| | Parking Lots | Age-Based | 52 - Fair |
| | Recreational Courts, etc. | Age-Based | 75 - Good |
| | Runways | Assessed | 67 - Good |
| | Sports Field Amenities | Age-Based | 62 - Good |
| | Walls, Concrete Structures | Age-Based | 66 - Good |

**Table 22**. Average condition of each asset category within the land improvements asset class.

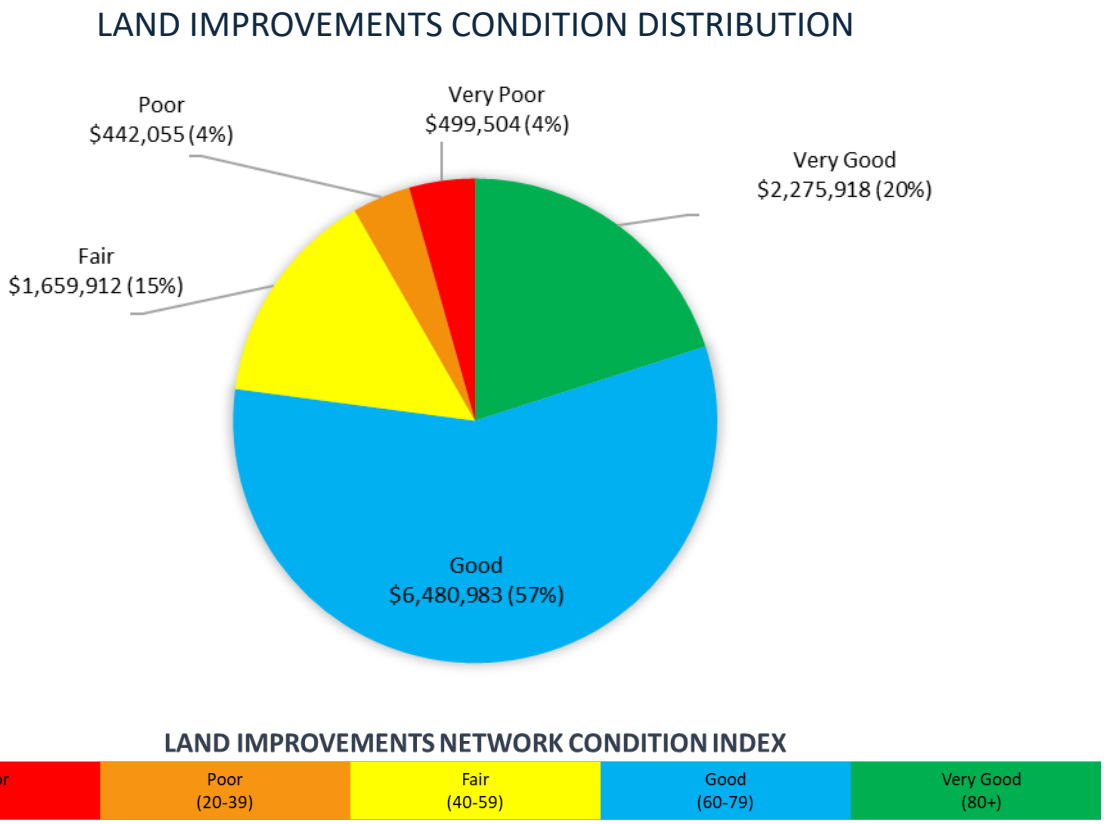



**Figure 18**. Approximately 77% of assets within the land improvements asset class have a condition rating of 60 or above (good to very good condition). It should be noted that condition for the land improvements asset class is comprised of both age-based and assessed condition data.

## 3.8 Fleet

### 3.8.1 Inventory

The Town of Goderich's fleet inventory includes a total of 36 vehicles. The vehicles used by the operations department (public works, parks, airport, recreation and facilities) include one bucket truck, one flusher truck, one street sweeper, five dump trucks and twenty pickup trucks. All operations fleet is maintained by Town operations staff. The fleet inventory also includes three electric vehicles, utilized by the building and by-law departments. The five vehicles located at the fire hall include one ladder truck, one rescue truck, one tanker truck, one pumper truck and one pickup truck. A detailed breakdown of each vehicle category can be found in Table 23.

## FLEET INVENTORY

| Asset Class | Asset Category | Quantity |
|---|---|---|
| Fleet | Bucket Truck | 1 unit |
| | Cars (Electric Vehicles) | 3 units |
| | Dump Truck | 5 units |
| | Flusher Truck | 1 unit |
| | Ladder Truck | 1 unit |
| | Pickup Truck | 21 units |
| | Pumper Truck | 1 unit |
| | Rescue Truck | 1 unit |
| | Street Sweeper | 1 unit |
| | Tanker Truck | 1 unit |

**Table 23**. Ten types of vehicles that encompass the fleet asset class, with quantity displayed in number of vehicles. Please note that the quantity displayed is as of December 31, 2024, and does not consider vehicles sold in 2025.

### 3.8.2 Valuation and Replacement Cost

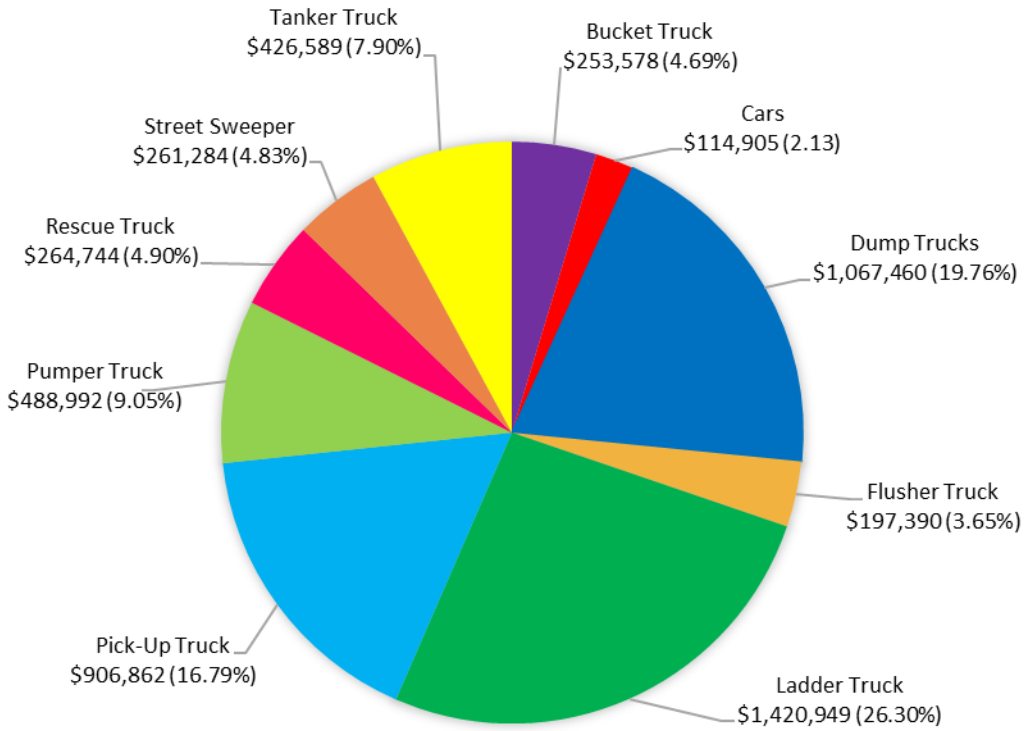
Estimated replacement cost for municipal vehicles is obtained using CPI tables. Table 24 displays the estimated useful life (EUL), average age and approximate replacement cost of all vehicles within the fleet network. Figure 19 displays the total replacement cost of the Town of Goderich, which is approximately $5,402,753.

## FLEET ESTIMATED USEFUL LIFE AND REPLACEMENT COST

| Asset Category | EUL (Yrs.) | Avg Age (Yrs.) | Replacement Method | Replacement Cost | Percent Distribution |
|---|---|---|---|---|---|
| Bucket Truck | 15 | 2 | CPI Tables | $253,578 | 4.69% |
| Cars (Electric Vehicles) | 7 | 4 | CPI Tables | $114,905 | 2.13% |
| Dump Truck | 7 - 10 | 9 | CPI Tables | $1,067,460 | 19.76% |
| Flusher Truck | 10 | 1 | CPI Tables | $197,390 | 3.65% |
| Ladder Truck | 25 | 5 | CPI Tables | $1,420,949 | 26.30% |
| Pickup Truck | 7 | 7 | CPI Tables | $906,862 | 16.79% |
| Pumper Truck | 20 | 14 | CPI Tables | $488,992 | 9.05% |
| Rescue Truck | 20 | 22 | CPI Tables | $264,744 | 4.90% |
| Street Sweeper | 10 | 13 | CPI Tables | $261,284 | 4.83% |
| Tanker Truck | 25 | 2 | CPI Tables | $426,589 | 7.90% |
| **TOTAL:** | | | | **$5,402,753** | **100%** |

**Table 24**. Estimated useful life (EUL) in years, estimated replacement cost, percent distribution and method used to calculate replacement cost for the fleet asset class.

## FLEET REPLACEMENT COST




TOTAL: $5,402,753

**Figure 19**. Estimated replacement cost of the fleet inventory using CPI Tables. Total estimated replacement cost of all vehicles in the fleet inventory is approximately $5,402,753.

### 3.8.3 Condition

Currently, the condition data for the Town's fleet inventory is based on the age of each asset (Figure 20). Operations vehicles are subject to regular and comprehensive annual inspections by the fleet technician to remain in compliance with MTO Safety Standards. Table 25 indicates the average performance rating based on asset age for each type of vehicle within the fleet inventory.

## FLEET AVERAGE CONDITION

| Asset Class | Asset Category | Condition Type | Average Condition |
|---|---|---|---|
| Fleet | Bucket Truck | Age-Based | 86 – Very Good |
| | Cars (Electric Vehicles) | Age-Based | 45 - Fair |
| | Dump Truck | Age-Based | 36 - Poor |
| | Flusher Truck | Age-Based | 89 – Very Good |
| | Ladder Truck | Age-Based | 79 - Good |
| | Pickup Truck | Age-Based | 38 - Poor |
| | Pumper Truck | Age-Based | 32 - Poor |
| | Rescue Truck | Age-Based | 0 – Very Poor |
| | Street Sweeper | Age-Based | 0 – Very Poor |
| | Tanker Truck | Age-Based | 91 – Very Good |

**Table 25**. Average condition of each vehicle type within the fleet inventory.

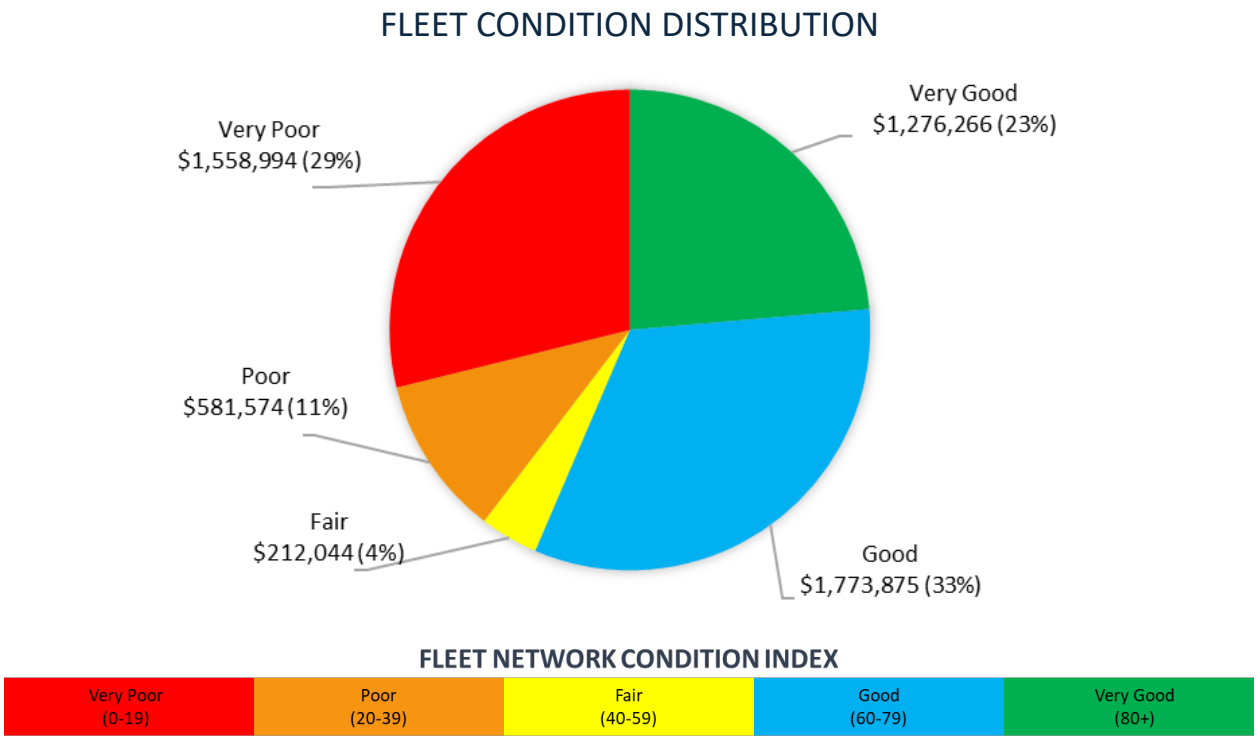



**Figure 20**. Approximately 56% of the fleet inventory have an age-based performance rating of 60 and above (good to very good condition). Saying this, 29% of the fleet inventory have surpassed their estimated useful life (condition rating of 0), indicating that these assets will require full replacement in the short-term.

## 3.9 Machinery and Equipment

### 3.9.1 Inventory

Similar to the land improvements inventory, the assets found within the machinery and equipment inventory are (1) found on Town-owned property and/or within municipal facilities, (2) utilized by Town staff and/or contractors of the Corporation, (3) require maintenance and replacement over time, and (4) assist in providing services to the public. Table 26 includes a summary of the type of categories within the machinery and equipment asset class. It should be noted that only assets that meet the tangible capital asset threshold outlined in the Town's Asset Management Policy are included in PSAB reporting and the 2025 Asset Management Plan.

## MACHINERY AND EQUIPMENT INVENTORY

| Asset Class | Asset Category | Quantity |
|---|---|---|
| | Fire Fighting Equipment | 36 units |
| | Furniture | 23 units |
| | Generator | 9 units |
| | Grounds | 8 units |
| | Kitchen and Canteen Equipment | 7 units |
| | Medical Equipment | 8 units |
| | Off Road Vehicles | 31 units |
| | Operating Equipment | 71 units |
| | Playground Equipment | 30 units |
| | Recreation Equipment | 22 units |
| | Rink Boards, Glass and Flooring | 4 units |
| | Technical Equipment | 22 units |

**Table 26**. A summary of the types of asset categories within the machinery and equipment asset class, with quantity displayed in units.

### 3.9.2 Valuation and Replacement Cost

Estimated replacement cost for the machinery and equipment asset class is obtained using CPI tables. Table 27 displays the estimated useful life (EUL) and average age for each asset category, as well as the approximate replacement cost. Figure 21 shows the percent distribution of estimated replacement cost for the machinery and equipment asset class, totaling approximately $8,968,283.

## MACHINERY AND EQUIPMENT ESTIMATED USEFUL LIFE AND REPLACEMENT COST

| Asset Category | EUL (Yrs.) | Avg Age (Yrs.) | Replacement Cost Method | Replacement Cost | Percent Distribution |
|---|---|---|---|---|---|
| Fire Fighting Equipment | 10 - 50 | 12 | CPI Tables | $465,076 | 5.19% |
| Furniture | 15 - 50 | 22 | CPI Tables | $448,522 | 5.00% |
| Generator | 50 | 21 | CPI Tables | $1,093,606 | 12.19% |
| Grounds | 15 - 50 | 17 | CPI Tables | $688,569 | 7.68% |
| Kitchen/Canteen Equipment | 15 - 35 | 14 | CPI Tables | $272,157 | 3.03% |
| Medical Equipment | 10 - 15 | 11 | CPI Tables | $112,209 | 1.25% |
| Off Road Vehicles | 5 - 30 | 10 | CPI Tables | $1,868,850 | 20.84% |
| Operating Equipment | 5 - 30 | 12 | CPI Tables | $1,799,899 | 20.07% |
| Playground Equipment | 20 - 25 | 18 | CPI Tables | $1,183,158 | 13.19% |
| Recreation Equipment | 10 - 20 | 5 | CPI Tables | $369,737 | 4.12% |
| Rink Boards/Glass/Flooring | 10 - 25 | 18 | CPI Tables | $127,869 | 1.43% |
| Technical Equipment | 10 - 25 | 11 | CPI Tables | $538,631 | 6.01% |
| **TOTAL:** | | | | **$8,968,283** | **100%** |

**Table 27.** Estimated useful life (EUL) in years, estimated replacement cost, percent distribution, average age and method used to calculate replacement cost for the machinery and equipment asset class.

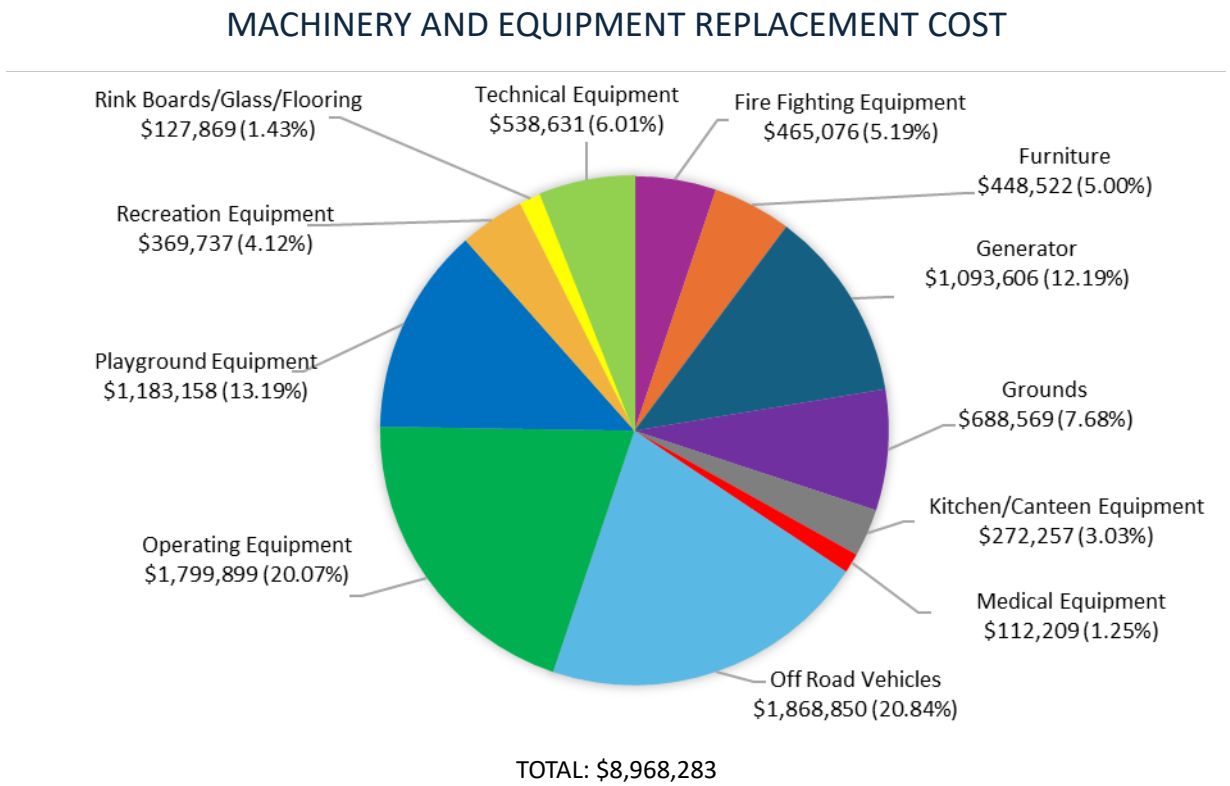



**Figure 21**. Estimated replacement cost of the machinery and equipment inventory using CPI Tables. Total estimated replacement cost of all machinery and equipment is approximately $8,968,283.

### 3.9.3 Condition

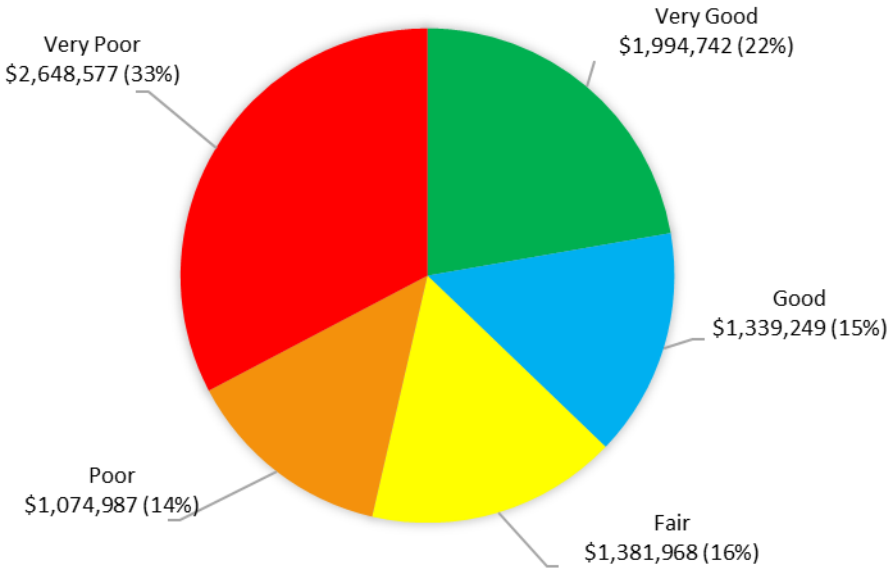
Currently, the condition data for the Town's machinery and equipment network is based on the age of each asset (Figure 22). Several types of machinery and equipment in this asset class require equipment-specific regulatory inspections. For example, playground equipment is inspected monthly, while generators undergo annual inspections. Table 28 indicates the average performance rating based on asset age for each type of asset within the machinery and equipment network.

## MACHINERY AND EQUIPMENT AVERAGE CONDITION

| Asset Class | Asset Category | Condition Type | Average Condition |
|---|---|---|---|
| Machinery & Equipment | Fire Fighting Equipment | Age-Based | 51 - Fair |
| | Furniture | Age-Based | 23 - Poor |
| | Generator | Age-Based | 66 - Good |
| | Grounds | Age-Based | 51 - Fair |
| | Kitchen/Canteen Equipment | Age-Based | 9 - Very Poor |
| | Medical Equipment | Age-Based | 16 - Very Poor |
| | Off Road Vehicles | Age-Based | 34 - Poor |
| | Operating Equipment | Age-Based | 30 - Poor |
| | Playground Equipment | Age-Based | 68 - Good |
| | Recreation Equipment | Age-Based | 57 - Fair |
| | Rink Boards/Glass/Flooring | Age-Based | 12 - Very Poor |
| | Technical Equipment | Age-Based | 29 - Poor |

**Table 28**. Average condition of various categories within the machinery and equipment network.

## MACHINERY AND EQUIPMENT CONDITION DISTRIBUTION




**MACHINERY & EQUIPMENT NETWORK CONDITION INDEX**

| Very Poor (0-19) | Poor (20-39) | Fair (40-59) | Good (60-79) | Very Good (80+) |
|---|---|---|---|---|

**Figure 22**. Approximately 47% of the machinery and equipment network have an age-based performance rating of 39 or below (poor to very poor), indicating most of these assets will require replacement in the short-term.

## 3.10 Natural Assets

In Ontario, municipal asset management planning explicitly recognizes green infrastructure, which includes natural assets, as part of the infrastructure portfolio. Figure 23 illustrates a range of green infrastructure, from natural assets (e.g., wetlands, forests, meadows, streams, lakes and ponds, soils) to enhanced green assets that add or cultivate natural features in built areas (e.g., rain gardens, green

roofs/walls, bioswales, street and park trees, naturalized stormwater ponds) to engineered green assets that mimic natural functions (e.g., permeable pavement, rain barrels, cisterns, perforated pipes, infiltration trenches). This framing clarifies how nature, nature-enhanced features, and engineered systems work together with traditional "grey" infrastructure (roads, pipes and parking lots) to deliver municipal services to the public[3].

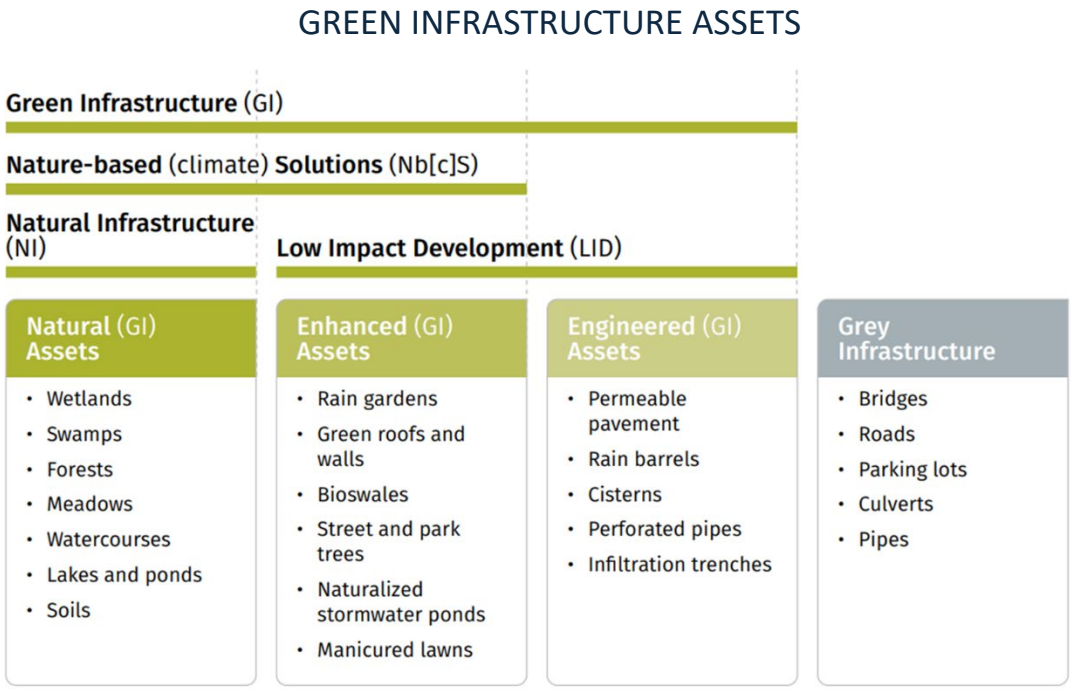



**Figure 23**. Range of green infrastructure assets that local governments may potentially manage, from natural to enhanced and engineered assets. Figure obtained from *A Guidebook for Local Governments, Nature is Infrastructure: How to Include Natural Assets in Asset Management Plans,* presented by the Natural Asset Initiative (NAI).

Currently, the 2025 Asset Management Plan includes parks/greenspaces and stormwater management ponds as green infrastructure assets. In 2025, a phased inventory of urban trees began—starting with boulevard trees and expanding into an inventory for trees located in municipal parks as well. This multi-year effort will be incorporated into future updates of the Asset Management Plan to inform levels of service, maintenance and capital planning. Over the longer term, the Town aims to incorporate additional green infrastructure assets, including trail systems, urban forest, shoreline and beach assets that support recreation, habitat, and coastal flood and erosion protection along Lake Huron.

[3] Information obtained from Natural Asset Initiative (NAI) *A Guidebook for Local Governments, Nature is Infrastructure: How to Include Natural Assets in Asset Management Plans*, First Edition, April 2024

# 4.0 LEVELS OF SERVICE

Beyond meeting regulatory requirements through compliance measures, established levels of service (LoS) should support the intended purpose of the asset and its anticipated impact on the community and the municipality. Established LoS supports the municipality's strategic goals and are based on customer expectations, regulatory requirement compliance, Ministry standards, and financial capacity of the municipality to deliver such service levels. As per O. Reg 588/17, LOS are a necessary component of the 2025 Town of Goderich Asset Management Plan and will continue to evolve over time.

Levels of service can be used as a measurement of the state of the infrastructure within a municipality. On a corporate level, determining the benefits of having a service along with the associated costs will assist Council and staff to determine the feasibility of providing or making changes to the current LoS. Levels of service are directly affected by cost and risk, which means both the associated costs and risk factors should be evaluated before potential changes in service levels. However, determining what is a sustainable service level for the community in the long term can be a delicate balance of the associated costs to the taxpayer and risks to the municipality. Figure 24 shows the relationship between LoS, cost and risk, and the potential outcomes with changes in LoS.

RELATIONSHIP BETWEEN LEVELS OF SERVICE, COST, AND RISK

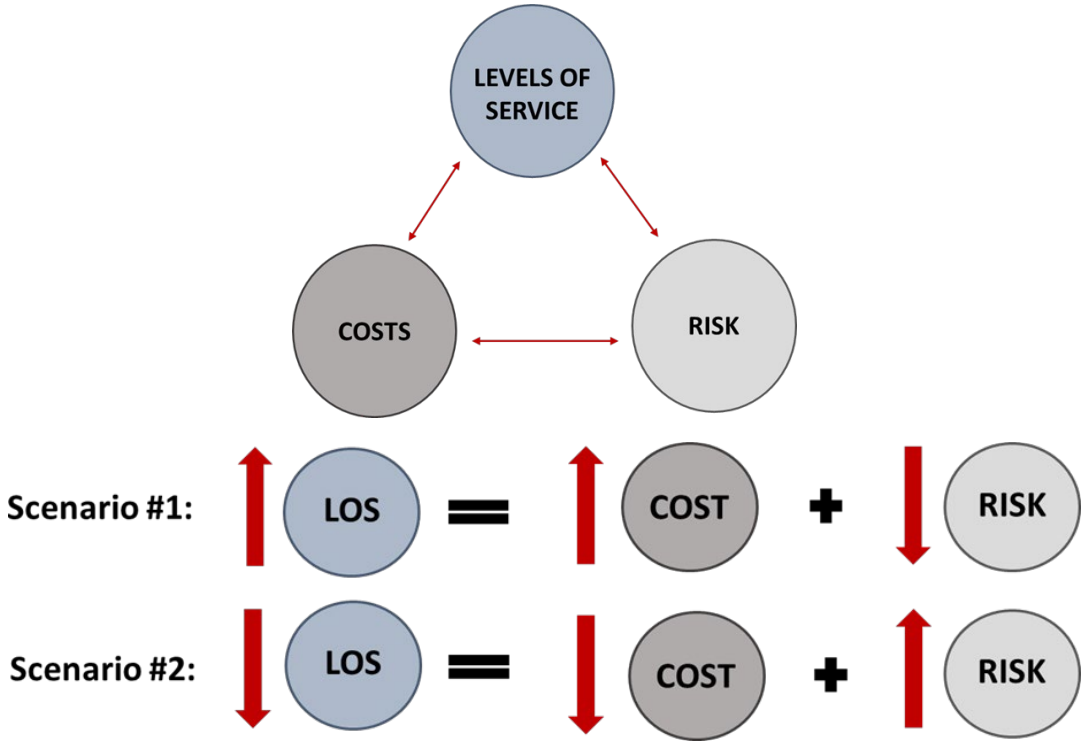



**Figure 24.** Relationship between levels of service, cost and risk. With a proposed increase in service level, associated costs will also increase but potential for risk decreases. Conversely, a decrease in service level is associated with lower cost to the taxpayer but the municipality could be exposed to higher risks.

## 4.1 Key Factors Impacting Levels of Service

When determining LoS, several factors must be considered, and any combination of these factors will be used as they best apply to each asset network. This will provide a framework from which the Town of Goderich can define LoS for each asset class/category for future versions of the Asset Management Plan. Appendix A outlines the current and proposed LoS for the Town of Goderich, a requirement of Asset Management Plans, as per Ontario Regulation 588/17.

Key factors affecting LoS include:

- Strategic Levels of Service and Community Expectations
- Technical Levels of Service and Performance Measures
- Legislative Requirements
- Funding Requirements

### 4.1.1 Strategic Levels of Service and Community Expectations

Levels of service are directly related to expectations of the community. The public is able to provide an opinion in determining how tax dollars are utilized, directly affecting municipal infrastructure, assets and service levels. The annual budget process is a public process whereby service information is provided to Council and capital priorities are discussed.

The following guiding principles have been established for the qualitative descriptions of the Town's strategic LoS outlining what the municipality should strive to provide internally to the Corporation of the Town of Goderich and externally to residents and visitors (Appendix A).

- **Accessible:** services are provided to all individuals of the community, regardless of abilities.
- **Available:** services of sufficient capacity are convenient and accessible to the entire community.
- **Capacity:** maximum level of service production.
- **Cost Effective:** services are provided at the lowest possible cost for both current and future taxpayers, for required level of service, and are affordable.
- **Functional:** services are suitable for the intended function (fit for purpose)
- **Efficient:** services are performed at a consistent rate and quality
- **Reliable:** services are predictable and continuous.
- **Responsive:** users are treated fairly and consistently, within acceptable time frames.
- **Safe:** services are delivered such that they minimize health, safety, and security risks.
- **Sustainable:** services respect the natural and heritage environment.

### 4.1.2 Technical Levels of Service and Performance Measures

In addition to the community levels of service using a qualitative description, service levels are measured by quantitative metrics as well. The 2025 Town of Goderich Asset Management Plan utilizes average condition as the performance measure to determine levels of service. Performance measures track current levels of service and should be specific, measurable, achievable, relevant

and time restricted. Other performance measures included for environmental services include the following: water main breaks, boil water advisories, bypass incidents and effluent violations. The information gathered by analyzing these performance measures is necessary to assess whether assets within the service function are performing at the current level of service. The performance of an asset takes into consideration the current condition of the asset and its ability to meet its legislative requirements, as well as ensuring that an asset provides the service in a safe manner within capacity obligations. The entire life cycle costs associated with an asset (i.e., design, maintenance, repair, rehabilitation and/or replacement) are all critical factors that affect the level of service that the municipality can provide to its community. Clarifying the benefits of a service and the costs required to fund the service will assist Council and municipal staff in deciding whether the current level of service is practical or whether it should be adjusted. Maps of the essential core services provided to residents of the Town of Goderich (i.e., road and sidewalk network for transportation services, water, sanitary and storm networks for environmental services) can be found in Appendix B[4].

### 4.1.3 Legislative Requirements

Infrastructure levels of service are directly influenced by many legislative and regulatory requirements. Within the road network, roads and sidewalks must adhere to Minimum Maintenance Standards outlined in *O. Reg 239/02*. The Operating Authority managing the drinking water distribution system and sanitary collection system within the water and sanitary networks ensure compliance with the *Safe Drinking Water Act, 2002* and *Wastewater Systems Effluent Regulations (SOR 2012-139)*. All vehicles within the municipal fleet follow MTO Safety Standards, while playground inspections are performed in accordance with *CSA Group Regulation Z614/14*. All municipal facilities have numerous inspections for various components to ensure compliance with the *Ontario Building Code* and the various safety standards outlined under the *Occupational Health and Safety Act* (OHSA).

### 4.1.4 Funding Requirements

The availability of financing will directly impact levels of service, as previously discussed in Figure 23. Ideally, funds would be available to meet all legislative requirements, finance all required asset life cycle needs, as well as satisfy community expectations. Levels of service is influenced by availability of funds, the ability to increase funds if there is public demand to increase service levels, and the community's willingness to pay.

### 4.1.5 Public Engagement

In accordance with Ontario Regulation 588/17 and the Town of Goderich's Asset Management Policy, the municipality is required to gather public input on asset management planning to better understand the future expectations of the community. Two *Municipal Levels of Service Surveys*—targeting Core and Non-Core Infrastructure—were approved by Goderich Town Council on

[4] Service maps prepared by B.M. Ross & Associates.

November 12, 2024, and were available for public participation from December 2, 2024, to February 28, 2025.

The *Municipal Levels of Service Survey for Core Infrastructure* included questions relating to roads, sidewalks, and storm sewers. In contrast, the *Municipal Levels of Service Survey for Non-Core Infrastructure* addressed municipal facilities, public parks and playgrounds, as well as administrative services. Both surveys were distributed online through the Town's website, promoted via social media, and shared through the Lillio App used by the Municipal Child Care Centre. Additional distribution methods included paper copies available at Town Hall and the MacKay Centre for Seniors, targeted email distributions to local retirement residences and the local high school, and radio advertisements.

There was significant participation, with the Core Infrastructure Assets survey receiving 504 responses and the Non-Core Infrastructure Assets survey gathering 321 responses. The majority of respondents for both surveys were aged 65 years or older, had resided in the Town of Goderich for 21 years or longer, and generally expressed satisfaction with the quality of core and non-core municipal services provided. Survey results were presented to the public through a delegation at the May 20, 2025, Goderich Council meeting.

The results of the surveys led to departmental stakeholder engagement sessions being held with core members involved in the operations and management of each municipal service outlined in the surveys. These sessions reviewed service gaps and challenges, aligning staff perspectives with organizational goals and community feedback, thereby fostering the continuous improvement of the Town’s municipal services provided to the public. The combination of survey results and stakeholder engagement sessions assisted in developing the required proposed level of service reporting for the 2025 Asset Management Plan.

An additional outcome from the surveys was the need to provide asset management education and awareness for Council, municipal staff and the public. Currently, staff provide Council will annual asset management updates in compliance with O. Reg 588/17 and have begun promoting asset management education and awareness through the Town’s website and social media platforms. However, survey results indicated a need for a more direct connection to the municipal asset management plan. Consequently, similar to how staff reports detail their alignment with Council’s Strategic Plan priorities, a section has been developed within the staff report template that allow Town staff to demonstrate how their report content supports the Town of Goderich Asset Management Plan and municipal asset management program.

Survey responses can be found in Appendix C of the 2025 Asset Management Plan. This detailed feedback plays a crucial role in guiding the determination of service levels and in fostering strategic planning efforts for the 2025 Asset Management Plan.

## 4.2 Proposed Level of Service

The proposed level of service in an asset management plan defines the desired quality and functionality of municipal assets. Clearly defined proposed LoS guide asset management strategies by setting performance targets.

The proposed LoS target for all asset categories, with the exception of the road network, is to maintain all assets at a fair condition and above (a minimum condition rating of 40+). For the road network, unique targets are set as follows:

- Connecting Link: maintain a Pavement Condition Index (PCI) of 50+
- Urban Collector and Semi-Urban Roads: maintain a PCI of 40+
- Urban Local High Class and Low Class (residential streets): maintain a PCI of 30+
- Low Class Bituminous (Cemetery Road) and Gravel Roads: maintain a PCI of 20+

Setting these service levels directly influences the timing of asset replacement and long-term financial planning by driving the annual funding requirement. Higher level of service targets generally require assets to be renewed earlier and more frequently to maintain desired condition and performance, which increases the annualized capital and lifecycle renewal needs and can shift spending forward in the forecast. Conversely, lower service level targets may defer renewal work, reduce near-term annual requirements but increasing the risk of condition decline, service disruption, and higher future rehabilitation or replacement costs. As a result, service level targets must be carefully integrated into the Town's financial planning to align capital program timing, reserve contributions, and funding strategies with available resources and overall fiscal responsibility.

Further discussion of the proposed level of service is provided in Section 6.5, Proposed Levels of Service Analysis. This section outlines scenarios for incorporating LoS into financial planning. The proposed LoS will be continuously evaluated, with ongoing public and departmental stakeholder engagement to ensure community needs and priorities are met effectively.

# 5.0 ASSET MANAGEMENT STRATEGY

## 5.1 Asset Management Strategy Objective

The objective of the asset management strategy within the Town of Goderich 2025 Asset Management Plan is to outline and establish a set of planned actions, based on best practices, that will enable Town-owned assets to provide a sustainable level of service to the taxpayers of the Town of Goderich, while managing risk in a cost-effective manner.

The Town of Goderich's asset management strategy is constantly evolving. However, the asset management strategy's core goal is to consider the Town's full asset inventory, along with non-infrastructure solutions, and establish an implementation process to identify asset needs (renewal, levels of service, growth, legislative compliance, and efficiency initiatives). It also prioritizes lifecycle interventions that extend useful life, whether funded through operating or capital budgets. This will assist in the production of robust and defensible long-term plans, including growth projections, to ensure the best overall performance of municipal infrastructure.

The asset management strategy includes an overview of the Town's approach to managing the asset inventory, including scheduled condition assessments and the identification of lifecycle interventions. Furthermore, prioritization factors, including risk, help to determine which projects should be given priority above others and included in the annual budget.

## 5.2 Asset Lifecycle Management

A comprehensive approach to managing Town-owned assets does not end after an asset has been purchased. Conversely, certain types of assets (i.e., core assets) require planning and design before construction or installation (Figure 25). From there, an asset may undergo periods of maintenance and/or modifications before its end-of-life or disposal (Figure 25). Life cycle management involves maximizing the performance of an asset while minimizing costs throughout its service life, enabling the municipality to make better investment decisions. This cost-benefit balance takes into consideration a range of parameters, including asset age, condition, historic performance, and current capacity.

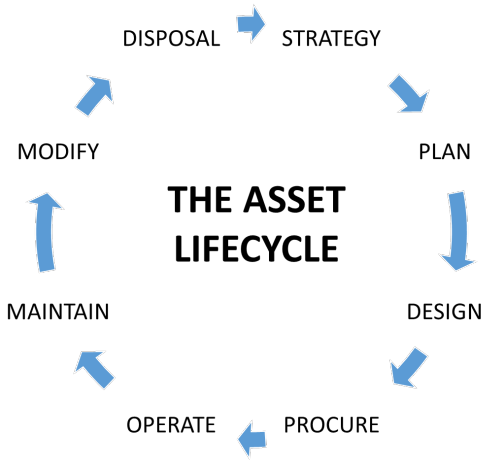



**Figure 25**. Various stages of the lifecycle of an asset, from planning to purchase, potential modifications to end-of-life.

### 5.2.1 Key Components of Asset Lifecycle Management

Asset lifecycle management brings together operational, maintenance, financial, and decision-support activities to ensure municipal assets deliver intended levels of service safely and reliably, while managing risk and total lifecycle cost.

**1) Operational strategies:** optimize utilization and day-to-day performance

Operational strategies are the regular tasks and practices that ensure an asset is used appropriately and achieves its service potential. Examples may include:

- inspections and system monitoring
- condition assessments
- evaluation, utilization, capacity, and demand
- emergency response planning and readiness

Strong operational practices can help defer renewals and upgrades by identifying issues early, optimizing use, and improving system performance. Like maintenance strategies, operational strategies support levels of service, risk mitigation, and cost control.

**2) Funding strategies:** align lifecycle needs with financial capacity

Funding strategies describe how the municipality values assets and plans for the short- and long-term funding required to sustain them, including:

- valuation approaches
- short- and long-term funding plans
- long-term financial forecasts
- external funding opportunities (e.g., grants)

**3) Investment planning:** define and scope capital needs and priorities

Investment planning identified and scopes capital projects and capital maintenance requirements, considering:

- asset renewal and rehabilitation needs
- growth-related demands and capacity constraints
- efficiency opportunities
- legislative and regulatory requirements
- improvements to levels of service

**4) Decision-making techniques:** select best-value actions across services

Decision-making techniques support transparent, defensible prioritization of work across asset classes and service areas. This typically includes multi-criteria analysis that considers:

- risk and consequence of failure
- lifecycle costs
- climate change and resiliency considerations

- level of service requirements
- optimization of investment across the municipality

**5) Maintenance strategies:** maintain performance and manage risk

Maintenance strategies include activities that enable existing assets to operate to their service potential over their useful life. Maintenance is typically delivered through a mix of the following:

a) *Unplanned (Reactive) Maintenance:* work completed in response to reported issues or failures (e.g., asset breakdown, service interruptions, emergency repair)
b) *Planned (Scheduled) Maintenance:* work completed according to a pre-determined program or schedule, generally informed by inspections and condition information
c) *Preventative Maintenance:* routine programs intended to slow deterioration and reduce failures (e.g., ditching, crack-sealing, regularly scheduled vehicle maintenance, roof patching)

A key element of asset management planning is determining the most cost-effective blend of planned and unplanned maintenance, supported by regular inspections and timely interventions, while also accounting for unexpected failures. Overall, maintenance strategies are intended to maintain current levels of service, mitigate risk, minimize cost, and may be adjusted as service levels change. Table 29 illustrates how operational activities and maintenance approaches (planned and unplanned) work together to sustain asset performance and manage risk over the asset lifecycle.

## MAINTENANCE STRATEGIES BY ASSET CATEGORY

| ASSET CATEGORY | OPERATIONS | UNPLANNED MAINTENANCE | PLANNED MAINTENANCE |
|---|---|---|---|
| Road Network | Municipal roads are maintained in accordance with *Ontario Regulation 239/02* (Minimum Maintenance Standards (MMS)), including snow and ice control. Operations patrol Class 3 roads weekly and Class 4-6 roads bi-weekly, per the MMS. Patrols verify that signage and traffic control devices are functioning; any deficiencies are addressed promptly. Luminaires are inspected annually, and any outages are reported to the utility for repair. All deficiencies identified during patrols are logged in MESH for tracking to resolution. To keep | Operations staff regularly identify and repair potholes. Any pothole deeper than eight centimeters is repaired within 7 days of identification. Repair frequency varies with weather, traffic volumes, and asphalt age throughout the year. | The Town completed its most recent road network condition study in 2025. Ongoing road needs studies are planned to support accurate long-term rehabilitation forecasts, ROI-based prioritization and multi-year budgeting. The Town created a Road Maintenance Program adopted by Council on July 7, 2025 (By-Law 95 of 2025). While the Town's formal preventative maintenance program is still in the early development and implementation stages, |

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|---|---|---|---|
| | condition data current, the Town conducts road needs studies on an ongoing basis. | | practices such as crack sealing are already being applied to help extend pavement service life and defer full reconstruction where appropriate. |
| Water Network | The municipal water system complies with Ontario's *Safe Drinking Water Act, 2002*. An external Operating Authority operates the water treatment plant, booster pumping station and water tower. | Unplanned water repairs or deficiencies (e.g., water main breaks, lead service replacements) are assessed on site by the Operating Authority and reported to Municipal Operations staff. Senior Management staff determine repair versus replacement. Urgent work is completed within the current year, subject to available budget; non-urgent items are scheduled for the following year during the annual budget review. | The Operating Authority schedules routine inspections for the water treatment plant, booster pumping station and water tower, as well as completes all MECP-required regulatory sampling. The Town maintains a five-year capital plan prepared by B. M. Ross & Associates and conducts ongoing condition assessments for all facilities involved in the municipal water treatment system. |
| Sanitary Network | The Town's sanitary network complies with the Wastewater Systems Effluent Regulations (SOR/2012-139). The Operating Authority manages the wastewater treatment plant and sewage pumping stations. Municipal operations staff flush all sanitary mains annually. Any issues found are logged and prioritized for CCTV inspection. To keep condition data current, the Town runs an annual CCTV program for sewer mains and conducts ongoing condition assessments of | Municipal operations staff assess unplanned sanitary sewer repairs on site. The Operating Authority assesses unplanned maintenance at the wastewater treatment plant and sewage pumping stations and reports to Town staff. Senior Management staff determine repair versus replacement. Urgent work is completed within the current year, subject to budget. Non-urgent work is scheduled for the following year during the annual budget review. | The Operating Authority schedules routine inspections of the wastewater treatment plant and sewage pumping stations and completes all MECP-mandated sampling. The Town maintains a five-year capital plan prepared by B. M. Ross & Associates. Wastewater treatment plant and sewage pumping station condition assessments are ongoing, and sanitary |

| | | | |
|---|---|---|---|
| | the wastewater treatment plant and sewage pumping stations. | | sewer CCTV scoping occurs annually. |
| Storm Network | Ontario currently has no stormwater-specific regulation. The municipality complies with relevant legislation that supports climate change adaptation, including the *Ontario Water Resources Act* and the *Environmental Protection Act*. To improve the accuracy of storm sewer main condition data, the Town will implement ongoing CCTV inspections. Catch basins are cleaned annually by Town Operations staff. | Operations staff assess unplanned stormwater repairs or deficiencies on site. Urgent issues are investigated for root cause and completed within available annual funds. Non-urgent work is scheduled for the following year and included in the following budget season. | Assets are replaced as needed through annual road capital projects. |
| Sidewalk Network | Sidewalks must comply with Ontario Regulation 239/02 (Minimum Maintenance Standards (MMS)), including ice and snow requirements. Operations staff conduct annual sidewalk patrols per the MMS, and any deficiencies are logged in MESH for correction. To keep data current, the Town will complete ongoing sidewalk condition assessments. | Operations staff repair sidewalk deficiencies identified during patrols on a regular basis. Some sections require full replacement due to factors such as adjacent construction, tree root damage, or water/sanitary sewer work. | In 2025, the Town completed a sidewalk condition assessment. The municipality will conduct recurring assessments to maintain accurate long-term maintenance and replacement forecasts. |
| Facilities | All Town-owned buildings must meet regulatory safety standards and are routinely inspected for deficiencies and maintenance. Facilities with critical components (e.g., the water treatment plant and wastewater treatment plant) are inspected more frequently. The Town will conduct ongoing facilities condition assessments. | Town staff assess unplanned building deficiencies on site. Senior management staff determine repair or replacement. Urgent issues are root-cause assessed and completed within available annual funds. | The Town schedules routine inspections for facility components (e.g., elevators) and required audits (e.g., health and safety). |
| Fleet | All Town vehicles must comply with MTO Safety Standards and are inspected at regular maintenance intervals. Operations | Failed items are evaluated for repair versus replacement based on cost-effectiveness, considering age, mileage, maintenance history and | Vehicles that remain serviceable at end of useful life are often retained to extend asset value. |

| | | | |
|---|---|---|---|
| | vehicles receive routine and comprehensive annual inspections by the fleet technician. Specialized service for emergency and electric vehicles is outsourced as required. | overall condition. | |
| Playgrounds | Playgrounds must comply with CSA Z614/14. From April to November, the Parks Supervisor conducts daily visual inspections and logs reports in MESH. Deficiencies are fixed immediately, or the play area is closed until repaired. | Repairs are completed as soon as defects are identified and reported. If immediate repair is not possible, access is restricted to the affected playground, or area of the playground, until repair work is completed. | Playgrounds that are safe and serviceable at end of life may be retained to maximize asset value. |
| Other Land Improvement and Machinery & Equipment Assets | Assets in the Land Improvements and Machinery & Equipment categories are inspected case by case to determine whether refurbishments or replacement is required. | Failed or failing assets are evaluated to determine whether repair or full replacement is most cost-effective. | Equipment is maintained at intervals tailored to each asset's requirements. |

**Table 29**. Planned and unplanned maintenance based on asset category to maintain service levels.

### 5.2.2 Planned Strategies for Lifecycle Optimization

Various strategies that aim to optimize an assets total lifecycle include planned maintenance, renewal/rehabilitation, replacement, expansion, disposal and other non-infrastructure related solutions. A summary of these strategies can be found within Table 2 of Section 3.1.5. Summary tables are provided below that outline the planned strategies associated with each asset category within the Town's Asset Management Plan. These strategies are implemented to ensure that assets are maintained to perform at their expected level of service. Strategies may be adjusted with changing service levels.

Generally, planned maintenance associated with the road, storm, land improvements, facilities, fleet, and machinery/equipment networks are funded through the tax base. The estimated total cost of maintenance performed on tax-funded core assets (road and storm networks) was $758,926, while the estimated total maintenance cost for tax-funded non-core assets (facilities, fleet, land improvements, machinery and equipment networks) was $1,009,510.

Operation and maintenance costs for the water and sanitary networks are funded through user fees. The estimated total operation and maintenance costs for the water and sanitary networks were $768,806 and $706,774, respectively.

## ROAD NETWORK LIFECYCLE STRATEGIES

| Type of Strategy | Implementation Plan |
|---|---|
| Maintenance | • Regular maintenance including road sweeping and dust control, leaf collection, roadside ditch cleanout and clearing, as well as snow removal<br>• Continued maintenance of roads in compliance with *Ontario Regulation 239/02* Minimum Maintenance Standards for Municipal Highways<br>• Maintain winter roads based on standards for ice and snow removal |
| Renewal/Rehabilitation | • Resurfacing of fair to poor conditioned paved roads<br>• Regular repairs based on inspections |
| Replacement | • Annual road reconstruction based on condition assessments and other capital needs |
| Disposal | • Convert surface treated roads to high class bituminous, where necessary |
| Expansion | • Short and long-term capital planning to identify needs<br>• Service improvements made, where possible (i.e., environmental impacts)<br>• Identify needs through regular capital planning and scheduled condition assessments |
| Non-Infrastructure Related Solutions | • Operating budgets should be informed by condition assessments and inspections as needed<br>• Regularly scheduling road repair work<br>• Continue to conduct road inspections and maintain road inventory database<br>• Annually provide the necessary departments with required information when work is completed and/or additional equipment is required for maintenance activities<br>• Adjust service levels if necessary |

**Table 30**. Lifecycle strategies and associated implementation plan for the Road Network.

## SIDEWALK NETWORK LIFECYCLE STRATEGIES

| Type of Strategy | Implementation Plan |
|---|---|
| Maintenance | • Regular seasonal maintenance to fix deficiencies to ensure safety of pedestrians<br>• Maintain winter sidewalks based on standards for ice and snow removal. Winter maintenance generally occurs from mid-November to end of March every year |
| Renewal/Rehabilitation | • Sidewalk repairs as needed |
| Replacement | • Components replaced based on needs |
| Disposal | • Conversion to more accessible sidewalks, where necessary |
| Expansion | • Continue to track needs based on growth identified in Development Charges Studies<br>• Service improvements made, where possible (i.e., environmental impacts)<br>• Identify needs through regular capital planning and scheduled condition assessments |
| Non-Infrastructure Related Solutions | • Operating budgets should be informed by condition assessments and inspections as needed<br>• Regularly scheduling sidewalk repair work<br>• Continue to conduct sidewalk inspections and maintain sidewalk inventory database<br>• Annually provide the necessary departments with required information when work is completed and/or additional equipment is required for maintenance activities<br>• Adjust service levels if necessary |

**Table 31**. Lifecycle strategies and associated implementation plan for the Sidewalk Network

## WATER NETWORK LIFECYCLE STRATEGIES

| Type of Strategy | Implementation Plan |
|---|---|
| Maintenance | • Regular safety inspections<br>• Inspections performed as identified and needed |
| Renewal/Rehabilitation | • Regular repairs to components of the water system based on need |
| Replacement | • Replacement of components of the water system based on evidence of deterioration (e.g., watermains breaks) |
| Disposal | • Dispose or sell assets that are no longer in use |
| Expansion | • Short and long-term capital planning to identify needs<br>• Ensure capital costs due to expansion are identified in Development Charges<br>• Service improvements to be explored where possible (performance indicators, environmental impacts, new technologies, etc.) |
| Non-Infrastructure Related Solutions | • Operating budgets should be informed by condition assessments and inspections as needed<br>• Continue investing capital and operational funds to provide upgrades and rehabilitations to treatment and distribution systems<br>• Annually provide the necessary departments with required information when work is completed and/or additional equipment is required for maintenance activities<br>• Continue to provide Water Treatment Plant Annual Reports, as per regulatory requirements<br>• Liase with the Town's Operating Authority to ensure continued maintenance of water treatment facilities and drinking water distribution system<br>• Annual review of practices and policies<br>• Adjust service levels if necessary |

**Table 32**. Lifecycle strategies and associated implementation plan for the Water Network.

## SANITARY NETWORK LIFECYCLE STRATEGIES

| Type of Strategy | Implementation Plan |
|---|---|
| Maintenance | • Regular maintenance, including sewer flushing<br>• CCTV inspections performed as identified and needed |
| Renewal/Rehabilitation | • Regular repairs to components of the sanitary system based on need |
| Replacement | • Replacement of components of the sanitary system based on evidence-based assessments |
| Disposal | • Dispose or sell assets that are no longer in use |
| Expansion | • Short and long-term capital planning to identify needs<br>• Ensure capital costs due to expansion are identified in Development Charges<br>• Service improvements to be explored where possible (performance indicators, environmental impacts, new technologies, etc.) |
| Non-Infrastructure Related Solutions | • Operating budgets should be informed by condition assessments and inspections as needed<br>• Continue investing capital and operational funds to provide upgrades and rehabilitations to treatment and collection systems<br>• Annually provide the necessary departments with required information when work is completed and/or additional equipment is required for maintenance activities<br>• Continue to provide Wastewater Treatment Plant Annual Reports, as per regulatory requirements<br>• Liase with the Town's Operating Authority to ensure continued maintenance of water treatment facilities and drinking water distribution system<br>• Annual review of practices and policies<br>• Adjust service levels if necessary |

**Table 33**. Lifecycle strategies and associated implementation plan for the Sanitary Network.

## STORM NETWORK LIFECYCLE STRATEGIES

| Type of Strategy | Implementation Plan |
|---|---|
| Maintenance | • Regular maintenance, including clean out of catch basins<br>• CCTV inspections performed as identified and needed |
| Renewal/Rehabilitation | • Regular repairs to components of the storm system based on need |
| Replacement | • Replacement of components of the storm system based on needs |
| Disposal | • Dispose or sell assets that are no longer in use |
| Expansion | • Short and long-term capital planning to identify needs<br>• Ensure capital costs due to expansion are identified in Development Charges<br>• Service improvements to be explored where possible (performance indicators, environmental impacts, new technologies, etc.) |
| Non-Infrastructure Related Solutions | • Operating budgets should be informed by condition assessments and inspections as needed<br>• Continue investing capital and operational funds to provide upgrades and rehabilitations to management ponds and collection systems<br>• Annually provide the necessary departments with required information when work is completed and/or additional equipment is required for maintenance activities<br>• Adjust service levels if necessary |

**Table 34**. Lifecycle strategies and associated implementation plan for the Storm Network.

## FACILITIES NETWORK LIFECYCLE STRATEGIES

| Type of Strategy | Implementation Plan |
|---|---|
| Maintenance | • Recurring inspections in accordance with Occupational Health and Safety regulations<br>• Regularly inspect HVAC, heating systems and plumbing<br>• Maintain electrical systems to Electrical Safety Authority Standards<br>• Regularly inspect fire alarms, fire extinguishers and emergency lighting |
| Renewal/Rehabilitation | • Regular repairs to components based on inspections |
| Replacement | • Replacement of components based on inspections |
| Disposal | • Selling or demolishing facilities that are no longer in use or underutilized<br>• Re-use or sell land not in use |
| Expansion | • Short and long-term capital planning to identify needs<br>• Assumptions on required facility space through development agreements if necessary |
| Non-Infrastructure Related Solutions | • Operating budgets should be informed by condition assessments and inspections as needed<br>• Continue investing capital and operational funds to provide upgrades and rehabilitations<br>• Perform business studies and consult with stakeholders when constructing a new facility or making modifications to an existing facility<br>• Annually provide the necessary departments with required information when work is completed and/or additional equipment is required for maintenance activities<br>• Adjust service levels if necessary |

**Table 35**. Lifecycle strategies and associated implementation plan for the Facilities Network.

## LAND IMPROVEMENTS NETWORK LIFECYCLE STRATEGIES

| Type of Strategy | Implementation Plan |
|---|---|
| Maintenance | • Inspection of assets on a regular basis to comply with safety standards |
| Renewal/Rehabilitation | • Regular repairs to components based on inspections |
| Replacement | • Replacement of components based on inspections |
| Disposal | • Dispose or sell assets that are no longer in use |
| Expansion | • Short and long-term capital planning to identify needs<br>• Service improvements to be explored where possible (performance indicators, environmental impacts, new technologies, etc.)<br>• Continue to track future needs based on demands placed on infrastructure by the public |
| Non-Infrastructure Related Solutions | • Operating budgets should be informed by condition assessments and inspections as needed<br>• Continue investing capital and operational funds to provide upgrades and rehabilitations<br>• Annually provide the necessary departments with required information when work is completed and/or additional equipment is required for maintenance activities<br>• Review policies and procedures regarding the accounting and reporting of the Town's tangible capital assets<br>• Adjust service levels if necessary |

**Table 36**. Lifecycle strategies and associated implementation plan for the Land Improvements Network.

## FLEET NETWORK LIFECYCLE STRATEGIES

| Type of Strategy | Implementation Plan |
|---|---|
| Maintenance | • Regular inspections of all municipal vehicles. Emergency vehicles should be inspected in accordance with industry and regulatory guidelines<br>• Annual inspection, service and certification performed on all applicable vehicles in accordance with Ontario Ministry of Transportation requirements<br>• Regular safety inspections of all vehicles before and after use to ensure safety standards are maintained<br>• Preventative maintenance program for all municipal vehicles |
| Renewal/Rehabilitation | • Regular repairs to components based on inspections<br>• Mid-life component replacements are usually common for larger vehicles and can be scheduled accordingly (e.g., engine rebuilds) |
| Replacement | • Vehicle replacement based on inspections |
| Disposal | • Dispose or sell assets that are no longer in use |
| Expansion | • Short and long-term capital planning to identify needs<br>• Service improvements to be explored where possible (performance indicators, environmental impacts, new technologies, etc.) |
| Non-Infrastructure Related Solutions | • Operating budgets should be informed by regular inspections as needed<br>• Vehicle replacement forecast reviewed with annual budget discussions<br>• Training for staff to ensure safe and efficient operation of vehicles<br>• Continue investing capital and operational funds to provide upgrades and rehabilitations<br>• Annually provide the necessary departments with required information when work is completed and/or additional equipment is required<br>• Adjust service levels if necessary |

**Table 37**. Lifecycle strategies and associated implementation plan for the Fleet Network.

MACHINERY AND EQUIPMENT NETWORK LIFECYCLE STRATEGIES

| Type of Strategy | Implementation Plan |
|---|---|
| Maintenance | • Regular inspections of all applicable municipal machinery and equipment<br>• Annual inspection, service and certification performed on all applicable vehicles in accordance with Ontario Ministry of Transportation requirements<br>• Regular safety inspections of all vehicles before and after use to ensure safety standards are maintained |
| Renewal/Rehabilitation | • Regular repairs to components based on inspections |
| Replacement | • Equipment replacement based on inspections |
| Disposal | • Dispose or sell assets that are no longer in use |
| Expansion | • Short and long-term capital planning to identify needs<br>• Service improvements to be explored where possible (performance indicators, environmental impacts, new technologies, etc.) |
| Non-Infrastructure Related Solutions | • Operating budgets should be informed by inspections as needed<br>• Machinery and equipment replacement forecast reviewed with annual budget discussions<br>• Training for staff to ensure safe and efficient operation of equipment<br>• Continue investing capital and operational funds to provide upgrades and rehabilitations<br>• Annually provide the necessary departments with required information when work is completed and/or additional equipment is required for maintenance activities<br>• Adjust service levels if necessary |

**Table 38**. Lifecycle strategies and associated implementation plan for the Fleet Network.

## 5.3 Risk Management Strategies

Asset risk is calculated for each asset by multiplying its probability of failure by its consequence of failure, resulting in a weighted score. The asset management software analyzes these weighted scores to develop a risk rating (low risk of 1, non-critical (green), to high risk of 5, critical (red)) for each asset. For example, using condition as a risk measure, if an asset's condition is very poor, the software calculates the probability of failure as very high. Metrics included in the risk analysis for each asset network are described in the applicable subsections below. The Town of Goderich utilizes various network attributes as risk metrics for its core infrastructure, while replacement cost and condition are used as risk metrics for non-core assets.

The risk heat map in Figure 26 incorporates all assets within the Town of Goderich inventory based on consequence of failure (vertical axis) and probability of failure (horizontal axis). The colour coding indicates the risk level and ranges from red (critical) to green (non-critical). The eleven highest risk assets highlighted in the risk heat map are listed in Table 39.

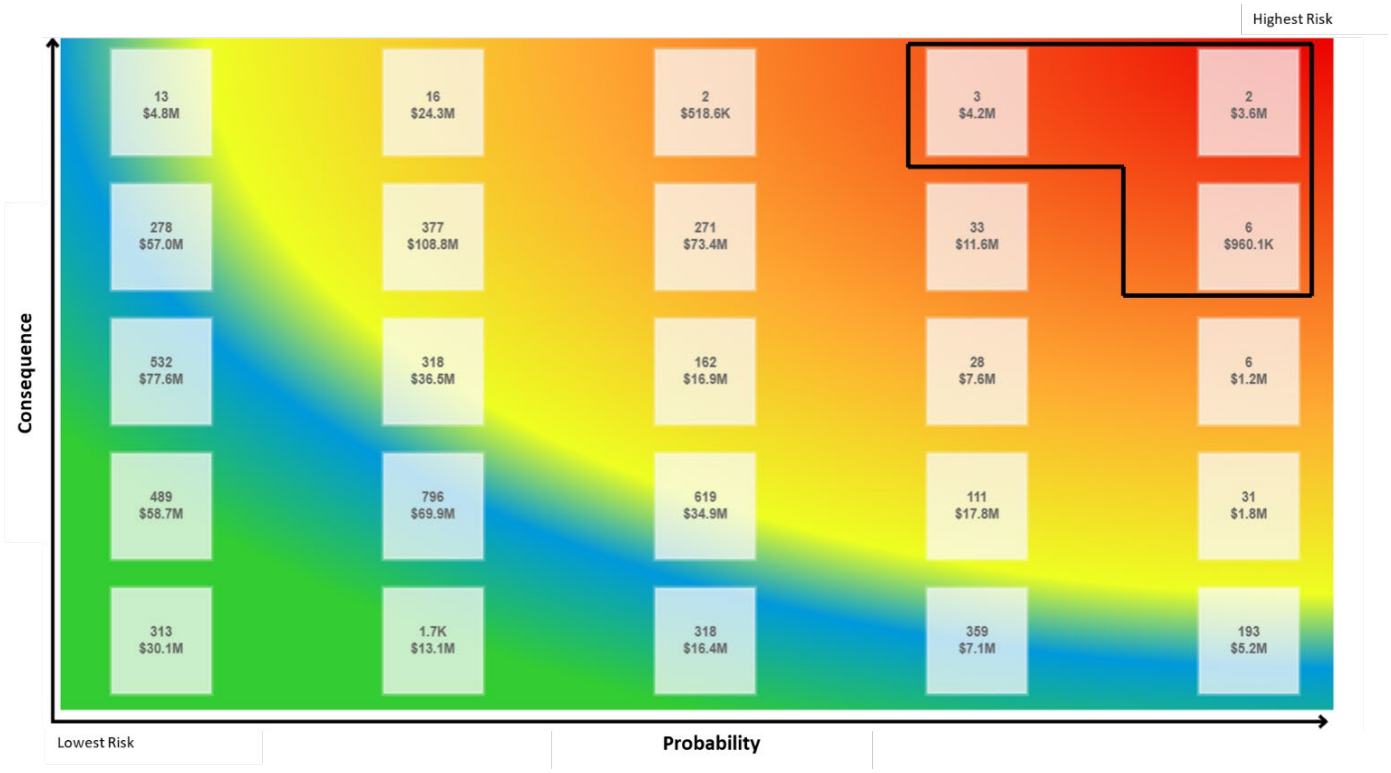


**Figure 26**. Risk heat map for all Town of Goderich assets.

| Asset Description | In-Service Year | EUL (Yrs.) | Asset Age (Yrs.) | Historical Cost | Replacement Cost | Replacement Cost Method |
|---|---|---|---|---|---|---|
| **Asset #28** - Airport John Deere Wheel Loader | 2011 | 15 | 14 | $146,944 | $197,464 | CPI Tables |
| **Asset #47** - Cemetery 2003 Tractor Loader/Backhoe | 2003 | 15 | 22 | $41,634 | $66,175 | CPI Tables |
| **Asset #151** - Fire Hall 2011 Spartan Pumper Truck | 2012 | 20 | 13 | $361,248 | $483,050 | CPI Tables |
| **Asset #152** - Fire Hall 2004 International Rescue Truck | 2004 | 20 | 21 | $167,435 | $261,527 | CPI Tables |
| **Asset #1529** - Public Works 2014 Trackless | 2010 | 15 | 16 | $121,520 | $170,779 | CPI Tables |
| **Asset #1544** - Public Works 2012 Street Sweeper | 2012 | 10 | 13 | $193,344 | $258,109 | CPI Tables |
| **Asset #4762** - WTP Generator | 1988 | 50 | 37 | $130,590 | $299,069 | CPI Tables |
| **Asset #5458** - Parks Dept 2011 New Holland Tractor | 2011 | 15 | 14 | $43,248 | $58,650 | CPI Tables |
| **Asset #5595** - Memorial Community Centre Building | 1949 | 100 | 76 | $259,008 | $3,452,724 | CPI Tables |
| **Asset #5659** - MRC Mechanical Components | 2003 | 25 | 22 | $2,133,367 | $3,390,865 | CPI Tables |
| **Asset #5726** - MRC Kitchen Appliances | 2004 | 15 | 22 | $121,320 | $144,815 | CPI Tables |

**Table 39**. List of critical assets (highest probability of failure and consequence of failure metrics) within the entire Town of Goderich asset inventory.

### 5.3.1 Road Network Risk Heat Map

The probability of failure metrics for the risk analysis of the road network includes condition, road class, and surface material. The consequence of failure metrics for the risk analysis of the road network includes replacement cost, number of lanes, road speed, as well as the external environment. The heat map for the road network is shown in Figure 27. The five highest risk road network assets highlighted in the risk heat map are listed in Table 40. Please note that the three road segments on Suncoast Drive were part of the 2025 Suncoast Drive Road Construction project.

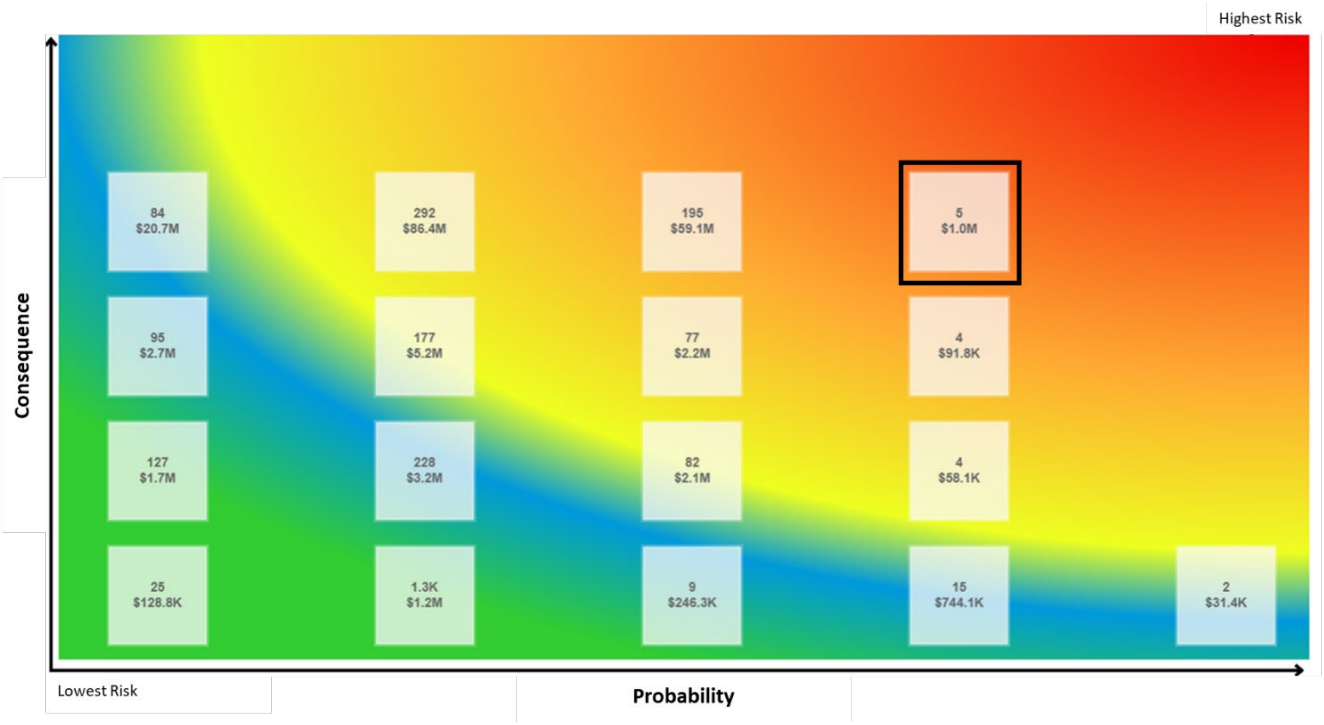


**Figure 27**. Risk heat map for the Town of Goderich Road Network.

| Asset Description | In-Service Year | EUL (Yrs.) | Asset Age (Yrs.) | Historical Cost | Replacement Cost | Replacement Cost Method |
|---|---|---|---|---|---|---|
| **Asset #651** - Suncoast Drive (Bayfield to Gibbons) | 1977 | 30 | 48 | $31,894 | $493,900 | Cost / Unit |
| **Asset #652** - Suncoast Drive (Gibbons to Krohmer) | 1977 | 30 | 48 | $13,772 | $213,275 | Cost / Unit |
| **Asset #653** - Suncoast Drive (Krohmer to South) | 1977 | 30 | 48 | $14,497 | $224,500 | Cost / Unit |
| **Asset #2484** - Caledonia Terrace Stairs | 2000 | 25 | 25 | $40,249 | $68,672 | CPI Tables |
| **Asset #2485** - Harbour Park Stairs | 2006 | 25 | 19 | $24,915 | $37,064 | CPI Tables |

**Table 40**. List of critical assets (highest probability of failure and consequence of failure metrics) within the Town of Goderich Road Network inventory.

### 5.3.2 Water Network Risk Heat Map

The probability of failure metrics for the risk analysis of watermains includes condition and pipe material, while the consequence of failure metrics includes replacement cost, pipe size (diameter), pipe distribution, as well as the external environment. For the remaining assets within the water network (e.g., fire hydrants, water treatment plant (including the water tower) and booster pumping station), condition is the only metric determining the probability of failure, while replacement cost is the singular metric driving the consequence of failure. The heat map for the water network is shown in Figure 28. The seven highest risk water network assets highlighted in the risk heat map are listed in Table 41.

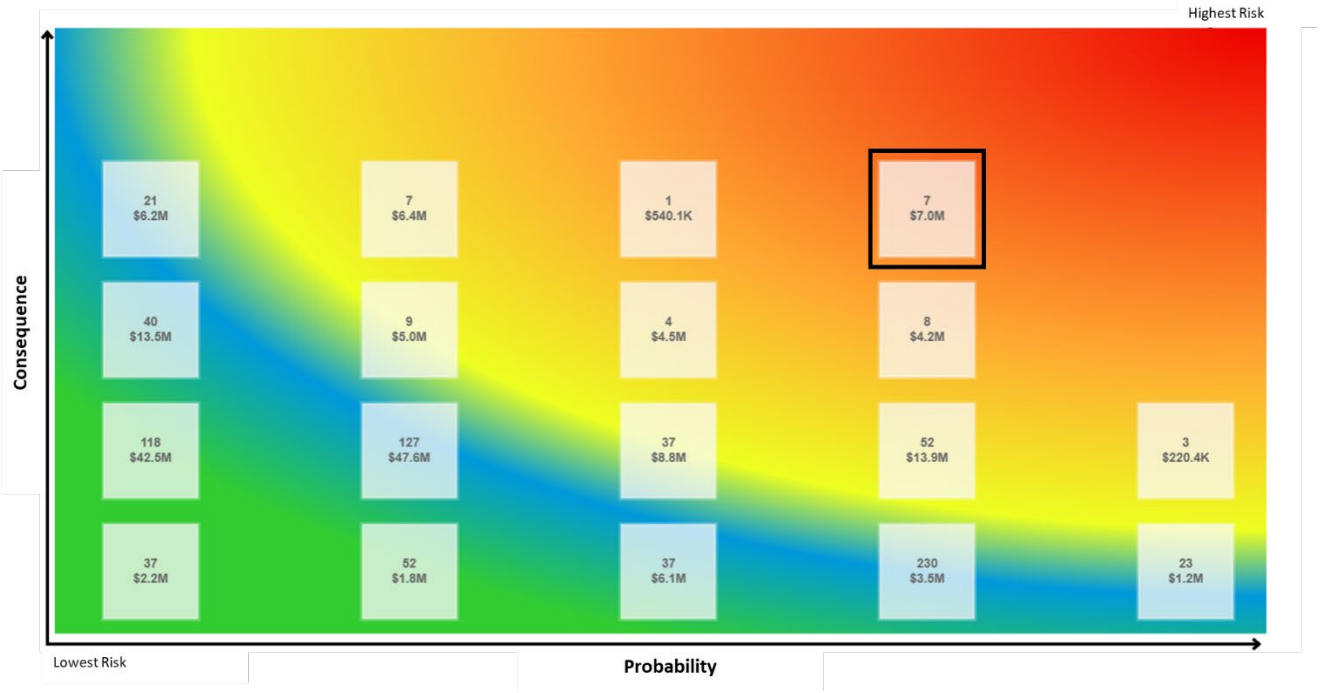


**Figure 28**. Risk heat map for the Town of Goderich Water Network.

| Asset Description | In-Service Year | EUL (Yrs.) | Asset Age (Yrs.) | Historical Cost | Replacement Cost | Replacement Cost Method |
|---|---|---|---|---|---|---|
| **Asset #4754** - Water Treatment Plant Building | 1961 | 100 | 64 | $129,051 | $1,325,855 | CPI Tables |
| **Asset #5042** - Picton Street (Toronto to Victoria) | 1963 | 100 | 62 | $72,809 | $1,077,088 | Cost / Unit |
| **Asset #5043** - Picton Street (Victoria to South) | 1963 | 100 | 62 | $63,588 | $940,512 | Cost / Unit |
| **Asset #5044** - Picton Street (South to Waterloo) | 1963 | 100 | 62 | $63,588 | $940,512 | Cost / Unit |
| **Asset #5045** - Picton Street (Waterloo to Wellington) | 1963 | 100 | 62 | $61,490 | $909,472 | Cost / Unit |
| **Asset #5046** - Picton Street (Wellington to Wellesley) | 1963 | 100 | 62 | $60,440 | $893,952 | Cost / Unit |
| **Asset #5047** - Picton Street (Wellesley to Essex) | 1963 | 100 | 62 | $60,219 | $890,848 | Cost / Unit |

**Table 41**. List of critical assets (highest probability of failure and consequence of failure metrics) within the Town of Goderich Water Network inventory.

For facilities included in the Water Network, these assets are organized into the following asset categories: structure, tankage, mechanical equipment, mechanical pumps/motors/compressors, and electrical equipment.

Please note that Asset #4754 - Water Treatment Plant Building refers only to the structural components of the plant's main building. It does not include any associated concrete tanks, or any mechanical or electrical equipment required for the operation of the water treatment plant.

### 5.3.3 Sanitary Network Risk Heat Map

The probability of failure metrics for the risk analysis of sanitary sewer mains includes condition and pipe material, while the consequence of failure metrics includes replacement cost, pipe size (diameter), as well as the external environment. For the remaining assets within the sanitary network (i.e., wastewater treatment plant and sewage pumping stations, condition is the only metric determining the probability of failure, while replacement cost is the only factor assuming to be influencing the consequence of failure. The heat map for the sanitary network is shown in Figure 29. The nine highest risk sanitary network assets highlighted in the risk heat map are listed in Table 42. Please note that the one sanitary segment on The Square will be part of the 2026 Rebuilding Downtown Infrastructure Project.

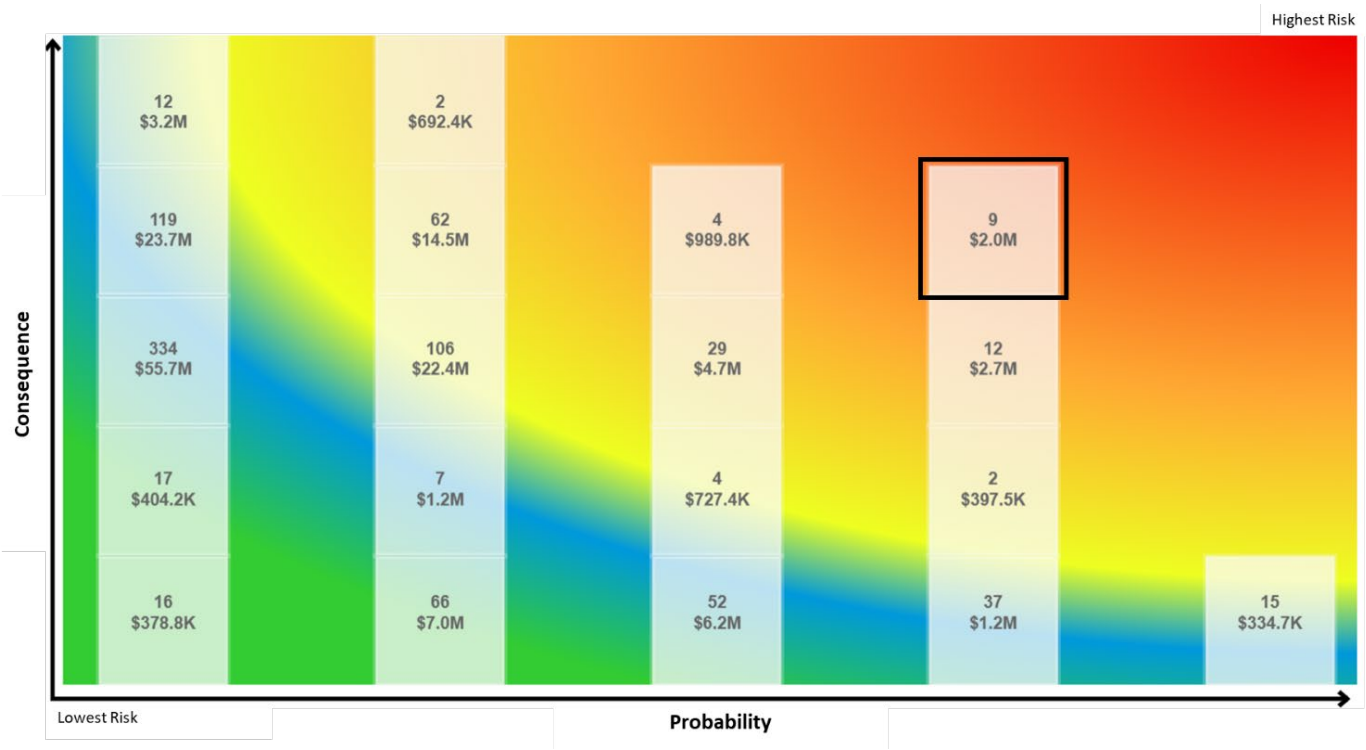


**Figure 29**. Risk heat map for the Town of Goderich Sanitary Network.

| Asset Description | In-Service Year | EUL (Yrs.) | Asset Age (Yrs.) | Historical Cost | Replacement Cost | Replacement Cost Method |
|---|---|---|---|---|---|---|
| **Asset #2509** - Nelson Street (Church to Colborne) | 1896 | 100 | 129 | $3,249 | $322,392 | Cost / Unit |
| **Asset #2511** - Huron Road (Suncoast to Bennett) | 1922 | 100 | 103 | $2,292 | $141,306 | Cost / Unit |
| **Asset #2572** - Eldon Street (Britannia to Cayley) | 1896 | 100 | 129 | $9,647 | $527,151 | Cost / Unit |
| **Asset #2617** - Huron Road (Maple to Walnut) | 1922 | 100 | 103 | $3,959 | $244,074 | Cost / Unit |
| **Asset #2633** - Wellesley St (Cobourg to Lighthouse) | 1897 | 100 | 128 | $1,452 | $134,883 | Cost / Unit |
| **Asset #2640** - Huron Road (Bennett to Maple) | 1922 | 100 | 103 | $2,084 | $128,460 | Cost / Unit |
| **Asset #2649** - McDonald Street (Raglan to Blake) | 1920 | 100 | 105 | $1,637 | $86,961 | Cost / Unit |
| **Asset #2717** - The Square (Colborne to North) | 1896 | 100 | 129 | $1,432 | $142,107 | Cost / Unit |
| **Asset #2749** - Huron Road (Maple to Walnut) | 1922 | 100 | 103 | $3,959 | $244,074 | Cost / Unit |

**Table 42**. List of critical assets (highest probability of failure and consequence of failure metrics) within the Town of Goderich Sanitary Network inventory.

### 5.3.4 Storm Network Risk Heat Map

The probability of failure metrics for the risk analysis of the storm network includes condition and pipe material. The consequence of failure metrics for the risk analysis of the storm network includes replacement cost, pipe size (diameter), as well as the external environment. The heat map for the storm network is shown in Figure 30. The twelve highest risk storm network assets highlighted in the risk heat map are listed in Table 43.

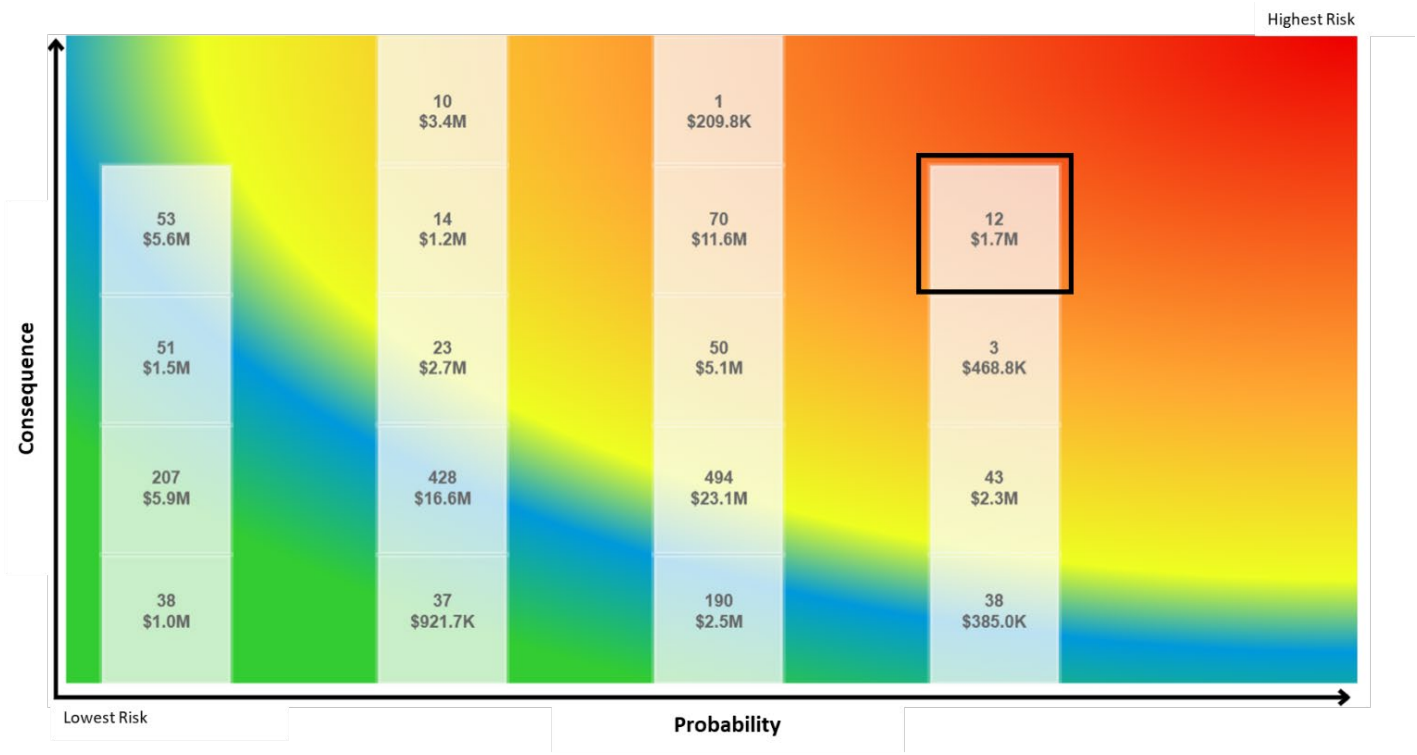


**Figure 30**. Risk heat map for the Town of Goderich Storm Network.

| Asset Description | In-Service Year | EUL (Yrs.) | Asset Age (Yrs.) | Historical Cost | Replacement Cost | Replacement Cost Method |
|---|---|---|---|---|---|---|
| **Asset #4425** - Britannia Road (Cambridge to Huron) | 1965 | 100 | 60 | $9,312 | $117,059 | Cost / Unit |
| **Asset #4427** - Britannia Road (Cambridge to Huron) | 1965 | 100 | 60 | $1,985 | $24,947 | Cost / Unit |
| **Asset #4430** - Britannia Road (Regent to Cambridge) | 1965 | 100 | 60 | $14,519 | $187,176 | Cost / Unit |
| **Asset #4434** - Britannia Road (Park to Regent) | 1965 | 100 | 60 | $16,727 | $204,192 | Cost / Unit |
| **Asset #4436** - Britannia Road (Park to Regent) | 1965 | 100 | 60 | $17,250 | $210,573 | Cost / Unit |
| **Asset #4440** - Britannia Road (Maitland to River) | 1965 | 100 | 60 | $3,136 | $38,286 | Cost / Unit |
| **Asset #4441** - Britannia Road (Maitland to River) | 1965 | 100 | 60 | $2,962 | $36,159 | Cost / Unit |
| **Asset #4486** - Huron Road (Walnut to Oxford) | 1965 | 100 | 60 | $6,740 | $90,193 | Cost / Unit |
| **Asset #4489** - Huron Road (Walnut to Oxford) | 1965 | 100 | 60 | $13,910 | $186,143 | Cost / Unit |
| **Asset #4492** - Huron Road (Walnut to Oxford) | 1965 | 100 | 60 | $12,976 | $163,115 | Cost / Unit |
| **Asset #4493** - Huron Road (Oxford to Britannia) | 1065 | 100 | 60 | $16,792 | $211,090 | Cost / Unit |
| **Asset #4496** - Huron Road (Oxford to Britannia) | 1965 | 100 | 60 | $15,418 | $193,819 | Cost / Unit |

**Table 43**. List of critical assets (highest probability of failure and consequence of failure metrics) within the Town of Goderich Storm Network inventory. Please note that Asset #4425 and Asset #4427 are different segments of storm sewer mains along Britannia Road (between Cambridge Street and Huron Road).

### 5.3.5 Facilities Network Risk Heat Map

To date, condition data is the only probability of failure metric and replacement cost is the only consequence of failure metric for the risk analysis of the facilities network. The heat map for the facilities network is shown in Figure 31. The three highest risk facility assets highlighted in the risk heat map are listed in Table 44.

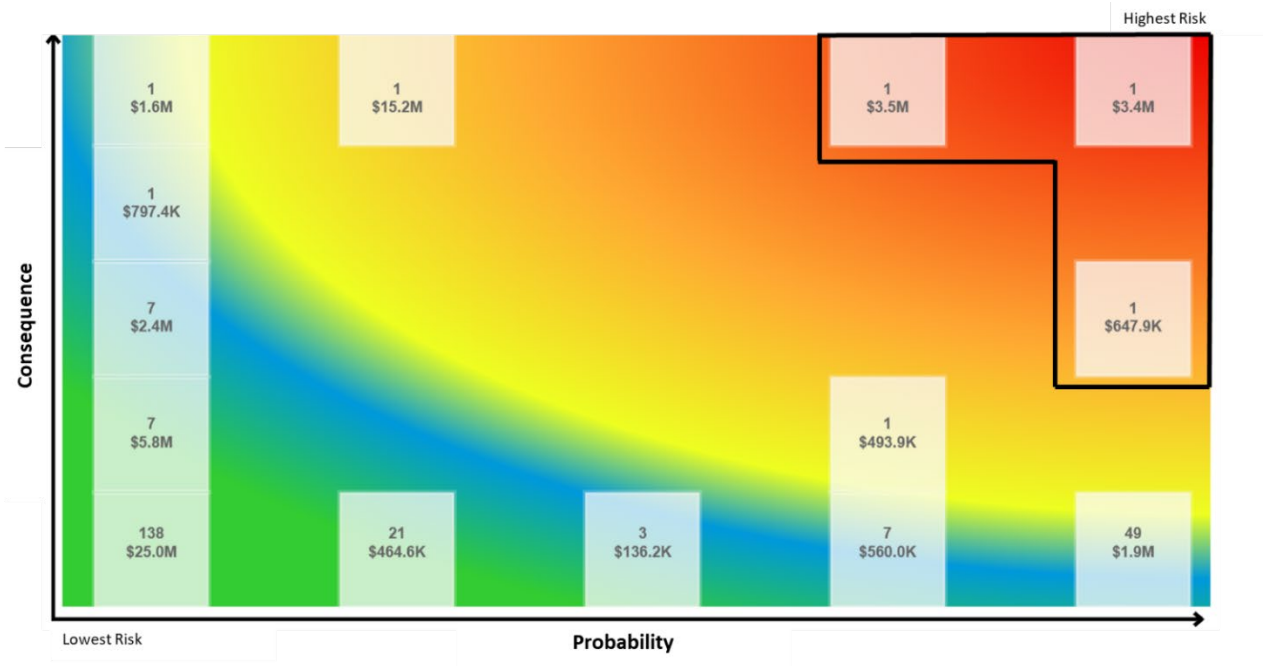


**Figure 31**. Risk heat map for Town of Goderich Facilities Network.

| Asset Description | In-Service Year | EUL (Yrs.) | Asset Age (Yrs.) | Historical Cost | Replacement Cost | Replacement Cost Method |
|---|---|---|---|---|---|---|
| **Asset #5595** - Memorial Community Centre Structure | 1949 | 100 | 76 | $259,008 | $3,452,724 | CPI Tables |
| **Asset #5601** - Maitland Recreation Centre Roof | 2003 | 25 | 22 | $407,650 | $647,937 | CPI Tables |
| **Asset #5659** - MRC Mechanical Components | 2003 | 25 | 22 | $2,133,367 | $3,390,865 | CPI Tables |

**Table 44**. List of critical assets (highest probability of failure and consequence of failure metrics) within the Town of Goderich Facilities Network.

For the Facilities Network, assets are organized into the following categories: structure, roof, mechanical and elevators.

Please note that Asset #5595 - Memorial Community Centre Structure refers only to the structural components of the Memorial Community Centre building. It does not include any other building components associated with this facility, including the roof system, mechanical systems, or elevator.

### 5.3.6 Land Improvements Risk Heat Map

For the land improvements network, condition is the only probability of failure metric and replacement cost is the only consequence of failure metric for the risk analysis of the assets found in this network. The heat map for the land improvements network is shown in Figure 32. The two highest risk land improvements assets highlighted in the risk heat map are listed in Table 45.

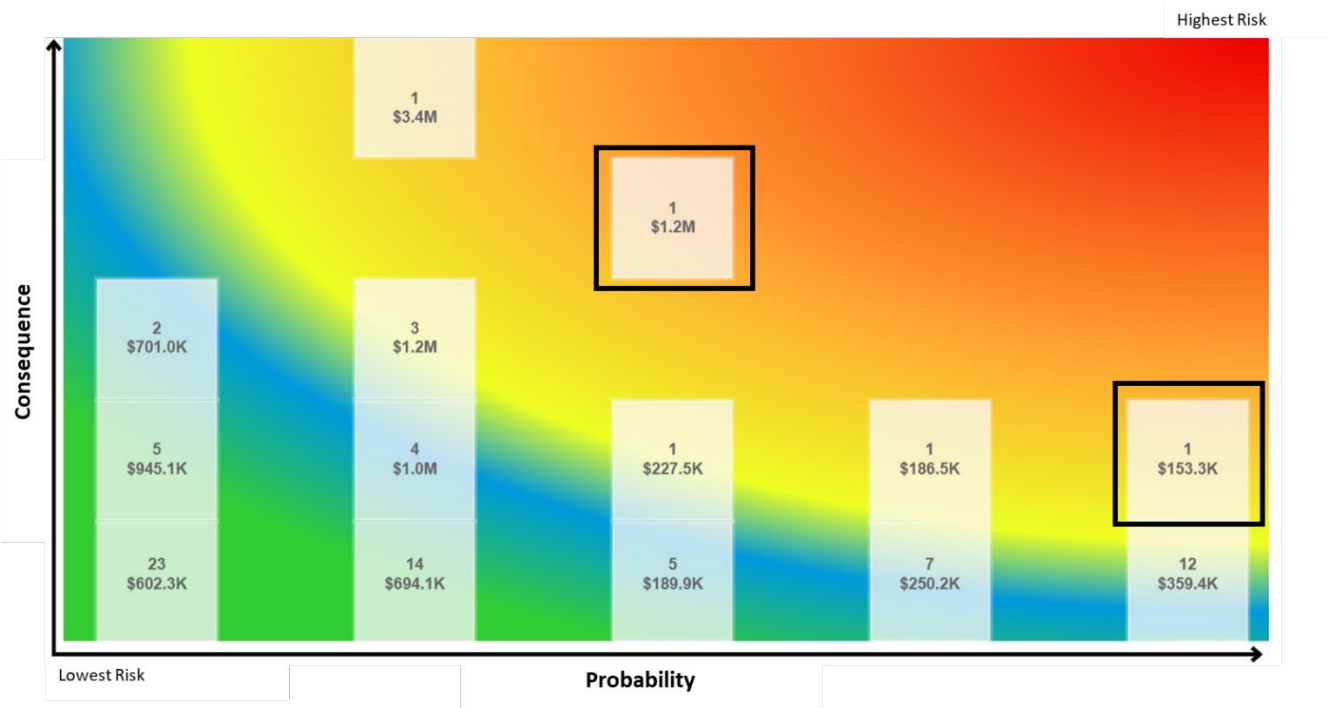


**Figure 32**. Risk heat map for Town of Goderich Land Improvements Network.

| Asset Description | In-Service Year | EUL (Yrs.) | Asset Age (Yrs.) | Historical Cost | Replacement Cost | Replacement Cost Method |
|---|---|---|---|---|---|---|
| **Asset #16** - Airport Runway 10/28 (including lights) | 1995 | 25 | 30 | $600,000 | $1,222,410 | CPI Tables |
| **Asset #19** - Airport Fencing | 1980 | 50 | 45 | $40,459 | $153,348 | CPI Tables |

**Table 45**. List of somewhat critical assets (highest probability of failure and consequence of failure metrics) within the Town of Goderich Land Improvements Network.

### 5.3.7 Fleet Network Risk Heat Map

Similarly, condition is the only probability of failure metric and replacement cost is the only consequence of failure metric for the risk analysis of the fleet network. The heat map for the fleet network is shown in Figure 33. The four highest risk fleet assets highlighted in the risk heat map are listed in Table 46.

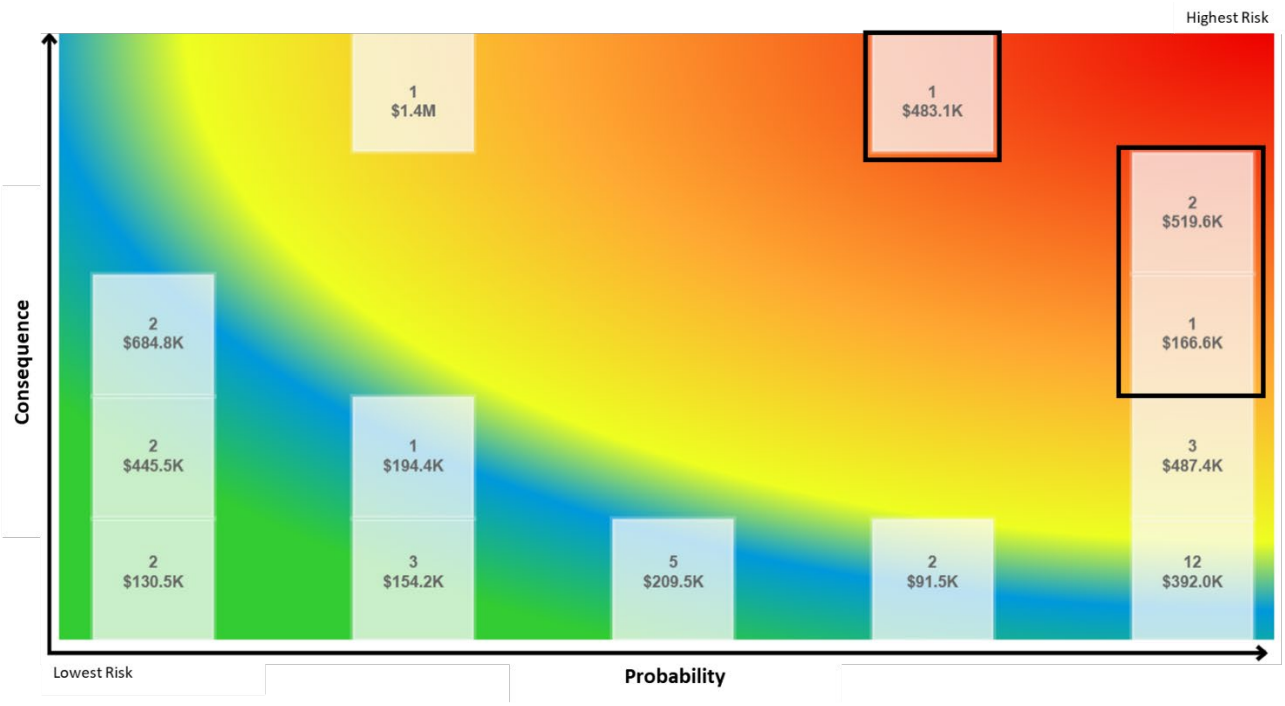


**Figure 33**. Risk heat map of the Town of Goderich fleet inventory.

| Asset Description | In-Service Year | EUL (Yrs.) | Asset Age (Yrs.) | Historical Cost | Replacement Cost | Replacement Cost Method |
|---|---|---|---|---|---|---|
| **Asset #151** - Fire Hall 2011 Spartan Pumper Truck | 2012 | 20 | 13 | $361,248 | $483,050 | CPI Tables |
| **Asset #152** - Fire Hall 2004 International Rescue Truck | 2004 | 20 | 21 | $167,435 | $261,527 | CPI Tables |
| **Asset #1540** - Public Works 2007 Dump Truck | 2006 | 10 | 19 | $111,816 | $166,648 | CPI Tables |
| **Asset #1544** - Public Works 2012 Street Sweeper | 2012 | 10 | 13 | $193,344 | $258,109 | CPI Tables |

**Table 46**. List of critical assets (highest probability of failure and consequence of failure metrics) within the Town of Goderich Fleet Network.

### 5.3.8 Machinery and Equipment Risk Heat Map

For the machinery and equipment network, condition is the only probability of failure metric and replacement cost is the only consequence of failure metric for the risk analysis of the assets found in this network. The heat map for the machinery and equipment network is shown in Figure 34. The ten highest risk machinery and equipment assets highlighted in the risk heat map are listed in Table 47.

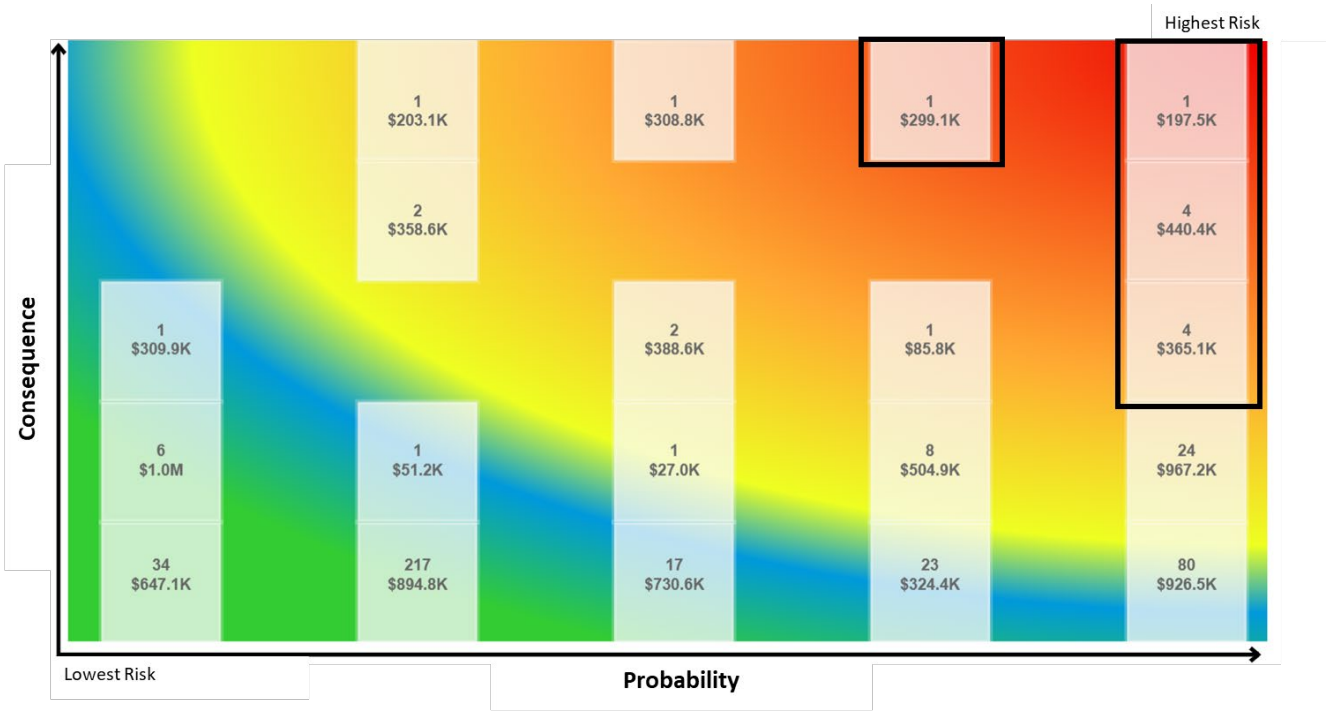


**Figure 34**. Risk heat map of the Town of Goderich Machinery and Equipment Network.

| Asset Description | In-Service Year | EUL (Yrs.) | Asset Age (Yrs.) | Historical Cost | Replacement Cost | Replacement Cost Method |
|---|---|---|---|---|---|---|
| **Asset #28** - Airport John Deere Wheel Loader | 2011 | 15 | 14 | $146,944 | $197,464 | CPI Tables |
| **Asset #47** - Cemetery 2003 Tractor Loader/Backhoe | 2003 | 15 | 22 | $41,634 | $66,175 | CPI Tables |
| **Asset #76** - Town Hall Telephone System | 2010 | 10 | 15 | $69,555 | $95,926 | CPI Tables |
| **Asset #1529** - Public Works 2014 Trackless | 2010 | 15 | 16 | $121,520 | $170,779 | CPI Tables |
| **Asset #4762** - Water Treatment Plant Generator | 1988 | 50 | 37 | $130,590 | $299,069 | CPI Tables |
| **Asset #5443** - Victoria Park Playground Equipment | 2008 | 20 | 17 | $69,360 | $98,756 | CPI Tables |
| **Asset #5458** - Parks Dept New Holland Tractor | 2011 | 15 | 14 | $43,248 | $58,650 | CPI Tables |
| **Asset #5725** - Memorial Community Centre Kitchen Appliances | 1995 | 35 | 30 | $34,834 | $65,104 | CPI Tables |
| **Asset #5726** - MRC Kitchen Appliances | 2004 | 15 | 22 | $121,320 | $144,815 | CPI Tables |
| **Asset #5728** - MRC Olympia Ice Resurfacer | 2003 | 15 | 22 | $66,739 | $105,356 | CPI Tables |

**Table 47**. List of critical assets (highest probability of failure and consequence of failure metrics) within the Town of Goderich Machinery and Equipment Network.

# 6.0 FINANCIAL STRATEGY

## 6.1 Financial Strategy Objective

The objective of a financial strategy in the 2025 Asset Management Plan for the Town of Goderich is to become an informing document for the municipality's financial planning and budgeting process and enhance financial decision-making through improved data analysis, which is critical to putting an asset management plan into action. The financial strategy will outline current funding resources and provide options to address any funding gap. This strategy will provide a basis for sustainable asset management planning for current capital asset inventories and provide a plan to provide the financial resources needed to achieve the proposed level of service.

## 6.2 Financial Obligations and Funding Tools

The report is a starting point to determine the financial obligations for existing assets at proposed service levels.

Obligations:

- Existing assets
- Proposed level of service
- Requirement for potential growth (none currently identified)
- Impact of any change in service level being considered

Overall strategy for responsible financial management of infrastructure obligations includes the following guiding principles:

- Make strategic investment based on reliable data
- Adopt proven asset management techniques (e.g., maintenance, lifecycle events)
- Contain costs
- Intergenerational equity – long-term infrastructure will be financed with tools that share costs with future users
- Transparency and accountability with decisions documented and justified
- Ensure investment is guided by risk assessments and the criticality of services

Available funding tools:

- Property taxes
- User rates (water and sanitary sewer)
- Development charges
- Reserves and reserve funds
- Debt

## 6.3 Annual Funding Requirement for Capital Replacement and Rehabilitation

The annual requirement is the amount that the Town should ideally allocate on an annual basis to meet replacement needs, prevent backlogs, achieve proposed level of service targets and long-term sustainability.

This metric represents the annual funding that is needed to perform any lifecycle events, and the replacement of the asset over an asset's estimated useful life. The proposed level of service directly impacts the calculated annual requirement by determining what condition the asset is when replacement or major capital investment is considered necessary. The proposed level of service target for all assets is a rating within the range of fair. This goal represents the threshold where an asset is highlighted for replacement and is set to maintain the current level of service. These replacements result in the value used in the annual replacement cost calculation driving the annual funding requirement.

The annual funding requirement is an average over the entire life of the asset. This calculation does not consider the relative risks associated with a particular asset. Regular condition assessments and a strong risk framework will ensure the critical assets receive proper and timely lifecycle intervention, including replacement. The optimal annual funding requirement is calculated as follows:

$$\frac{\textit{Total Replacement Cost + All Lifecycle Events}}{\textit{Estimated Useful Life of the Asset}}$$

Some asset categories require more significant lifecycle costs such as roads while other assets are used until a full replacement with limited investment in lifecycle cost. The Town has recently increased its road maintenance allocation and is monitoring the success of these strategies. The implementation of a proactive lifecycle strategy for roads leads to a potential annual cost avoidance. Co-ordination of roadwork with water and sewer asset needs adds a further level of complexity when prioritizing projects.

Most of the lifecycle event strategies implemented by the Town are funded within the operating budget. The annual requirement used for the financial strategy reflects asset replacement only. The requirement is driven by the stated goal of fair condition to successfully provide the proposed level of service.

In total, this calculation results in the following annual requirement by asset class (Table 48):

ANNUAL FUNDING REQUIREMENT BY ASSET CLASS

| *Asset Class* | *Annual Requirement* |
|---:|:---:|
| *Road Network* | $8,070,651 |
| *Water Network* | 2,842,487 |
| *Sanitary Network* | 2,491,876 |
| *Storm Network* | 1,436,751 |
| *Facilities* | 1,019,811 |
| *Land Improvements* | 374,821 |
| *Fleet* | 453,230 |
| *Machinery & Equipment* | 524,870 |
| **TOTAL** | **$17,214,497** |

**Table 48**. Annual funding requirement for each asset class (including amount in capital investment backlog) within the Town of Goderich asset inventory.

Aligning assets with specific services facilitates decision making and more easily fits the way the public views and provides feedback regarding levels of service they are experiencing. Table 49 groups Town's assets by service:

ANNUAL FUNDING REQUIREMENT BY MUNICIPAL SERVICE

| *Service* | *Annual Requirement* |
|---:|:---:|
| *Airport* | $284,348 |
| *Cemetery* | 99,616 |
| *Facilities* | 351,606 |
| *Fire* | 168,921 |
| *Medical Centre* | 111,483 |
| *Parks* | 210,397 |
| *Public Works* | 354,137 |
| *Recreation* | 797,581 |
| *Roads and Storm* | 9,086,878 |
| *Sewer* | 2,490,773 |
| *Water* | 2,858,108 |
| *Waterfront* | 400,649 |
| ***TOTAL*** | **$17,214,497** |

**Table 49**. Annual funding requirement (including amount in capital investment backlog) for each service category within the Town of Goderich asset inventory.

## 6.4 Funding Objective and Options

Strategies to address the annual funding requirement are separated into two categories:

- **Tax Funded Assets**: Road Network, Storm Sewers, Facilities, Land Improvements, Fleet and Machinery & Equipment. These assets are grouped by the service they provide.
- **Rate Funded Assets:** Water Network and Sanitary Sewer Network

### 6.4.1 Current Funding Model and Strategies for Tax Funded Services

CURRENT FUNDING MODEL FOR TAX FUNDED SERVICES

| Service Category | Annual Funding Requirement | Taxes | Other Revenue | Canada Community Building Fund (CCBF) | Ontario Community Infrastructure Fund (OCIF) | Total Available | Deficiency |
|---|---|---|---|---|---|---|---|
| Airport | $284,347 | $- | $- | $- | $- | $- | $284,347 |
| Cemetery | 99,616 | 5,000 | - | - | - | 5,000 | 94,616 |
| Facilities | 351,606 | 322,040 | - | - | - | 322,040 | 29,566 |
| Fire | 168,921 | 85,000 | 85,000 | - | - | 170,000 | (1,079) |
| Medical Clinic | 111,483 | - | 16,477 | - | - | 16,477 | 95,006 |
| Parks | 210,397 | 150,000 | - | - | - | 150,000 | 60,397 |
| Public Works | 354,137 | 280,000 | - | - | - | 280,000 | 74,137 |
| Recreation | 711,314 | 250,000 | - | - | - | 250,000 | 461,314 |
| Roads and Storm | 9.086,878 | 302,512 | 150,000 | 1,533,501 | 258,104 | 2,244,117 | 6,842,761 |
| Waterfront | 400,649 | - | 570,450 | - | - | 570,450 | (169,801) |
| **Total** | **$11,779,348** | **$1,394,552** | **$821,927** | **$1,533,501** | **$258,104** | **$4,008,084** | **$7,771,264** |

**Table 50**. The current funding model for tax funded assets. Note: The Roads and Storm Service include roadway, sidewalks, streetlights, traffic signals, pedestrian crossovers and storm sewers.

#### *Current Strategies - Tax Funded Services:*

The Town has implemented specific reserve fund contribution strategies within its operational budget for its Medical Centre, Roads, Waterfront services and the Fire department for future capital asset needs. These strategies involve redirecting non-tax and other revenues to reserve to provide for future needs.

A reserve fund has been established for each service area. This approach creates an envelope of funding specific to the service-related assets. Utilizing separate reserve funds assists in highlighting impacts and trade offs of proposed asset additions or reactive service changes. An element of flexibility is still available as Council can reallocate funds among reserve funds at their discretion.

In addition, there are annual budget allocations for ongoing asset maintenance funded by taxation adjusted for inflation.

Individual projects are analyzed based on actual condition and risk as part of the prioritization process at the time of budget submission to determine how best to utilize available funding.

The Town actively pursues available grants to assist with offsetting capital project costs.

For any proposed service improvements or enhancement resulting in capital asset investment, a business case is required that fully demonstrates the benefit and/or need as well as the full financial consequences of the upgrade from future replacement, annual maintenance, lifecycle costs and any other resources needed.

The Town generally allocates a portion of any annual surplus to asset management reserve funds to provide additional funding resources as the available annual funding increases over time.

### *Reserve Fund Balances:*

Although there is no clear guideline or prescribed level of reserves for municipalities, they are a key financial tool to provide financial flexibility and prepare for future known expenditures. Consideration of the services provided by the municipality, the age and condition of its infrastructure and economic conditions form part of the decision making for reserve planning.

The Town has the following reserve funds designated for capital replacement of the assets that provide the services:

RESERVE FUND BALANCES FOR TAX-FUNDED SERVICES

| *Reserve Fund* | *Balance as of December 2024* |
|---:|:---:|
| *Airport* | $906,426 |
| *Cemetery* | 92,702 |
| *Facilities* | 1,602,631 |
| *Fire* | 58,888 |
| *Medical Centre* | 1,359,773 |
| *Parks* | 686,842 |
| *Public Works* | 755,529 |
| *Recreation* | 1,232,792 |
| *Roads and Storm* | 1,063,550 |
| *Waterfront* | 566,662 |
| ***TOTAL*** | **$8,325,795** |

**Table 51**. Reserve fund balances for tax-funded services as of December 31, 2024.

The current reserve fund levels have been incorporated into the financial strategy by funding asset replacement backlog for the purposes of the model. Asset replacement needs fluctuate year to year with any unspent funds accumulating, earning interest and available for years of peak replacement needs.

### *Debt:*

The maximum amount of debt that a Municipality can carry is set by Provincial legislation. The Ministry of Municipal Affairs sets a Municipality's annual debt repayment limit at 25% of own source revenues. The Town does not currently have any external debt.

The Town has used internal borrowing from its reserve funds for several capital projects on a short-term and mid-term basis**.** Principal and interest repayments are funded by taxation over the term of the loans.

Table 52 identifies capital borrowing that is nearing maturity:

ANNUAL DEBT REPAYMENT FOR TAX-FUNDED SERVICES

| *Service* | *Annual Debt Repayment* | *Maturity Date* |
|---|---|---|
| *Medical Centre* | $63,870 | 2032 |
| *Recreation* | 200,000 | 2031 |
| *Roads* | 200,000 | 2031 |
| *Other* | 100,000 | 2036 |
| | **$563,870** | |

**Table 52**. Annual debt repayment and maturity date for certain tax-funded services.

Redirection of the above repayments has been factored into the financial plan to assist in funding the annual requirement.

### *Financial Strategy – Funding Shortfall:*

Although the current strategies provide significant funding for capital assets, the annual requirement calculation demonstrates as shortfall for all services except for Fire and Waterfront service categories. A total annual funding shortfall of $7,771,264 is identified.

The recommended strategy to move the Town toward the optimal annual funding requirement is as follows:

- Gradual increase in taxation
- Reallocation of debt payment once matured

Three scenarios have been analysed (Section 6.5). While all three scenarios were reviewed, Scenario #3 is recommended as the preferred path forward regarding proposed levels of service. This scenario is reflected in the recommended financial strategy. This recommended scenario proposes a 1.5% annual tax increase directly related to asset management over a period of 34 years. It is the most appropriate option as an annual tax increase of 1.5% was determined to be subjectively manageable to implement, while creating a more sustainable future for the Town's infrastructure. The use of a long phase-in window, however, may have consequences in terms of infrastructure failure as the funding shortfall continues for many years impacting asset replacement backlogs.

Risk models and matrices play a critical role in identifying high-value assets, and developing an action plan which may include repair, rehabilitation, replacement, or further evaluation through condition assessments. This will assist in allocating limited funding over the term of the financing strategy. Although the financial strategy recommendations include no further use of debt, the results of the risk model as compared to available funding may require otherwise.

Debt can be strategically utilized as a funding source within a long-term financial plan. The use of debt for infrastructure planning can provide flexibility in cashflow management and the ability to stabilize taxation and user rates when dealing with replacement variability or uncontrollable factors. Debt management policies and procedures with limitations and monitoring practices should be considered when reviewing debt as a funding option.

The strategy also utilizes debt payment reallocation once current borrowings are repaid. This provides for $563,870 in annual funding mitigating the ongoing tax increase to some extent.

All asset categories will see adjustments to their technical levels of service over time, particularly relating to capital reinvestment rate and average condition of assets. Analysis by service is provided that highlights the average condition and risk of a service's asset portfolio at year 20 and year 34 for each scenario. See section 6.5.4 Proposed Level of Service Results.

### *Growth:*

A strategy to allocate a proportion of taxation revenue generated through assessment growth to reserve funds established for services expected to provide additional needs related to growth should be considered. These funds could be added to Development Charges collected to implement asset requirements related to changes in the community. The Town will be updating tis Development Charges Background Study in 2026.

## 6.4.2 Current Funding Model and Strategies for User Rate Funded Services

### CURRENT FUNDING MODEL FOR RATE FUNDED SERVICES

| Asset Category | Annual Funding Requirement | Funding from Rates | Used in Operations | Total Available | Annual Deficiency |
|---|---|---|---|---|---|
| Water Network | $2,858,108 | $3,209,660 | $1,754,356 | $1,455,304 | $1,402,804 |
| Sanitary Network | 2,490,773 | 2,200,000 | 1,056,014 | 1,143,986 | 1,346,787 |
| **Total** | **$5,348,881** | **$5,409,660** | **$2,810,370** | **$2,599,290** | **$2,749,591** |

**Table 53**. The current funding model for rate funded assets within the water and sanitary sewer services.

### *Current Strategies:*

The Town currently has approximately 69% of its rate supported assets in very good to good condition, approximately 19% in fair condition and approximately 12% in poor to very poor condition.

The Town updates their water and sewer rates annually guided by a financial plan that is revisited every 5 years. The Towns' current plan runs from 2025 to 2030. The approved plan provides for annual rate increases of 1.2% for water and 8.5% for sewer over its term.

The Town actively pursues grant opportunities to assist with the capital needs of these critical services. As an example, the Town was successful in receiving a $3,218,844 Provincial grant under the Housing Enabling Water Systems Fund in 2025. This grant provides substantial funding toward the upgrade of filters, replacement of the Master Control System and HVAC at the Town's water plant. This project is currently underway, however, the condition improvement resulting from the project has not yet been reflected in the relevant assets.

The Town has implemented an annual investment in the assessment of the sanitary sewer network condition. This provides a more accurate measure of the state of these assets directly impacting the annual requirement.

### *Reserve Funds:*

RESERVE FUND BALANCES FOR RATE-FUNDED SERVICES

| *Reserve Fund* | *Balance as of December 2024* |
|---|---|
| *Water* | $9,371,609 |
| *Water Tower* | 1,252,357 |
| *Sewer* | 3,869,007 |
| ***TOTAL*** | **$14,492,973** |

**Table 54**. Reserve fund balances for rate-funded services as of December 31, 2024.

The current reserve fund levels have been incorporated into the financial strategy by funding asset replacement backlog for the purpose of the model. Asset replacement needs fluctuate year to year with any unspent funds accumulating, earning interest and available for years of peak replacement needs.

### *Financial Strategy – Funding Shortfall:*

Although the current strategies provide significant funding for capital assets, the annual requirement calculation demonstrates a total annual funding shortfall of $2,749,591.

Three funding scenarios have been analysed. While all three scenarios were reviewed, Scenario #3 is recommended as the preferred path forward regarding the proposed levels of service. This scenario is reflected in the financial strategy. This scenario proposes a 2.5% annual rate increase over a period of approximately 20 years for sanitary sewer services and approximately 30 years for water services. This rate change would be considered in 2030 in conjunction with the update of the water and wastewater financial plans completed in compliance with the Town's Municipal Drinking Water Licence and O. Reg. 453/07.

Risk models and matrices can play a critical role in identifying high-value assets, and developing an action plan which may include repair, rehabilitation, replacement, or further evaluation through condition assessments. Risk analysis will continue to be utilized in the prioritization of projects and allocation of available funding.

Debt can be strategically utilized as a funding source within a long-term financial plan. The use of debt for infrastructure planning can provide flexibility in cashflow management and the ability to stabilize tax & user rates when dealing with replacement variability or uncontrollable factors. Debt management policies and procedures with limitations and monitoring practices should be considered when reviewing debt as a financing option when sufficient funding is not immediately available or for major infrastructure investments. However, the use of debt financing requires a long-term financial plan to ensure future debt payment commitments can be funded in the future. Although the financial strategy recommendations include no further use of debt, the results of the risk model as compared to available funding may require otherwise

## 6.5 Proposed Levels of Service Analysis

### 6.5.1 Ontario Regulation 588/17 Proposed Levels of Service Requirements

Under Ontario Regulation 588/17: *Asset Management Planning for Municipal Infrastructure,* municipal asset management plans are required to evaluate levels of service that include:

- Proposed LoS options and the risks associated with these options
- How the proposed LoS may differ form current LoS
- Whether the proposed LoS are achievable
- The municipality's ability to afford proposed LoS

Additionally, a financial strategy to support the proposed LoS must be identified for a period of ten (10) years, specifically reporting on:

- Identification of lifecycle activities needed to provide the proposed LoS
- Annual costs over the next ten (10) years to achieve the proposed LoS
- Identification of proposed funding projected to be available

### 6.5.2 Considerations

Proposed LoS for the Town of Goderich have been developed based on public engagement (Section 4.1.5) and input from municipal staff. To support achievement of the proposed level of service goals, the following considerations should be addressed:

#### *Infrastructure Condition Assessments*

- Regularly assess the condition of critical infrastructure components
- Use standardized condition assessment protocols (i.e., pavement condition index for roads and NASSCO ratings for sanitary sewers) to assess infrastructure condition and confirm how assets are performing in the field
- Identify non-critical components where maintenance could potentially be deferred without causing severe degradation
- Use current condition metrics to benchmarks to gauge feasibility of large adjustments to LoS

#### *Infrastructure Condition Enhancements*

- Identify assets where preventative maintenance can be applied proactively to extend the service life of an asset while reducing lifecycle costs and failure risk by shifting work from reactive repairs to planned, predictable maintenance
- Identify areas for improvement and increased maintenance to enhance overall infrastructure condition

#### *Financial Impact Assessments*

- Assess historical expenditures/budget patterns to gauge feasibility of increasing budgets to achieve increase service levels

- Consider implications of LoS adjustments on other services and other infrastructure programs (i.e., trade-offs)
- Evaluate associated costs and risk factors before applying changes in service levels (Figure 24)
- Implement cost-saving measures where possible, without compromising safety, regulatory compliance, or service levels

### *Risk Management*

- Identify potential risks to infrastructure and service quality resulting from adjusted service levels
- Develop contingency plans to address unforeseen challenges without compromising service quality
- Monitor performance closely to ensure that the target investment translates to the desired infrastructure condition

### *Service Metrics and Impacts*

- Measure user satisfaction, response times, and other relevant indicators for specific services
- Evaluate potential impacts on user satisfaction and service delivery due to changes in infrastructure condition

### *Key Lifecycle Activities*

- Implement routine maintenance, inspections, and regularly update preventative maintenance schedules to maximize useful life
- Monitor and optimize operational processes to improve efficiency
- Prioritize and upgrade critical infrastructure components to improve reliability and reduce rick of service disruption
- Invest in technology, innovation, and process improvements to enhance maintenance efficiency and drive continuous improvement

### *Stakeholder Engagement*

- Review and regularly update strategies for managing and communicating service impacts to stakeholders
- Consultation with various stakeholder groups is encouraged under Ontario Regulation 588/17. Consultation may include, as appropriate: departmental managers, service users, residents, and Council.

### *Timelines and Flexibility*

- Although Ontario Regulation 588/17 requires evaluation of expenditures over a ten-year period in pursuit of proposed LoS, the Regulation does not require municipalities to achieve the LoS within this ten-yar time frame (e.g., a municipality may set a targeted condition by 2050, however the requirement of the asset management plan is to review the first ten (10) years of the strategy to reach this target).
- Careful consideration should be given to setting realistic targets for when proposed level of service targets can be achieved
- Priorities may change over time due to a variety of factors, such as:

- Financial state of the municipality
- Availability of grants
- Changes in population of the municipality
- Changes in legislation
- Changes in political or property owner priorities
- New technologies

- Any proposed changes to LoS should be flexible and able to adapt to changes listed above, and other unforeseen circumstances

### 6.5.3 Scenario Analysis

Three scenarios (Figure 35) were analyzed as options for proposed service levels for the 2025 Asset Management Plan. Each scenario is reviewed below. Scenario #3 is recommended as the preferred and most achievable target service level.

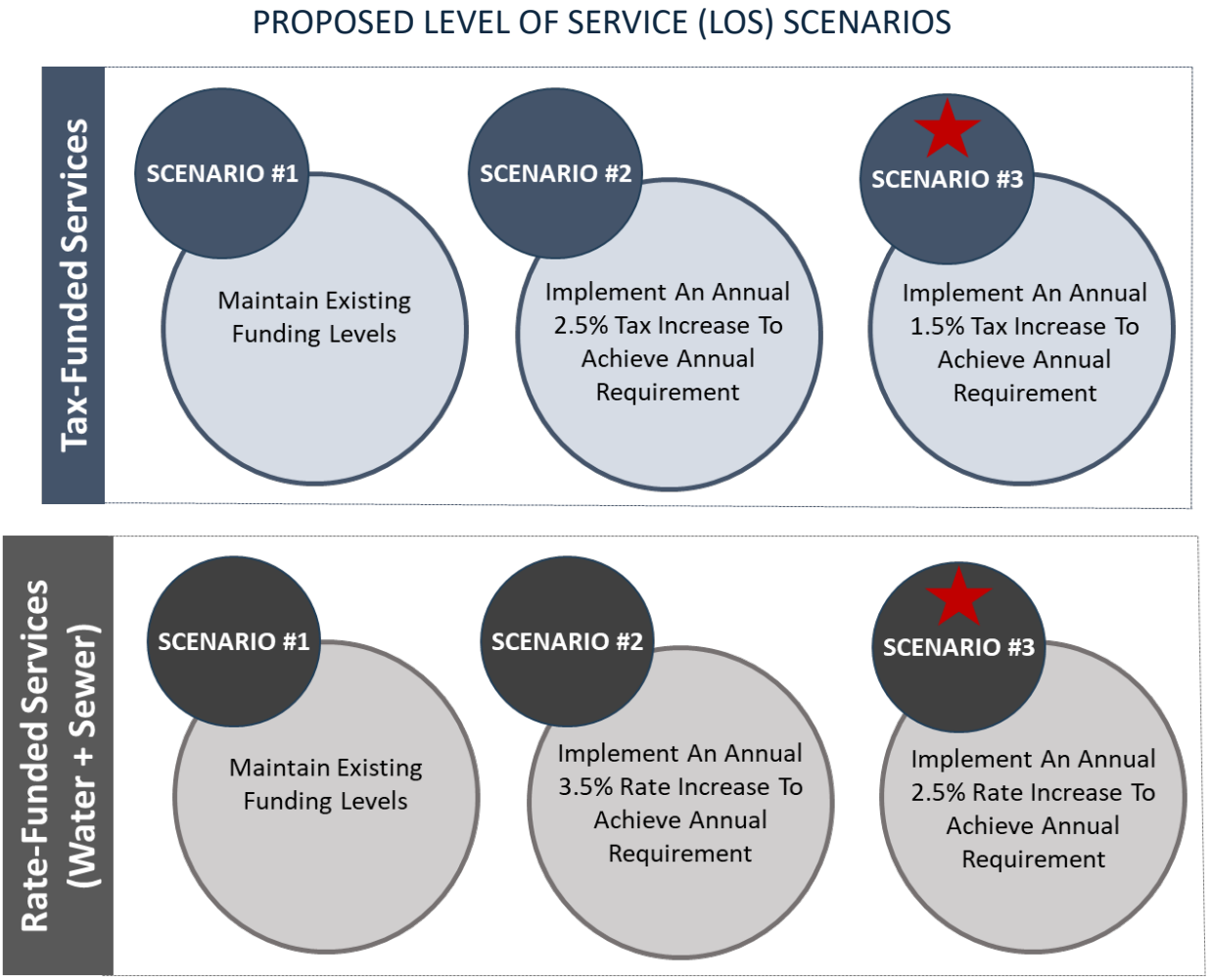


**Figure 35**. Three scenarios analyzing proposed service levels, with the Town of Goderich identifying Scenario #2 as its preferred and most achievable LoS target.

### *SCENARIO #1: Maintain Existing Funding Levels*

This scenario assumes no tax or rate increases for the purpose of increasing reserve fund contributions:

- Annual capital allocations for tax-funded assets: $4,008,084
- Annual capital allocation for water rate-funded assets: $1,455,304
- Annual capital allocations for sanitary sewer rate-funded assets: $1,143,986

While this scenario was considered, Town of Goderich staff do not recommend moving forward with this scenario.

#### *Scenario #1: Lifecycle Strategies*

For all asset classes, no changes to lifecycle strategies are required to achieve Scenario #1. However, if the annual funding requirement is not met, the Town will be unable to deliver all planned lifecycle events. Over time, deferred renewals and replacements will result in assets deteriorating in condition, and unfunded lifecycle events will shift from the forecast into the infrastructure backlog.

#### *Scenario #1: Affordability/Achievability*

Of the three scenarios analyzed, Scenario #1 is the least expensive option. Maintaining existing reserve fund contribution levels would require no tax or rate increases. The available capital funding over the next ten (10) years for Scenario #1 would remain consistent as indicated in Figure 36 for tax-funded services, Figure 37 for water services and Figure 38 for sanitary sewer services:

SCENARIO #1: AVAILABLE CAPITAL FUNDING FOR TAX-FUNDED SERVICES

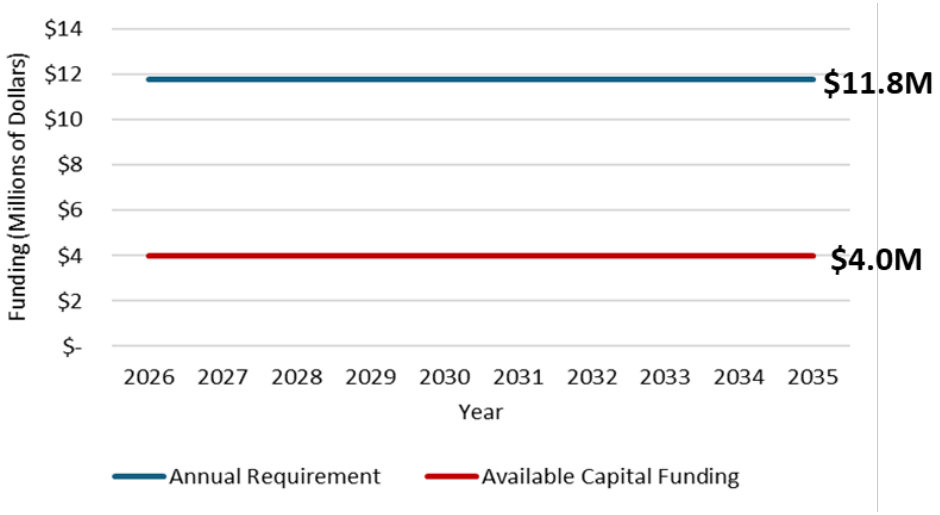


**Figure 36**. Available capital funding for tax-funded services is approximately $4.0 million per year, compared to an annual requirement of approximately $11.8 million per year over the next ten (10) years, assuming the municipality maintains existing funding levels (Scenario #1).

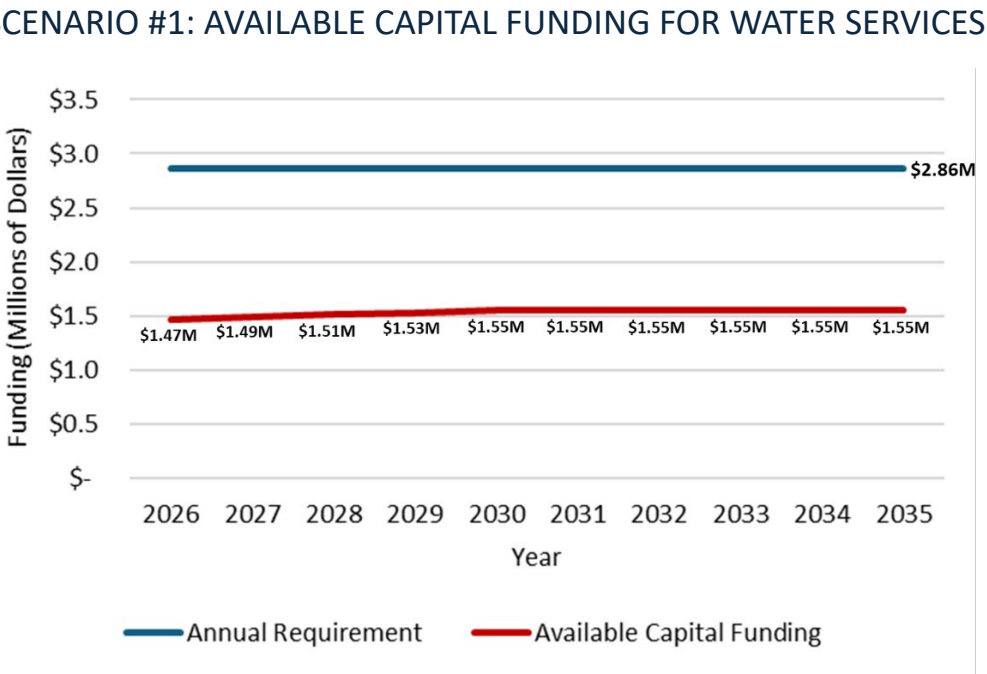


**Figure 37**. Available capital funding for water services begins at approximately $1.47 million per year, with a 1.2% annual rate increase from 2026 to 2030, as outlined in the 2025-2030 Water Financial Plan prepared by B. M. Ross & Associates and adopted by Goderich Town Council on February 3, 2025. By 2030, available capital funding increases to approximately $1.55 million per year and, under Scenario #1, is assumed to remain constant through 2035. This compares to an estimated annual requirement of approximately $2.86 million per year over the next ten (10) years, assuming the municipality maintains existing funding levels (Scenario #1).

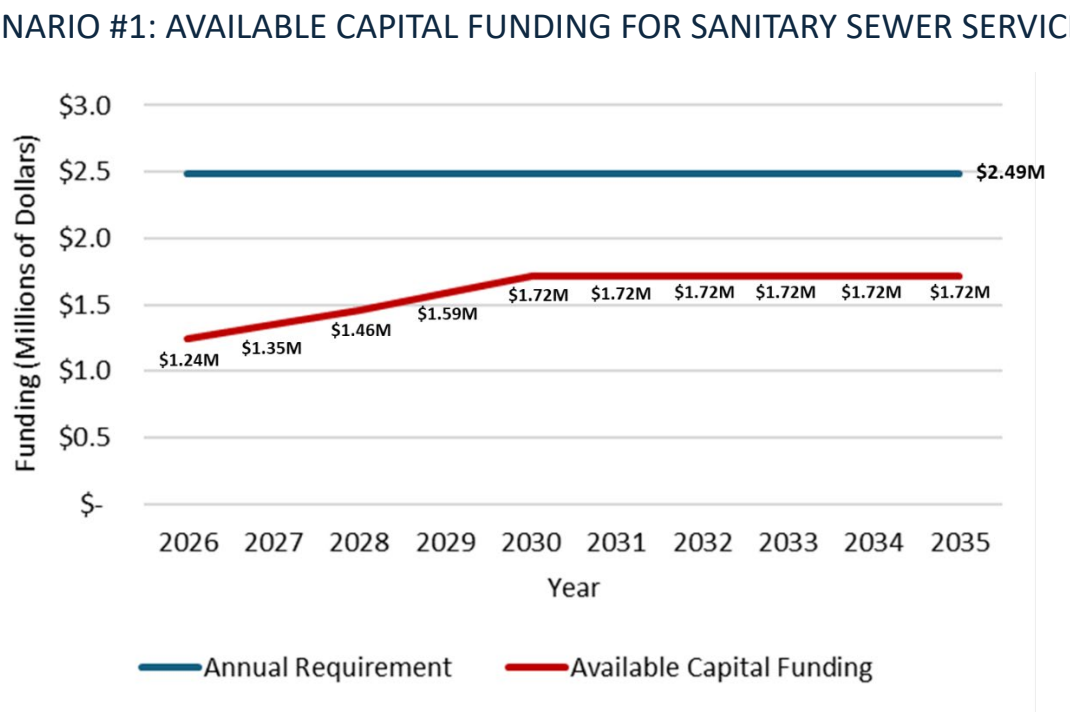


**Figure 38**. Available capital funding for sanitary sewer services begins at approximately $1.24 million per year, with a 8.5% annual rate increase from 2026 to 2030, as outlined in the 2025-2030 Wastewater Financial Plan prepared by B. M. Ross & Associates and adopted by Goderich Town Council on February 3, 2025. By 2030, available capital funding increases to approximately $1.72 million per year and, under Scenario #1, is assumed to remain constant through 2035. This compares to an estimated annual requirement of approximately $2.49 million per year over the next ten (10) years, assuming the municipality maintains existing funding levels (Scenario #1).

It is important to note that an asset management plan is a dynamic document and should be reviewed regularly to ensure it reflects current information, including updated replacement costs, as well as changes in inventory, available funding sources, levels of service, and financial forecasts.

### *Scenario #1: Changes to Community and Technical Levels of Service*

The Town of Goderich does not anticipate any changes to qualitative community LoS for any of the asset categories included within the 2025 Asset Management Plan. All asset categories will see adjustments to their technical LoS over time, particularly relating to capital reinvestment rate and average condition of assets. For additional detail, refer to each asset category in Section 3.0 (State of the Infrastructure) or Section 6.5.4 (Proposed Level of Service Results).

### *Scenario #1: Risks Analysis*

Each proposed level of service scenario involves trade-offs, with benefits balanced by corresponding consequences. For Scenario #1, the following risks have been identified:

- Increased infrastructure backlog:
    - While assuming no financial increases benefits residents and businesses in the short term, continuing with insufficient infrastructure funding commits the municipality to sub-optimal lifecycle management. Inability to complete planned interventions and replacement can

lead to more asset failures, reduced reliability, increased resident complaints, and costly unbudgeted repairs to maintain services
    - Maintaining funding at 42% of the annual requirement under Scenario #1 increases the likelihood that services will be impacted as asset conditions deteriorate
- Missed opportunities for efficiencies:
    - Under Scenario #1, no changes were made to lifecycle strategies. Mid-lifecycle interventions (e.g., crack-sealing, sewer lining, etc.) can extend asset service life and reduce lifetime costs. Relying solely on existing strategies may result in higher long-term costs to maintain the Town of Goderich's asset inventory.
- Reliance on external funding and grant opportunities:
    - Since Scenario #1 maintains funding at approximately 42% of the annual requirement, the Town of Goderich will be more reliant on external funding and/or conditional grants as opportunities arise. While grants can help reduce the tax/rate burden on property owners, they are not a stable long-term revenue source and increase vulnerability to changes in provincial and federal policies and funding programs.

### *SCENARIO #2: Achieve Funding Levels with 2.5% Tax Increase and 3.5% Rate Increase*

This scenario assumes gradual tax and rate increases, achieving the annual requirement in approximately twenty (20) years for tax-funded services, sixteen (16) years for sanitary sewer services, and twenty-three (23) years for water services.

- Annual tax increase: ~ 2.5%
- Annual water rate increase: ~ 3.5%
- Annual sanitary sewer rate increase: ~ 3.5%

While this scenario was considered, Town of Goderich staff do not recommend moving forward with this scenario.

#### *Scenario #2: Lifecycle Strategies*

For all asset classes, no changes to lifecycle strategies are required to achieve Scenario #2. In future versions of the asset management plan, it is recommended to more closely analyze changes to lifecycle management strategies to find long-term cost savings and efficiencies.

#### *Scenario #2: Affordability/Achievability*

Of the three proposed level of service scenarios, Scenario #2 is the most expensive. For tax-funded services, the Town of Goderich would not meet the annual funding requirement until 2045 and would require an average annual tax increase of 2.5% (Figure 39). For rate-funded assets, the municipality would reach the annual funding requirement for water services in 2048 with a 3.5% rate increase (Figure 40) and would reach the annual funding requirement for sanitary sewer services in 2041 with a 3.5% rate increase (Figure 41). Given the scale and pace of the proposed tax- and rate-supported increases, the municipality does not recommend proceeding with Scenario #2.

The Town's water services show a longer timeframe to meet the annual funding requirement primarily because its watermains are managed on an age-based basis (i.e., renewal need is inferred largely from

installation year and expected service life). By contrast, the municipal sanitary sewer services reach its funding requirement earlier because sanitary sewer mains are condition-assessed (CCTV inspection data provides direct evidence of defects and performance in the field), allowing renewal needs to be identified with greater certainty and often sooner. Watermains are inherently more difficult to condition-rate because CCTV cameras generally cannot be used in pressurized, in-service potable water pipes, and direct internal inspection is limited and disruptive. As a result, municipalities typically rely more on risk-based approaches and hydraulic modelling (supported by watermain break history, pressure/flow data, and operations experience) to prioritize watermain renewal and confirm system performance.

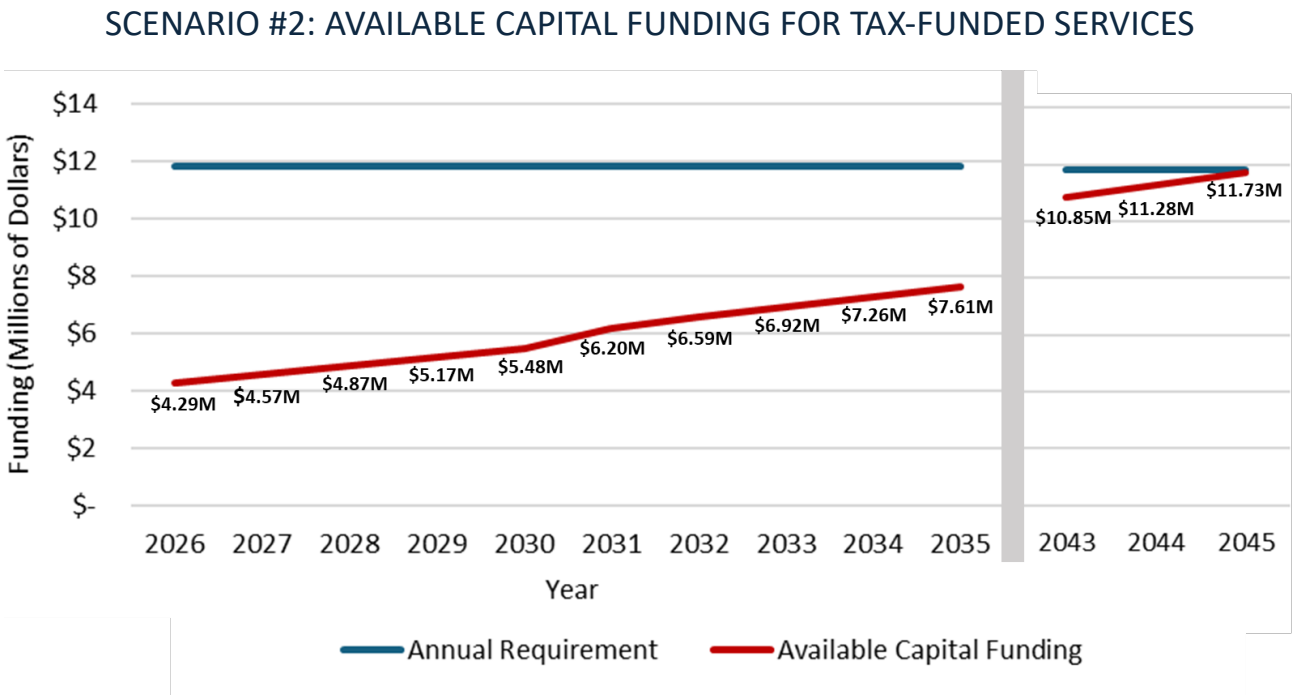


**Figure 39**. Annual tax increase required to meet the annual requirement of approximately $11.8 million over the next ten (10) years, assuming the municipality phases in funding to the recommended level over 20 years (Scenario #2). The available capital funding will approach the annual requirement by 2045 with a tax increase of 2.5%.

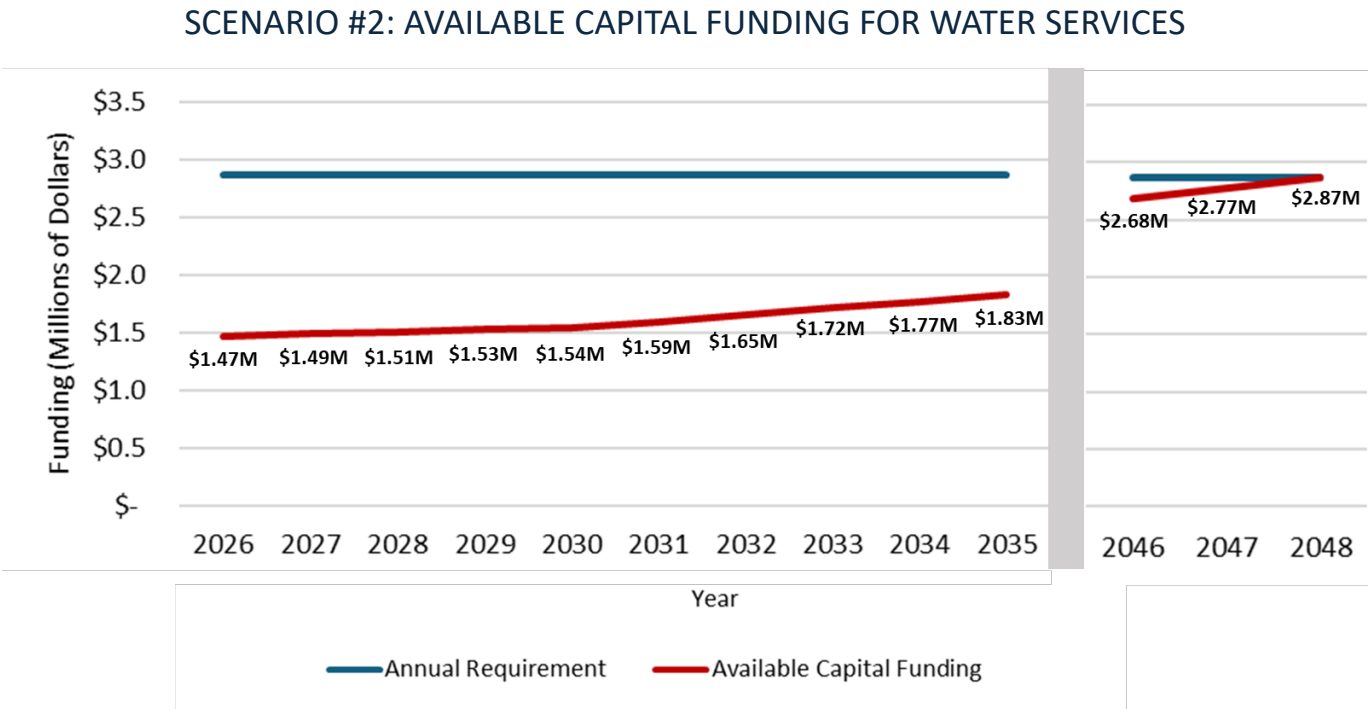


**Figure 40**. The annual rate increase required to meet the water services annual funding requirement (approximately $2.86 million) assumes the municipality phases in 3.5% rate increases over the next twenty-three (23) years (Scenario #2). Under this scenario, available capital funding is projected to approach the annual requirement by 2048.

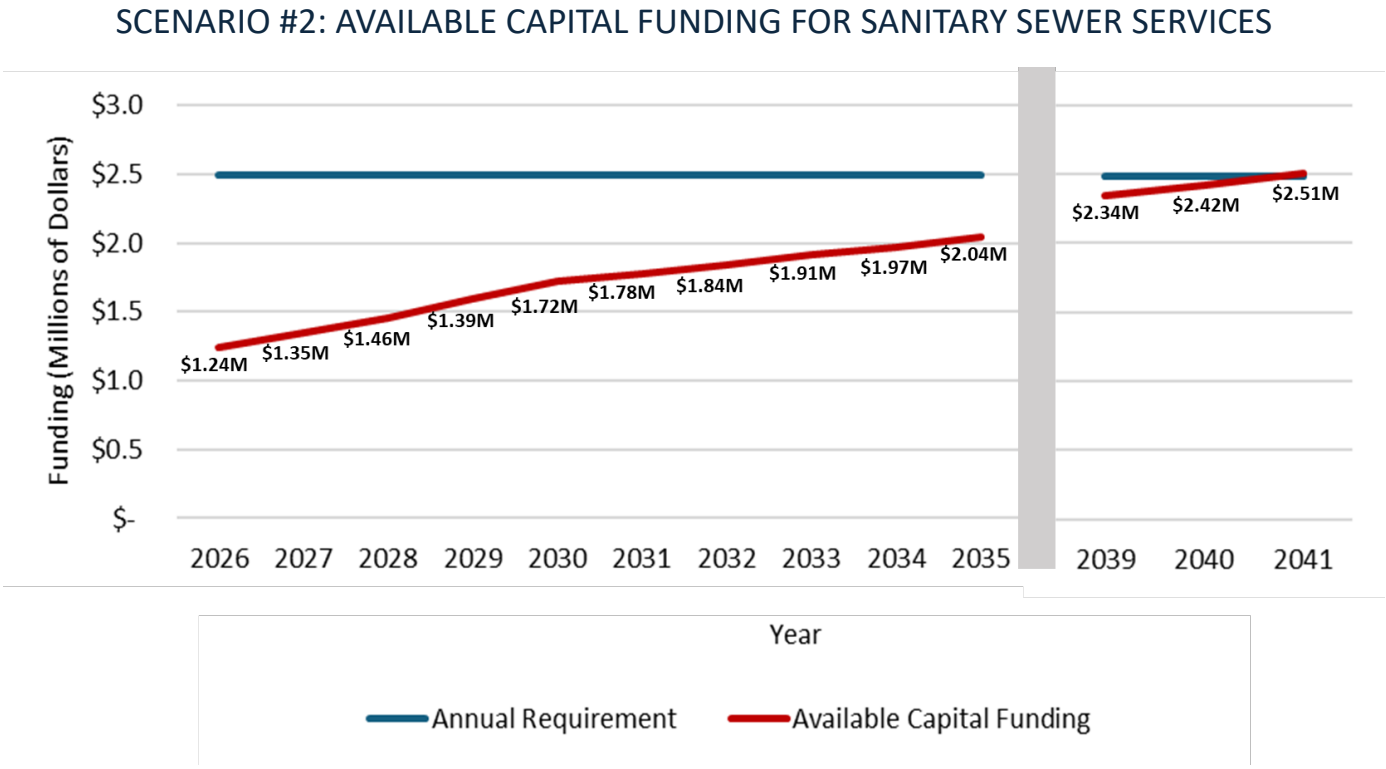


**Figure 41**. The annual rate increase required to meet the sanitary sewer services annual funding requirement (approximately $2.49 million) assumes the municipality phases in 3.5% rate increases over the next sixteen (16) years (Scenario #2). Under this scenario, available capital funding is projected to approach the annual requirement by 2041.

It is important to note that an asset management plan is a dynamic document and should be reviewed regularly to ensure it reflects current information, including updated replacement costs, as well as changes in inventory, available funding sources, levels of service, and financial forecasts.

### *Scenario #2: Changes to Community and Technical Levels of Service*

The Town of Goderich does not anticipate any changes to qualitative community LoS for any of the asset categories included within the 2025 Asset Management Plan. All asset categories will see adjustments to their technical LoS over time, particularly relating to capital reinvestment rate and average condition of assets. For additional detail, refer to each asset category in Section 3.0 (State of the Infrastructure) or Section 6.5.4 (Proposed Level of Service Results).

### *Scenario #2: Risk Analysis*

Each proposed level of service scenario involves trade-offs, with benefits balanced by corresponding consequences. For Scenario #2, the following risks have been identified:

- Increased infrastructure backlog during 20-year implementation:
    - While Scenario #2 helps reduce the immediate impact of rate increases on property owners, taking twenty (20) years to reach the target funding levels could potentially mean two decades of sub-optimal asset lifecycle management. Delays in implementing strategic renewals and replacements could lead to more frequent asset failures, reduced reliability, and a higher risk of costly, unbudgeted repairs required to maintain service levels
- Missed opportunities for efficiencies:
    - Under Scenario #2, no changes were made to lifecycle strategies. Mid-lifecycle interventions (e.g., crack-sealing, sewer lining, etc.) can extend asset service life and reduce lifetime costs. Relying solely on existing strategies may result in higher long-term costs to maintain the Town of Goderich's asset inventory
- Political resistance to tax/rate increases:
    - Scenario #2 is the most expensive option analyzed in this asset management plan. Implementing a strategy that would require annual tax increase of 2.5% would likely generate stakeholder pushback and place significant pressure on Council to reduce the tax burden on property owners.

## *SCENARIO #3: Achieve Funding Levels with 1.5% Tax Increase and 2.5% Rate Increase*

This scenario assumes gradual tax and rate increases, achieving the annual requirement in approximately thirty-four (34) years for tax-funded services, twenty (20) years for sanitary sewer services, and thirty (30) years for water services.

- Annual tax increase: ~ 1.5%
- Annual water rate increase: ~ 2.5%
- Annual sanitary sewer rate increase: ~ 2.5%

### *Scenario #3: Lifecycle Strategies*

Across all asset classes, no changes to lifecycle strategies are required to achieve Scenario #3. However, the longer it takes to reach the annual funding requirement, the more challenging it may be for the Town

to deliver all planned lifecycle activities. Over time, deferred renewals and replacements will accelerate asset deterioration, and unfunded lifecycle work will shift from the forecast into the Town's infrastructure backlog.

### *Scenario #3: Affordability/Achievability*

Of the three proposed level of service scenarios, Scenario #3 mitigates the financial impact on taxpayers while making measurable progress toward the recommended funding levels. For tax-funded services, the Town of Goderich would not meet the annual funding requirement until 2060 and would require an average annual tax increase of 1.5% (Figure 42). For rate-funded assets, the municipality would reach the annual funding requirement for water services in 2055 with a 2.5% rate increase (Figure 43) and would reach the annual funding requirement for sanitary sewer services in 2045 with a 2.5% rate increase (Figure 44). Given the scale and pace of the proposed tax- and rate-supported increases, staff considers Scenario #3 a reasonable and achievable long-term approach and therefore recommends proceeding with Scenario #3.

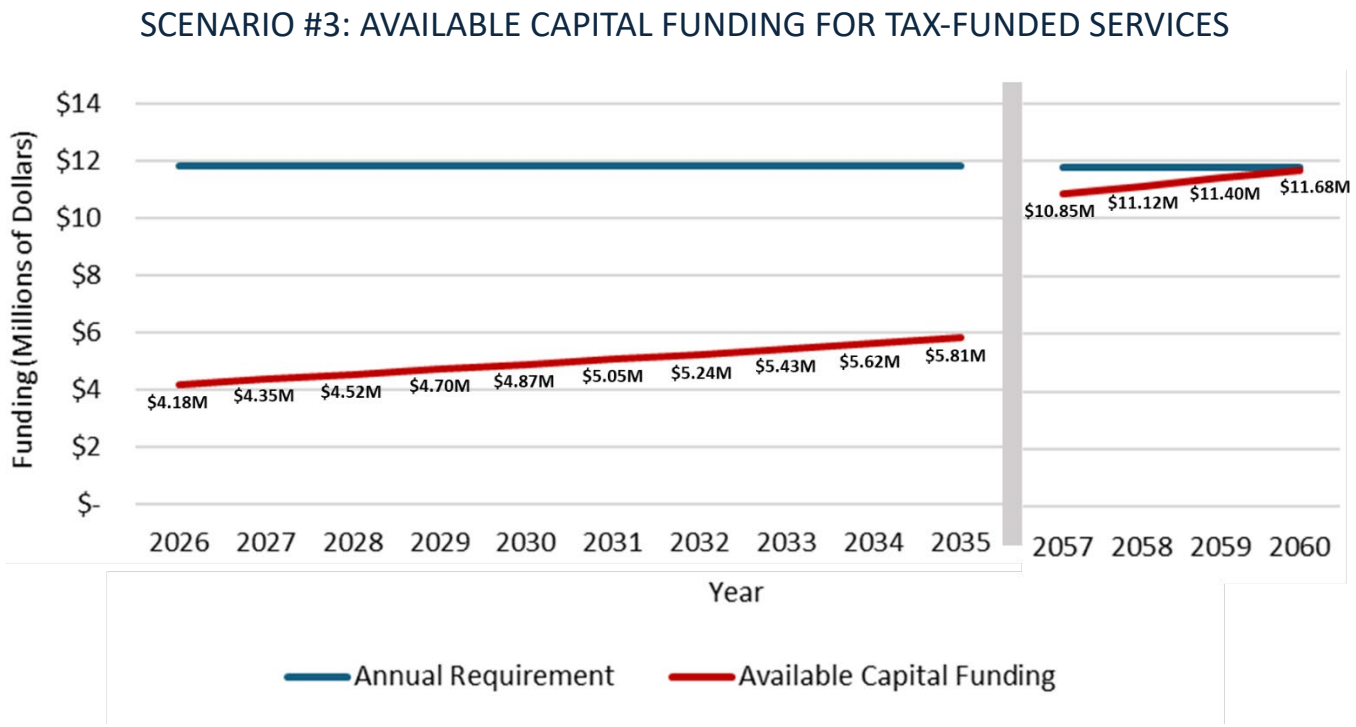


**Figure 42**. Annual tax increase required to meet the annual requirement of approximately $11.8 million over the next ten (10) years, assuming the municipality phases in funding to the recommended level over 35 years (Scenario #3). The available capital funding will approach the annual requirement by 2060 with a tax increase of 1.5%.

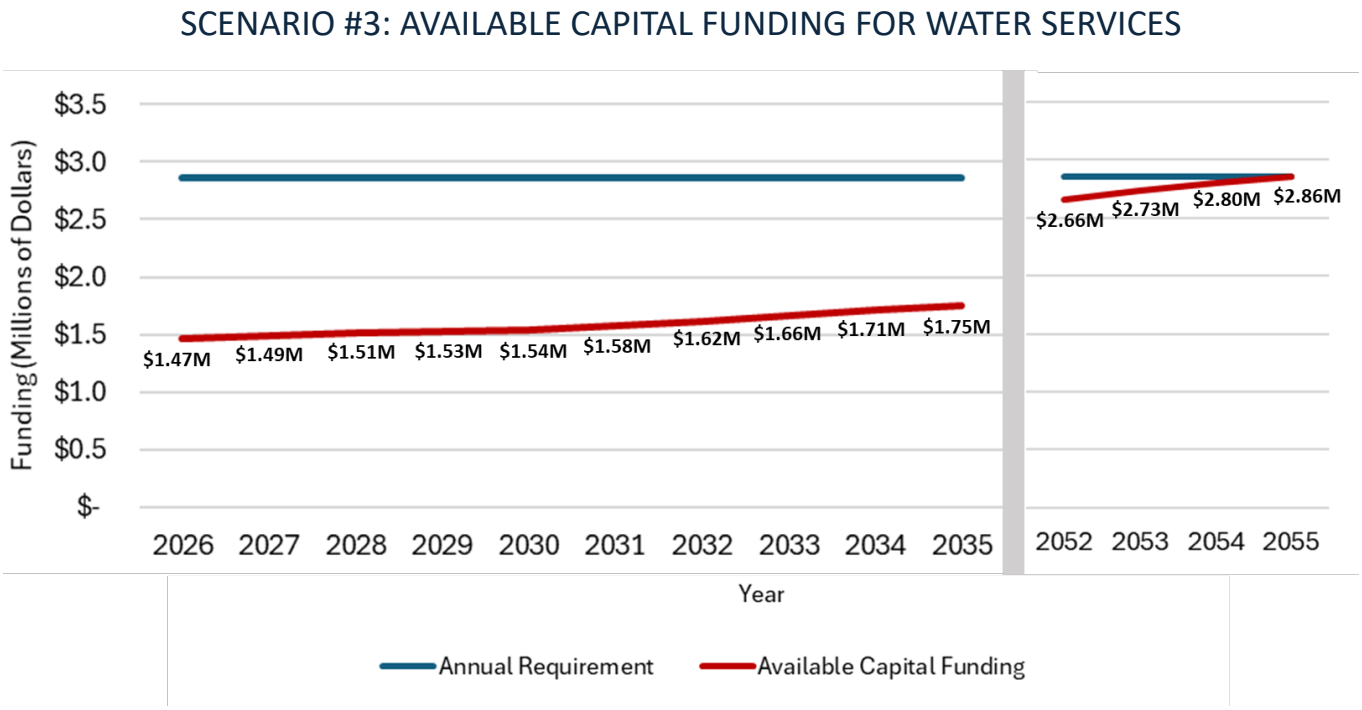


**Figure 43**. The annual rate increase required to meet the water services annual funding requirement (approximately $2.86 million) assumes the municipality phases in 2.5% rate increases over the next twenty-three (30) years (Scenario #3). Under this scenario, available capital funding is projected to approach the annual requirement by 2055.

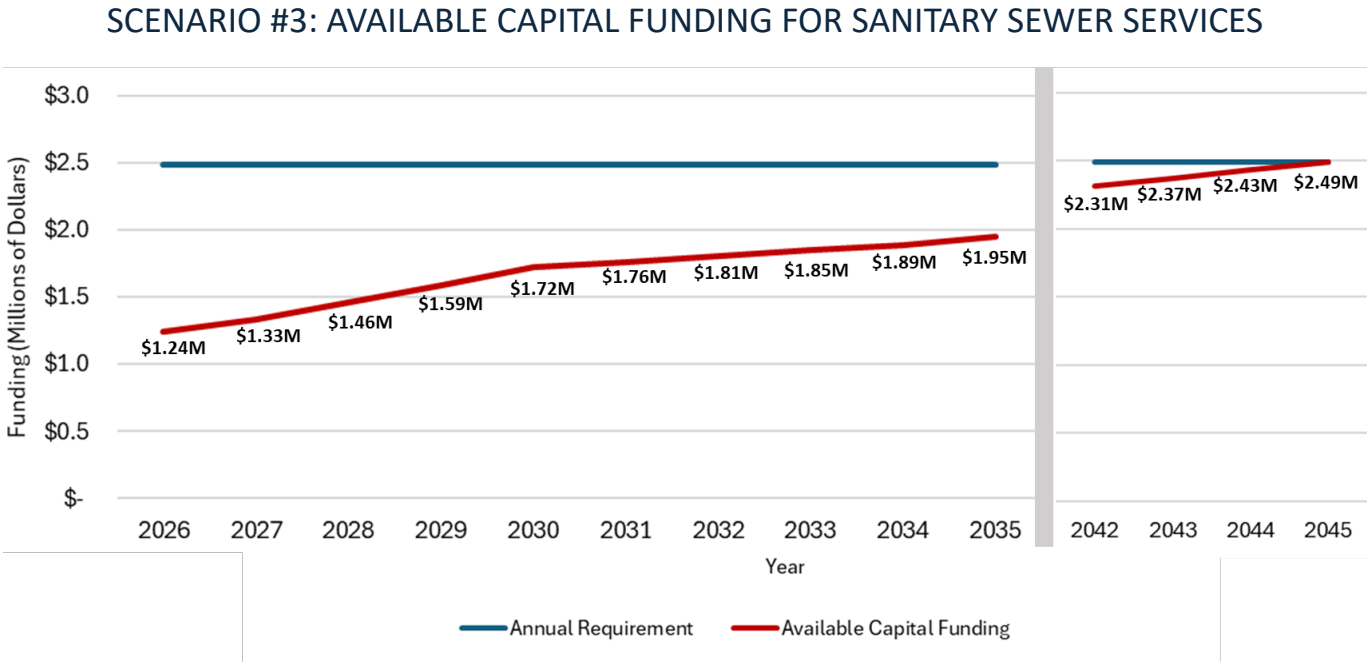


**Figure 44**. The annual rate increase required to meet the sanitary sewer services annual funding requirement (approximately $2.49 million) assumes the municipality phases in 2.5% rate increases over the next sixteen (20) years (Scenario #3). Under this scenario, available capital funding is projected to approach the annual requirement by 2045.

It is important to note that an asset management plan is a dynamic document and should be reviewed regularly to ensure it reflects current information, including updated replacement costs, as well as changes in inventory, available funding sources, levels of service, and financial forecasts.

### *Scenario #3: Changes to Community and Technical Levels of Service*

The Town of Goderich does not anticipate any changes to qualitative community LoS for any of the asset categories included within the 2025 Asset Management Plan. All asset categories will see adjustments to their technical LoS over time, particularly relating to capital reinvestment rate and average condition of assets. For additional detail, refer to each asset category in Section 3.0 (State of the Infrastructure) or Section 6.5.4 (Proposed Level of Service Results).

### *Scenario #3: Risk Analysis*

- Increased infrastructure backlog:
  - While Scenario #3 helps reduce the immediate impact of rate increases on property owners, taking thirty-five (35) years for tax-funded services to reach the target funding levels could result in sub-optimal asset lifecycle management. Delays in implementing strategic renewals and replacements could lead to more frequent asset failures, reduced reliability, and a higher risk of costly, unbudgeted repairs required to maintain service levels
- Missed opportunities for efficiencies:
  - Under Scenario #3, no changes were made to lifecycle strategies. Mid-lifecycle interventions (e.g., crack-sealing, sewer lining, etc.) can extend asset service life and reduce lifetime costs. Relying solely on existing strategies may result in higher long-term costs to maintain the Town of Goderich's asset inventory.
- Reliance on external funding and grant opportunities:
  - Since Scenario #3 reaches the desired funding levels gradually, the Town of Goderich will be more reliant on external funding and/or conditional grants as opportunities arise. While grants can help reduce the tax burden on property owners, they are not a stable long-term revenue source and increase vulnerability to changes in provincial and federal policies and funding programs.
- Political resistance to tax/rate increases:
  - Although Scenario #3 balances community service level expectations with the funding required to deliver those services, it may still face political resistance, particularly because implementation would require an average annual tax increase of 1.5%. While this represents a lower tax burden than Scenario #2, it still could generate stakeholder concern and place pressure on Council to limit the tax burden on property owners.

### *Scenario #3: Recommended Proposed Level of Service Option*

Municipal staff emphasized the importance of balancing community service level expectations with the funding required to deliver those services and the risks associated with deferring renewal work. Town staff also highlighted the need to mitigate financial impacts on property owners while acknowledging the current condition and performance of the Town's infrastructure.

After reviewing all three scenarios, Scenario #3 is recommended as the more appropriate option. An average annal tax increase of 1.5% was considered subjectively manageable to implement, while still moving the municipality toward a more sustainable long-term funding position for its infrastructure. Staff also considered the risks associated with relying on conditional external funding sources and other grant opportunities, including the potential for an increased asset replacement backlog, and determined that this risk is manageable in the context of maintaining reasonable tax and utility rates.

### 6.5.4 Proposed Level of Service Results

This section summarizes the proposed LoS results for each municipal service area under three funding scenarios, showing the impact of different funding levels on forecast asset condition and risk over the planning horizon. The scenarios include a “maintain current funding” baseline (Scenario #1) and options that introduce additional revenues through tax-supported increases for applicable municipal services (e.g., 2.5% (Scenario #2) and 1.5% (Scenario #3) tax rate increase) and rate-supported increases for the water and wastewater systems (e.g., 3.5% (Scenario #2) and 2.5% (Scenario #3) rate increases).

For the purpose of the scenario calculations, additional revenues were allocated proportionally based on each service area’s annual requirement. Where reserve funding was available, the reserve fund balance was applied to offset the forecast backlog to the greatest extent feasible., recognizing that reserve balances are finite and therefore reduce, but do not necessarily eliminate, unfunded renewal needs. Under the tax-supported scenarios, incremental taxation revenue was distributed across applicable service areas using this proportional approach, and for water and wastewater, the incremental revenue generated by the rate increase was applied within the respective utility to improve long-term sustainability and LoS outcomes.

#### *Airport*

The total replacement cost of the municipal airport service is approximately $7,976,055, represented by the following asset categories:

- Buildings: terminal, maintenance garage, pumphouse, clubhouse, three (3) hangars, and all associated roof and mechanical assets
- Land Improvements: three (3) runways, a taxiway, an apron, fencing and gates
- Vehicles: pick-up truck
- Machinery & Equipment: fuel system, off road vehicles and operating equipment

| Scenario | Technical LoS Quantitative Metric | Year 20 | Year 34 |
|---|---|---|---|
| Scenario #1 (Maintain) | Average Condition | 12 - Very Poor | 8 - Very Poor |
| | Average Risk | 16 - Very High | 17 - Very High |
| | Average Annual Investment | $ 0 | |
| Scenario #2 (2.5% Tax Rate Increase) | Average Condition | 23 - Poor | 35 - Poor |
| | Average Risk | 15 - Very High | 13 - High |
| | Average Annual Investment | $ 138,640 | |
| Scenario #3 (1.5% Tax Rate Increase) | Average Condition | 19 - Very Poor | 24 - Poor |
| | Average Risk | 16 - Very High | 14 - High |
| | Average Annual Investment | $94,177 | |

**Table 55**. Airport services under each of the three funding scenarios, and the resulting impact on average asset condition and average risk.

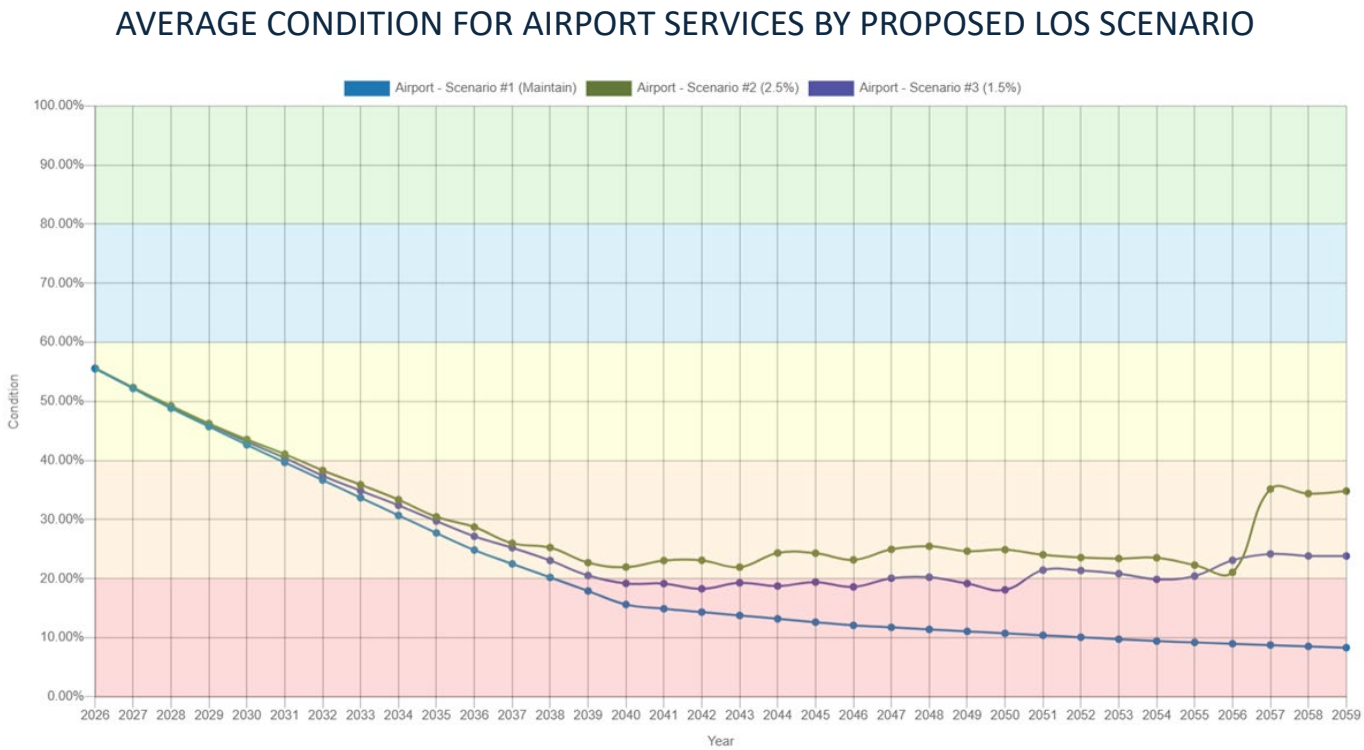


**Figure 45**. Condition results for each of the three proposed level of service scenarios related to the municipality's airport services.

The airport is the only municipal service area where the tax-funded increases modelled - a 2.5% tax increase (Scenario #2) and a 1.5% tax increase (Scenario #3) - do not improve the average asset condition to the proposed level of service target of 40. As shown in Figure 45, the average condition falls below 40 by the early 2030s under all scenarios and remains below the target throughout the planning period, with Scenario #2 and #3 only providing modest stabilization relative to Scenario #1. This is primarily driven by the high replacement costs of major assets, particularly runway infrastructure.

Since the three scenarios do not include external funding, the results indicate that federal government funding would be required to maintain airport assets and achieve an average LoS of 40 or higher; tax increases alone are insufficient. Given the scale of runway renewal costs and the reliance on external

funding, a runway-usage based (needs-based) assessment will likely be required to confirm whether the current number of runways should continue to be supported over the long term. This type of evidence is typically critical to demonstrate that proposed runway investments and replacements are warranted based on demand and operational need, an important success factor where eligibility and competitiveness for federal grant funding are dependent on documented usage and demonstrated need.

Another funding opportunity is to pursue regional partner contributions, including surrounding municipalities and other regional stakeholders, through inter-municipal cost-sharing to reflect the broader regional benefit of the airport and help address high-cost renewal requirements.

### *Cemetery*

The total replacement cost of the municipal cemetery service is approximately $1,736,164, represented by the following asset categories:

- Buildings: mausoleum/chapel, office/equipment depot, storage building, resident, three (3) columbariums, and all associated roof and mechanical assets
- Vehicles: pickup truck
- Machinery & Equipment: tractor loader and backhoe
- Linear Network: water lines and taps

| Scenario | Technical LoS Quantitative Metric | Year 20 | Year 34 |
|---|---|---|---|
| Scenario #1 (Maintain) | Average Condition | 24 - Poor | 19 - Very Poor |
| | Average Risk | 8 - Moderate | 8 - Moderate |
| | Average Annual Investment | $5,000 | |
| Scenario #2 (2.5% Tax Rate Increase) | Average Condition | 30 - Poor | 51 - Fair |
| | Average Risk | 7 - Low | 8 - Moderate |
| | Average Annual Investment | $67,688 | |
| Scenario #3 (1.5% Tax Rate Increase) | Average Condition | 28 - Poor | 54 - Fair |
| | Average Risk | 7 - Low | 6 - Low |
| | Average Annual Investment | $52,111 | |

**Table 56**. Cemetery services under each of the three funding scenarios, and the resulting impact on average asset condition and average risk.

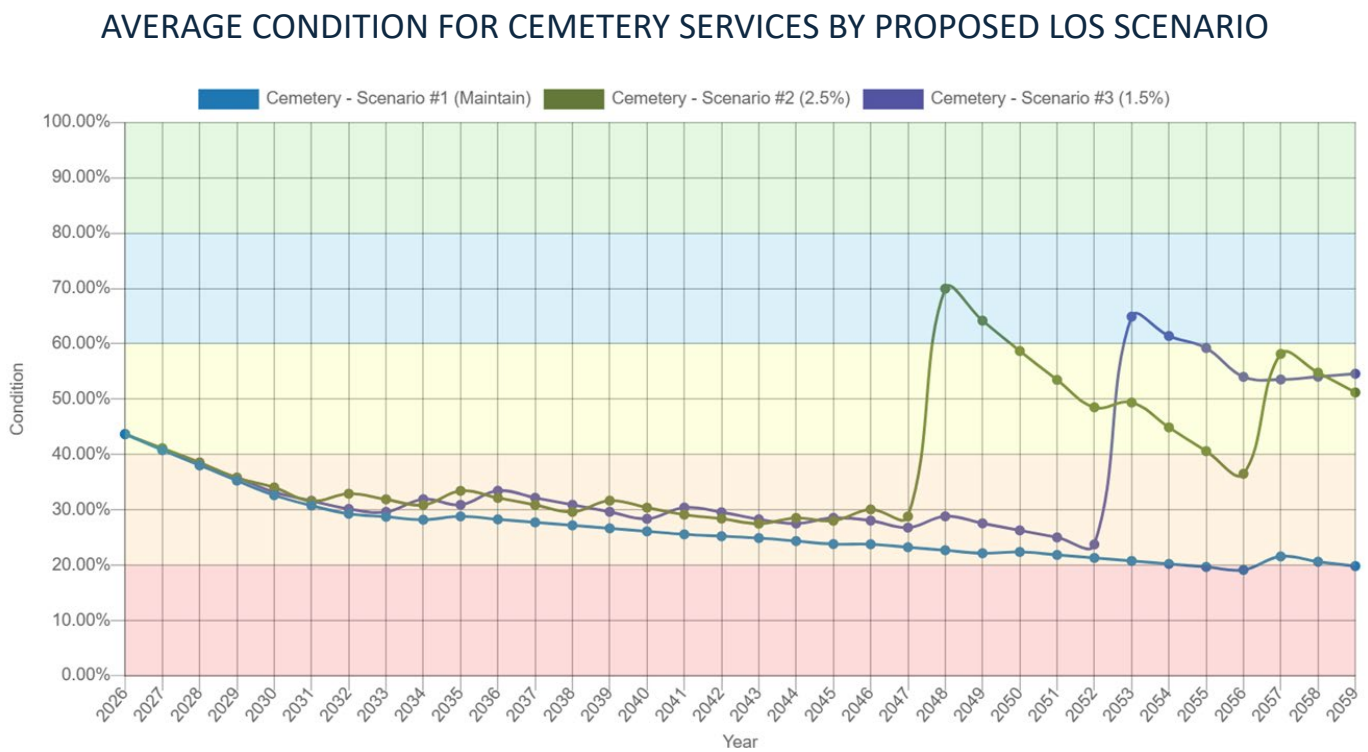


**Figure 46**. Condition results for each of the three proposed level of service scenarios related to the municipality's cemetery services.

Scenarios #2 and #3 both achieve the target of fair condition (40+), with Scenario #3 being the more affordable option. Scenario #1 (current funding) steadily declines from low-fair condition in 2026 to very poor condition by 2059, indicating ongoing deterioration without increased funding. Scenario #2 (2.5% increase) and Scenario #3 (1.5% increase) follow a similar path in the short term, then show major improvements in 2047 and 2052, respectively. Scenario #3 gradually declines and somewhat stabilizes, ending with a slightly higher average condition than Scenario #2 by 2059 (Figure 46).

Without increased investment, the average condition continues to fall. With increased funding, periodic major renewals significantly improve condition, though gains erode between renewal cycles. Replacements will be prioritized based on risk, and lifecycle interventions (e.g., rehabilitation/repair) will be used where appropriate to extend service life and optimize renewal timing.

### *Facilities*

The total replacement cost of the municipal facilities service is approximately $19,154,350, represented by the following asset categories:

- Buildings: various structures (with associated roof and mechanical assets), some of which include the library, municipal town hall, child care centre, MacKay Hall, OneCare building, as well as commercial and rental properties
- Land Improvements: archways and pillars, entrance features and signs, fencing and gates, electrical services

- Vehicles: a facilities pick-up truck and three electric vehicles utilized by the building and by-law departments
- Machinery & Equipment: furniture, computer servers/equipment/software, generators, child care centre kitchen equipment, operating equipment (electric vehicle charging stations), child care centre playground equipment, technical equipment and trailers

| Scenario | Technical LoS Quantitative Metric | Year 20 | Year 34 |
|---|---|---|---|
| Scenario #1 (Maintain) | Average Condition | 55 - Fair | 46 - Fair |
| | Average Risk | 1.8 - Very Low | 2 - Very Low |
| | Average Annual Investment | $322,040 | |
| Scenario #2 (2.5% Tax Rate Increase) | Average Condition | 56 - Fair | 49 - Fair |
| | Average Risk | 1.8 - Very Low | 2 - Very Low |
| | Average Annual Investment | $356,902 | |
| Scenario #3 (1.5% Tax Rate Increase) | Average Condition | 56 - Fair | 48 - Fair |
| | Average Risk | 1.8 - Very Low | 2 - Very Low |
| | Average Annual Investment | $352,441 | |

**Table 57**. Facility services under each of the three funding scenarios, and the resulting impact on average asset condition and average risk.

AVERAGE CONDITION FOR FACILITY SERVICES BY PROPOSED LOS SCENARIO

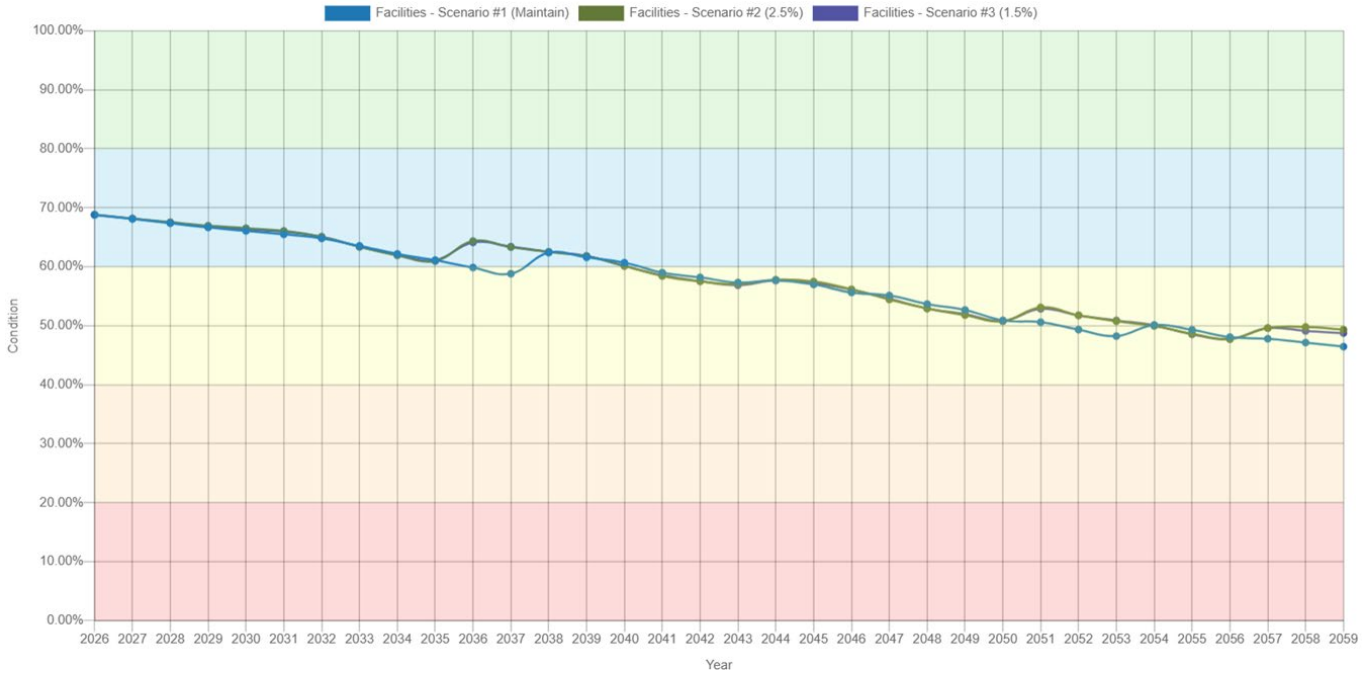


**Figure 47**. Condition results for each of the three proposed level of service scenarios related to the municipality's facility services.

Facilities average condition declines gradually from the high 60 range in 2026 to the high 40 range by 2059, with all three scenarios tracking very closely and only minor separation between them (Scenario #2 shows small, temporary uplifts at a few points, but the overall downward trend remains similar). All three scenarios achieve the proposed level of service target of fair condition (40+), although they finish closer to

the threshold by the end of the forecast period (Figure 47). Since current facilities funding is already very close to the annual requirement (i.e., near "optimal" funding to achieve the target LoS), the municipality could consider reallocating a portion of future taxation increases to other service areas with larger funding gaps, while still maintaining the proposed facilities LoS target of fair condition (40+) over the forecast period. Planned project replacements will be prioritized based on risk, and lifecycle interventions (e.g., targeted rehabilitation/repair) will be incorporated where appropriate to extend service life and optimize renewal timing.

### *Fire*

The total replacement cost of the municipal fire service is approximately $4,194,329, represented by the following asset categories:

- Buildings: fire hall (with associated roof and mechanical assets)
- Land Improvements: parking lot
- Vehicles: ladder, tanker, pumper and rescue trucks
- Machinery & Equipment: building furniture, fire fighting equipment, medical equipment, and technical equipment

| Scenario | Technical LoS Quantitative Metric | Year 20 | Year 34 |
|---|---|---|---|
| Scenario #1 (Maintain) | Average Condition | 30 - Poor | 51 - Fair |
| | Average Risk | 13 - High | 11 - High |
| | Average Annual Investment | $170,000 | |
| Scenario #2 (2.5% Tax Rate Increase) | Average Condition | 30 - Poor | 51 - Fair |
| | Average Risk | 13 - High | 11 - High |
| | Average Annual Investment | $170,000 | |
| Scenario #3 (1.5% Tax Rate Increase) | Average Condition | 30 - Poor | 51 - Fair |
| | Average Risk | 13 - High | 11 - High |
| | Average Annual Investment | $170,000 | |

**Table 58**. Fire services under each of the three funding scenarios, and the resulting impact on average asset condition and average risk.

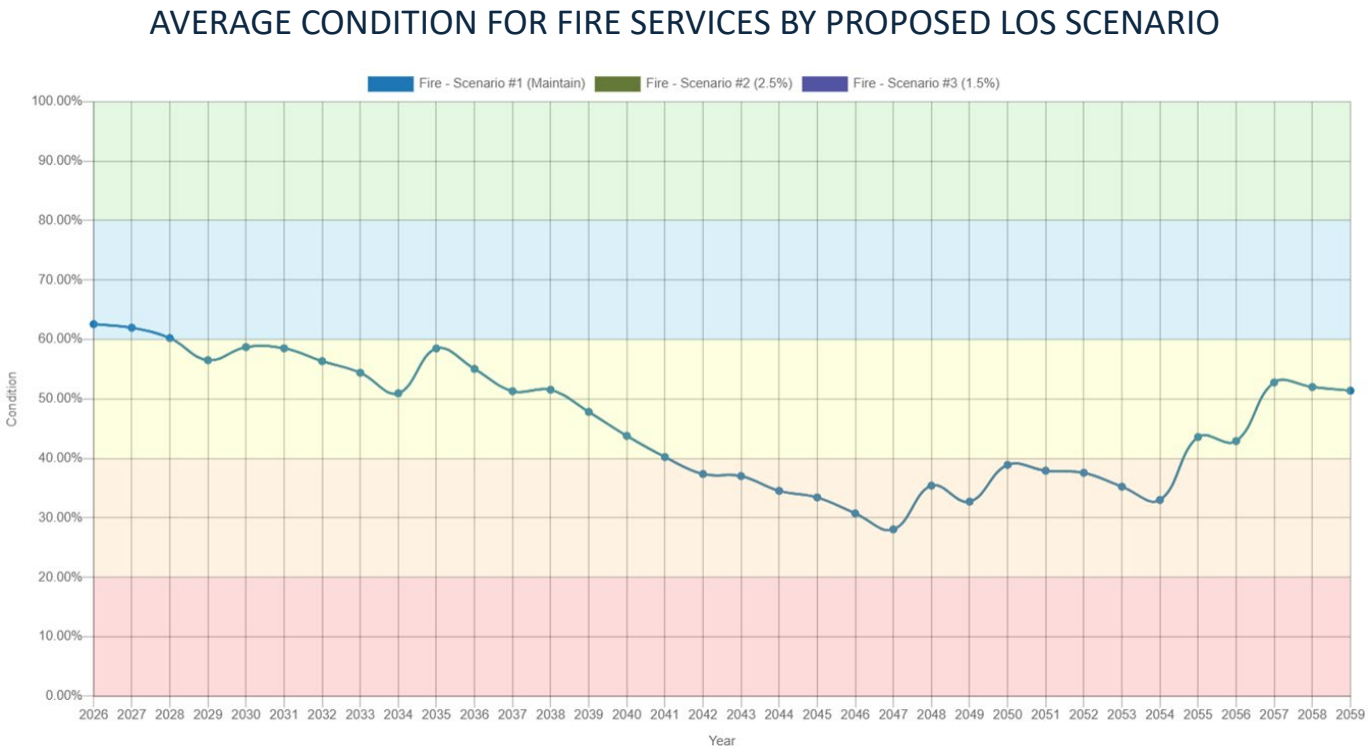


**Figure 48**. Condition results for each of the three proposed level of service scenarios related to the municipality's fire services.

Fire services are already funded at the annual requirement and are currently meeting the proposed LoS target of fair condition (40+) (Figure 48). Since this municipal service is already funded at the required level, funding is the same across all three scenarios, and as a result the condition trajectory is identical in each case (i.e., the funding level and condition outcome do not change between scenarios). In 2026, the average condition is good (just above 60), then trends downward into the high fair condition range through the 2030s before declining more sharply to below the fair threshold around 2041, reaching a low point around 2047. Condition then fluctuates in the poor range before improving and returning to fair in 2055, remaining above 40 through 2059. Given the essential nature of fire services (emergency/protection services), the municipality may also consider borrowing as a financing tool if a key frontline asset, particularly a vehicle, does not perform adequately to meet operational requirements and must be replaced sooner than planned to maintain service reliability and response capability.

During the period when assets fall into the poor range (approximately 2041-2055), replacements will be prioritized based on risk, and lifecycle interventions (e.g., targeted rehabilitation/repair) will be incorporated where appropriate to extend service life and, where possible, avoid deterioration below a fair condition.

### *Maitland Valley Medical Centre*

The total replacement cost of the Maitland Valley Medical Centre is approximately $6,670,603, represented by the following asset categories:

- Buildings: medical clinic facility (with associated roof and mechanical assets)
- Land Improvements: parking lot

- Machinery & Equipment: building furniture, computer server, generator, medical equipment, operating equipment, and technical equipment
- Linear Network: streetlights, PVC sanitary main, PVC storm mains, PVC watermains

| Scenario | Technical LoS Quantitative Metric | Year 20 | Year 34 |
|---|---|---|---|
| Scenario #1 (Maintain) | Average Condition | 50 - Fair | 39 - Poor |
| | Average Risk | 4 - Very Low | 5 - Low |
| | Average Annual Investment | $16,477 | |
| Scenario #2 (2.5% Tax Rate Increase) | Average Condition | 58 - Fair | 49 - Fair |
| | Average Risk | 3 - Very Low | 5 - Low |
| | Average Annual Investment | $123,432 | |
| Scenario #3 (1.5% Tax Rate Increase) | Average Condition | 59 - Fair | 48 - Fair |
| | Average Risk | 3 - Very Low | 5 - Low |
| | Average Annual Investment | $98,304 | |

**Table 59**. Maitland Valley Medic Clinic services under each of the three funding scenarios, and the resulting impact on average asset condition and average risk.

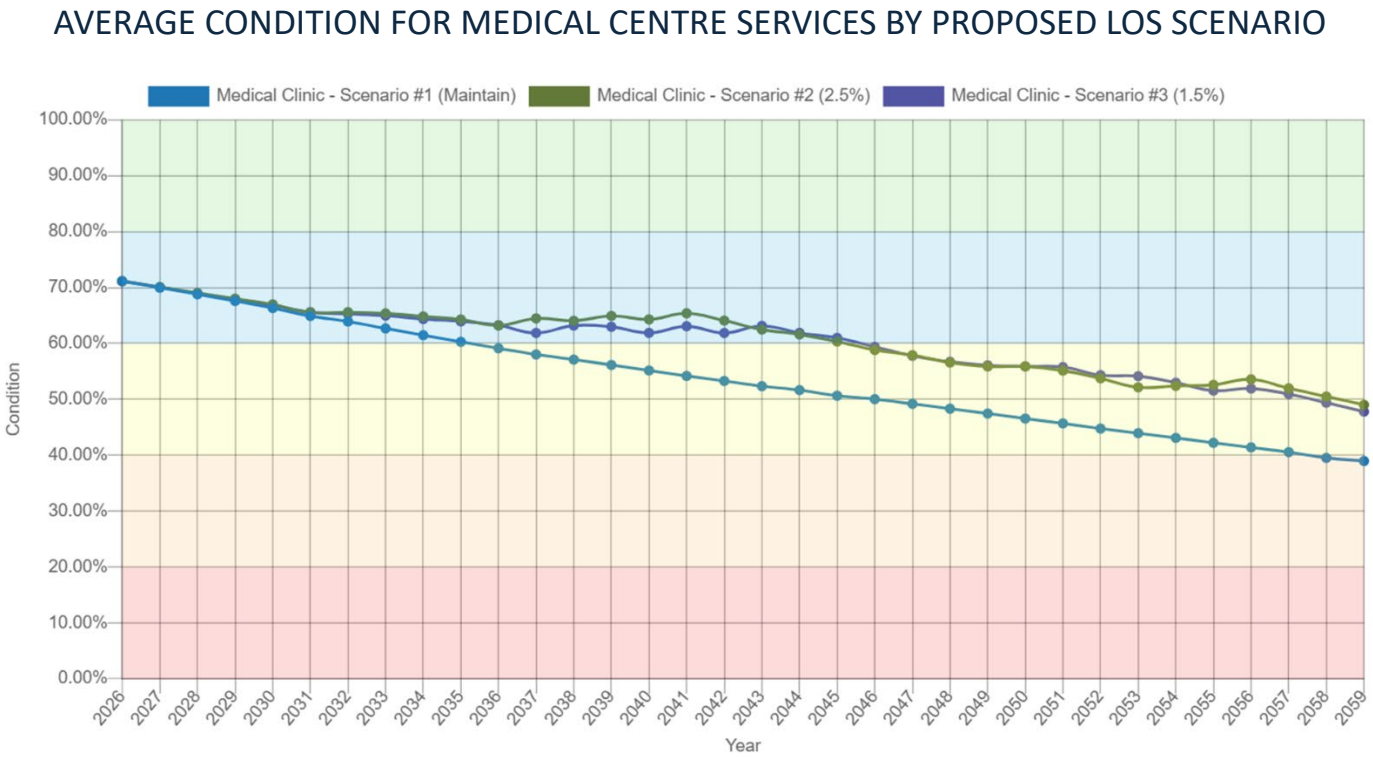


**Figure 49**. Condition results for each of the three proposed level of service scenarios related to the municipality's Maitland Valley Medica Centre services.

Maitland Valley Medical Centre assets are currently meeting the proposed LoS target of fair condition (40+) in 2026. Under Scenario #1 (maintain current funding), the average condition declines steadily from good condition and falls just below fair condition by 2059. In contrast, Scenario #2 (2.5% increase) and Scenario #3 (1.5% increase) track closely together, remaining in good condition through much of the 2030s and early 2040s (with minor fluctuations) before gradually declining over the remainder of the period, ending in fair condition by 2059 (Figure 49). As a result, both scenarios achieve and maintain the fair

condition LoS target (40+) throughout the forecast period. Planned project replacements will be prioritized based on risk, and lifecycle interventions (e.g., targeted rehabilitation/repair) will be incorporated where appropriate to extend service life and optimize renewal timing.

### *Parks*

The total replacement cost of the municipal parks service is approximately $5,674,160, represented by the following asset categories:

- Buildings: parks department garage, various pavilions/washrooms, gazebos and performance stages, and all associated roof and mechanical assets
- Land Improvements: archways and pillars, driveways/walkways/pedestrian bridges, electrical, entrance features/signs, fencing and gates, parking lots, recreational courts, splash pad, sports field amenities, walls and concrete structures
- Vehicles: pickup trucks
- Machinery & Equipment: grounds, off road vehicles, operating equipment, playground equipment, recreation equipment, outdoor rink flooring

| Scenario | Technical LoS Quantitative Metric | Year 20 | Year 34 |
|---|---|---|---|
| Scenario #1 (Maintain) | Average Condition | 41 - Fair | 31 - Poor |
| | Average Risk | 4 - Very Low | 5 - Low |
| | Average Annual Investment | $150,000 | |
| Scenario #2 (2.5% Tax Rate Increase) | Average Condition | 48 - Fair | 42 - Fair |
| | Average Risk | 4 - Very Low | 4 - Very Low |
| | Average Annual Investment | $202,091 | |
| Scenario #3 (1.5% Tax Rate Increase) | Average Condition | 47 - Fair | 41 - Fair |
| | Average Risk | 4 - Very Low | 4 - Very Low |
| | Average Annual Investment | $196,913 | |

**Table 60**. Park services under each of the three funding scenarios, and the resulting impact on average asset condition and average risk.

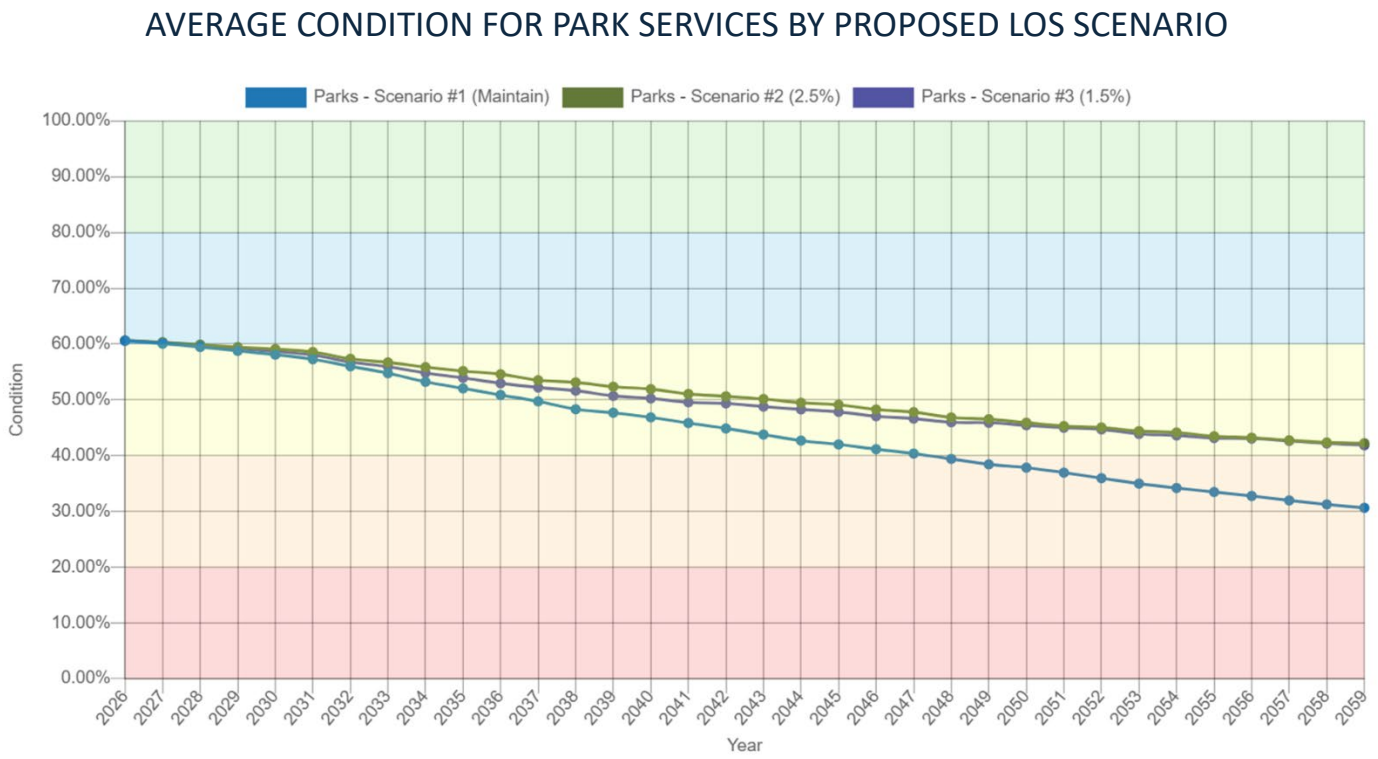


**Figure 50**. Condition results for each of the three proposed level of service scenarios related to the municipality's park services.

Parks services are meeting the proposed LoS target of fair condition (40+) in 2026, with average condition of approximately 60 (good condition) but begins to decline over time at different rates depending on the scenario. Under Scenario #1 (maintain current funding), condition steadily deteriorates to poor condition by 2059 and does not sustain the proposed LoS target of fair condition (40+). Under Scenario #2 (2.5% increase) and Scenario #3 (1.5% increase), the decline is much more gradual, and the average condition remains above 40+ (fair condition) throughout the full forecast period (Figure 50). Scenario #3 tracks between Scenarios #1 and #2 earlier in the period and converges closer to Scenario #2 by 2059, indicating improved long-term stability relative to Scenario #1. Planned project replacements will be prioritized based on risk, and lifecycle interventions (e.g., targeted rehabilitation/repair) will be incorporated where appropriate to extend service life and optimize renewal timing.

### *Public Works*

The total replacement cost of the municipal public works service is approximately $5,169,155, represented by the following asset categories:

- Buildings: public works garage and shed (with associated roof and mechanical assets)
- Land Improvements: fencing, automatic gate, parking lot
- Vehicles: street sweeper, flusher truck, forestry bucket truck, dump trucks, pick-up trucks
- Machinery & Equipment: generator, off road vehicles, operating equipment, office furniture

| Scenario | Technical LoS Quantitative Metric | Year 20 | Year 34 |
|---|---|---|---|
| Scenario #1 (Maintain) | Average Condition | 39 - Poor | 36 - Poor |
| | Average Risk | 6 - Low | 6 - Low |
| | Average Annual Investment | $280,000 | |
| Scenario #2 (2.5% Tax Rate Increase) | Average Condition | 49 - Fair | 44 - Fair |
| | Average Risk | 5 - Low | 5 - Low |
| | Average Annual Investment | $350,197 | |
| Scenario #3 (1.5% Tax Rate Increase) | Average Condition | 49 - Fair | 44 - Fair |
| | Average Risk | 5 - Low | 5 - Low |
| | Average Annual Investment | $342,836 | |

**Table 61**. Public Works services under each of the three funding scenarios, and the resulting impact on average asset condition and average risk.

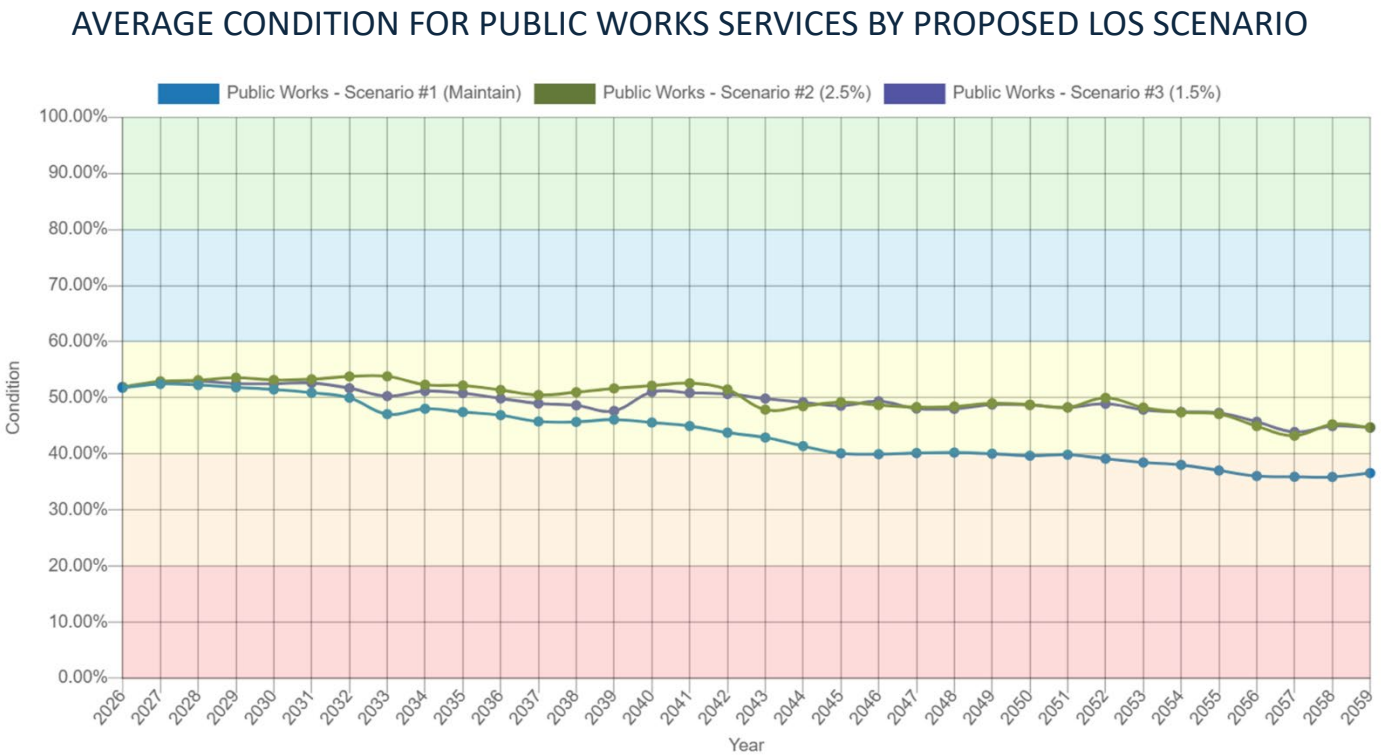


**Figure 51**. Condition results for each of the three proposed level of service scenarios related to the municipality's public works services.

Public Works is meeting the proposed LoS target in 2026, starting with an average condition of approximately 52 (fair condition). Scenario #1 (maintain current funding) shows a steady decline, ending in poor condition by 2059, and therefore does not sustain the 40+ target over the long-term. Scenario #2 (2.5% increase) remains relatively stable within the fair condition range through the late 2020s/early 2030s, then gradually declines but stays above 40+ throughout the forecast period. Scenario #3 (1.5% increase) follows a similar pattern as Scenario #2, but is modestly lower at points while remaining above 40+ for the full forecast (Figure 51). Overall, Scenarios #2 and #3 provide improved long-term stability compared to Scenario #1. Planned project replacements will be prioritized based on risk, and lifecycle interventions (e.g., targeted rehabilitation/repair) will be incorporated where appropriate to extend service life and optimize renewal timing.

### *Recreation*

The total replacement cost of the municipal recreation service is approximately $29,534,961, represented by the following asset categories:

- Buildings: Maitland Recreation Centre, Bannister Park Pavilion, and all associated roof and mechanical assets, including elevators
- Land Improvements: electrical, entrance features/signs, fencing and gates, park lights, parking lots, recreational skate park, sports field amenities
- Machinery & Equipment: building furniture, computer equipment/software, facilities equipment, grounds, ice resurfacers, kitchen/canteen equipment, off road vehicles, operating equipment, playground equipment, recreation equipment, rink boards/flooring/glass, technical equipment
- Linear Network: streetlights, PVC sanitary mains, PVC storm mains, PVC watermains

It should be noted that this analysis excludes Memorial Community Centre, which has a replacement cost of approximately $4,707,426.

| Scenario | Technical LoS Quantitative Metric | Year 20 | Year 34 |
|---|---|---|---|
| Scenario #1 (Maintain) | Average Condition | 44 - Fair | 34 - Poor |
| | Average Risk | 13 - High | 14 - High |
| | Average Annual Investment | $250,000 | |
| Scenario #2 (2.5% Tax Rate Increase) | Average Condition | 54 - Fair | 55 - Fair |
| | Average Risk | 12 - High | 10 - High |
| | Average Annual Investment | $767,407 | |
| Scenario #3 (1.5% Tax Rate Increase) | Average Condition | 54 - Fair | 47 - Fair |
| | Average Risk | 12 - High | 12 - High |
| | Average Annual Investment | $607,074 | |

**Table 62**. Recreation services under each of the three funding scenarios, and the resulting impact on average asset condition and average risk.

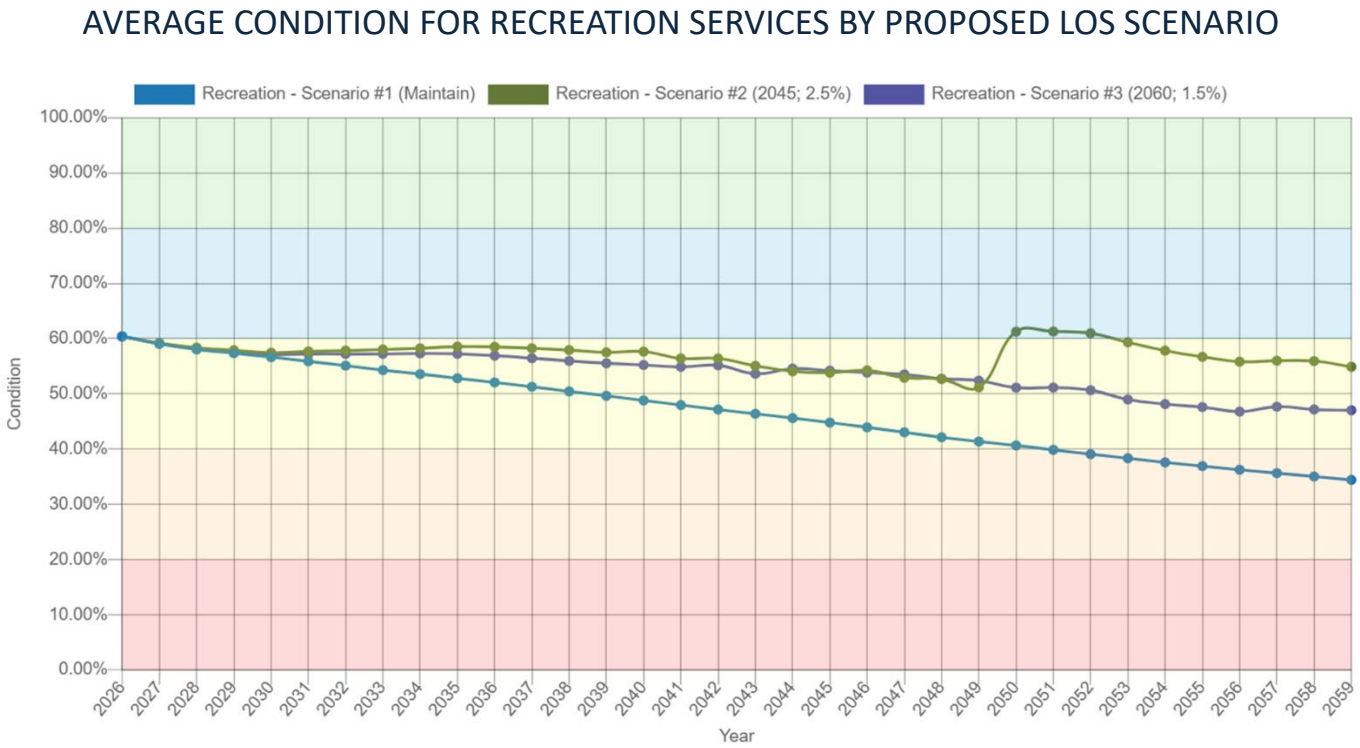


**Figure 52**. Condition results for each of the three proposed level of service scenarios related to the municipality's recreation services.

Recreation services are meeting the proposed LoS target (40+) in 2026, beginning the forecast with an average condition of approximately 60 (good condition). Under Scenario #1 (maintain current funding), average condition declines steadily from good condition in 2026 to poor condition by 2059, falling below the 40+ (fair) target in the early 2050s. Scenario #2 (2.5% increase) remains generally stable in the fair range through the 2030s and 2040s, shows a notable improvement around 2050, and then gradually tapers while remaining above 40+ through 2059. Scenario #3 (1.5% increase) follows a more moderate path, staying in the fair range through much of the 2030s and early 2040s before trending downward, but remaining above the 40+ target for the full forecast period, indicating better long-term service stability than Scenario #1 (Figure 52). Planned project replacements will be prioritized based on risk, and lifecycle interventions (e.g., targeted rehabilitation/repair) will be incorporated where appropriate to extend service life and optimize renewal timing. It should be noted that this analysis does not include Memorial Community Centre assets.

### *Road and Storm*

The total replacement cost of the municipal road and storm service is approximately $263,749,561, represented by the following asset categories:

- Road Network: roads, sidewalks, streetlights, traffic signals, pedestrian crossovers
- Storm Network: storm sewer mains
- Land Improvements: guard rails, parking lots, retaining walls

| Scenario | Technical LoS Quantitative Metric | Year 20 | Year 34 |
|---|---|---|---|
| Scenario #1 (Maintain) | Average Condition | 28 - Poor | 23 - Poor |
| | Average Risk | 12 - High | 12 - High |
| | Average Annual Investment | $2,244,117 | |
| Scenario #2 (2.5% Tax Rate Increase) | Average Condition | 49 - Fair | 61 - Good |
| | Average Risk | 10 - High | 9 - Moderate |
| | Average Annual Investment | $6,901,710 | |
| Scenario #3 (1.5% Tax Rate Increase) | Average Condition | 40 - Fair | 52 - Fair |
| | Average Risk | 11 - High | 10 - High |
| | Average Annual Investment | $5,480,779 | |

**Table 63**. Road and storm services under each of the three funding scenarios, and the resulting impact on average asset condition and average risk.

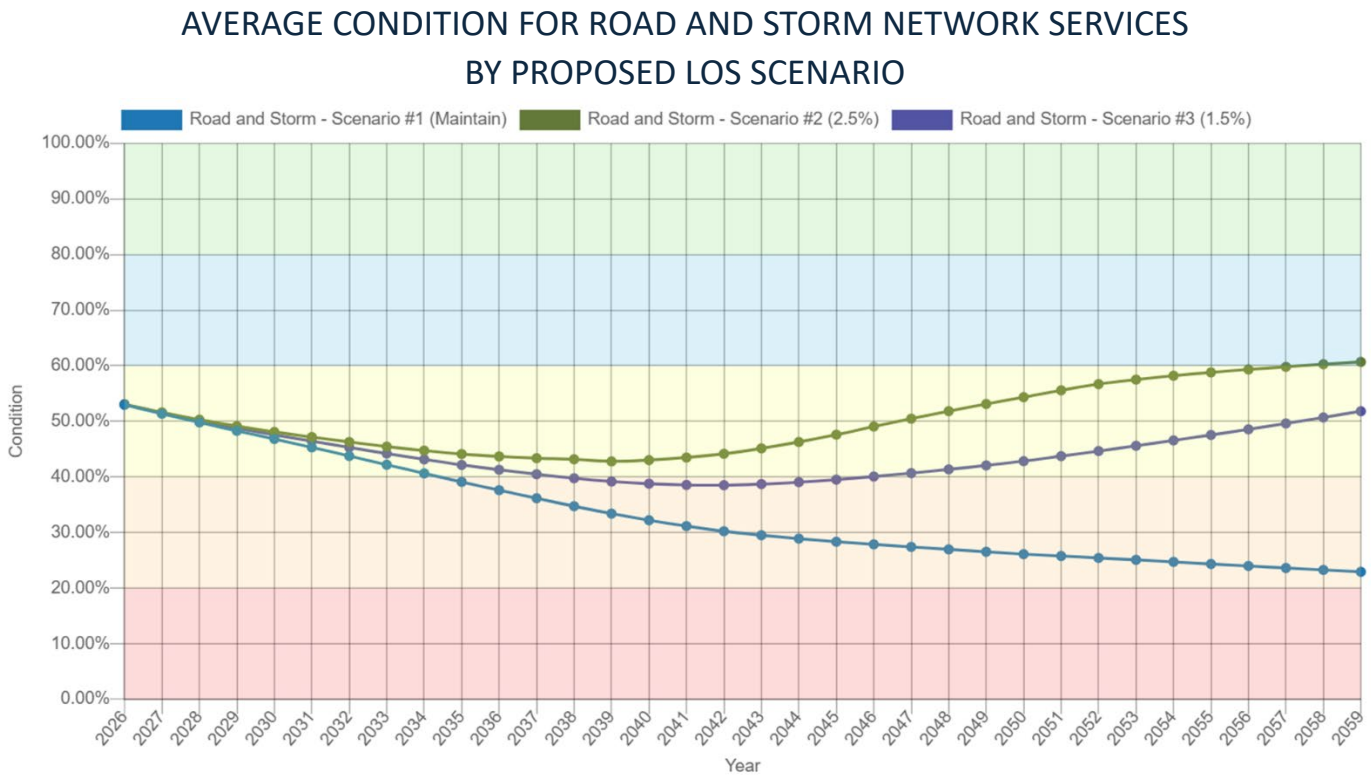


**Figure 53**. Condition results for each of the three proposed level of service scenarios related to the municipality's road and storm network services.

Road and Storm Network services begin the forecast within the fair condition range in 2026. Scenario #1 (maintain current funding) shows a continuous decline, dropping below fair condition by the mid 2030s and approaching the low end of the poor condition range by 2059. Scenario #1 does not sustain the LoS target long term. Scenario #2 (2.5% increase) remains within the fair condition range and then improves steadily from the early 2040s onward, ending in the good condition range by 2059. Scenario #3 (1.5% increase) initially declines further than Scenario #2, dipping to approximately 38-39 condition (poor) in the early 2040s, (briefly below the 40+ target), then gradually recovers and climbs back above 40, remaining in the fair condition range to 2059, indicating stronger long-term performance than Scenario #1 but less consistent LoS achievement than Scenario #2 (Figure 53).

To support prioritization and address higher risk ratings shown in Figure 53, it is important to note that the road network includes multiple road classes with different proposed LoS targets, reflecting differences in usage and criticality:

- Connecting Link: maintain a Pavement Condition Index (PCI) of 50+
- Urban Collector and Semi-Urban Roads: maintain a PCI of 40+
- Urban Local High Class and Low Class (residential streets): maintain a PCI of 30+
- Low Class Bituminous (Cemetery Road) and Gravel Roads: maintain a PCI of 20+

The risk rating presented in Figure 53 represents an average across all assets within this service category. Therefore, individual road classes may have materially different condition, risk, and intervention timing. By setting different LoS triggers by road class, the Town can better manage and prioritize risk- higher-use routes (e.g., Connecting Links) are planned to trigger renewal earlier than lower-volume local roads, aligning investment timing with service demand and community impact.

Additionally, the Town's Road Maintenance Program and the continued development of a structured preventative maintenance program will further assist in managing risk by improving the ability to distinguish which segments warrant full reconstruction versus those that can be addressed through targeted preventative maintenance to extend useful life and optimize renewal timing.

During the period when assets fall into the poor range (approximately 2038-2046), planned project replacements will be prioritized based on risk and coordination with other underground infrastructure needs (water and sewer mains), and lifecycle interventions (e.g., targeted rehabilitation/repair) will be incorporated where appropriate to extend service life and optimize renewal timing.

### *Sewer*

The total replacement cost of the municipal sewer service is approximately $148,078,194, represented by the following asset categories:

- Sanitary Network: wastewater treatment plant, sewage pumping stations, sanitary sewer mains

| Scenario | Technical LoS Quantitative Metric | Year 20 | Year 30 |
|---|---|---|---|
| Scenario #1 (Maintain) | Average Condition | 62 - Good | 58 - Fair |
| | Average Risk | 6 - Low | 6 - Low |
| | Average Annual Investment | $1,143,986 | |
| Scenario #2 (3.5% Rate Increase) | Average Condition | 69 - Good | 69 - Good |
| | Average Risk | 5 - Low | 5 - Low |
| | Average Annual Investment | $2,197,056 | |
| Scenario #3 (2.5% Rate Increase) | Average Condition | 68 - Good | 68 - Good |
| | Average Risk | 5 - Low | 5 - Low |
| | Average Annual Investment | $2,129,492 | |

**Table 64**. Sanitary sewer services under each of the three funding scenarios, and the resulting impact on average asset condition and average risk.

## AVERAGE CONDITION FOR SANITARY SEWER SERVICES BY PROPOSED LOS SCENARIO

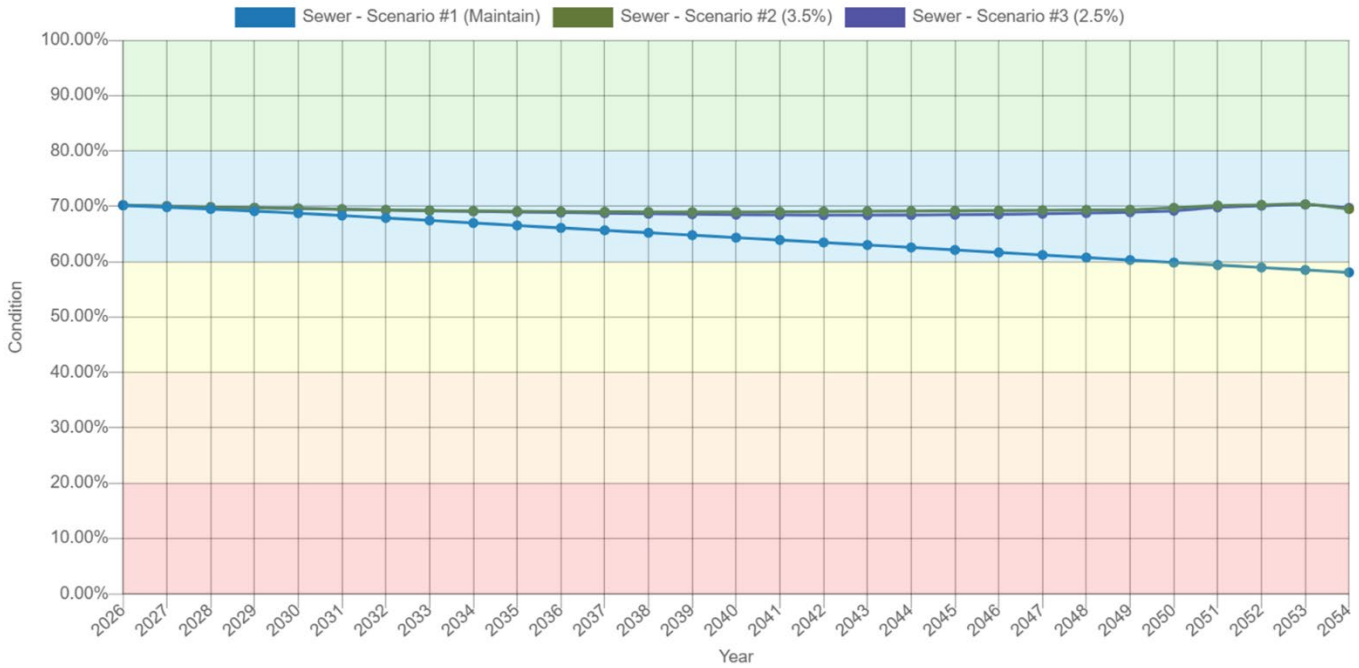


**Figure 54**. Condition results for each of the three proposed level of service scenarios related to the municipality's sanitary sewer services.

Sanitary sewer services are meeting the proposed LoS target of fair condition (40+) in 2026, beginning within the good condition range, with all three scenarios remaining well above the 40+ threshold over the full forecast period. Scenario #1 (maintain current funding) shows a gradual decline into the fair range by 2050, but still maintains the LoS target through 2059. Scenario #2 (3.5% increase) is the most stable, ending with an average condition of approximately 69 (good). Scenario #3 (2.5% increase) performs similarly, tracking slightly below Scenario #2 for much of the period and finishing with an average condition of approximately 68 (good), also sustaining the target.

The sanitary network has the largest share of assets assessed condition data in the Town's asset management inventory, which strengthens the analysis by reducing reliance on age-based assumptions. As reflected in Figure 54, this higher coverage of condition assessment data is associated with a higher confidence level in the forecast results, improving the Town's ability to plan renewals and prioritize investments based on demonstrated need rather than generalized deterioration curves.

It is also important to recognize that the sanitary sewer is a long-lived asset class (e.g., sanitary sewer mains commonly have an assumed lifespan of approximately one hundred (100) years). As a result, the annual requirement is calculated by spreading renewal needs across the one hundred (100) year lifecycle. However, this forecast presents a 30-year "snapshot" within a 100-year renewal cycle. This helps explain why a rate increase was already adopted through the Wastewater Financial Plan, yet additional rate increases can still be required to align with the annual requirement over the long-term, particularly to ensure that funding keeps pace with the full lifecycle renewal profile and avoids deferring costs to later years.

Planned project replacements will be prioritized based on risk, coordinated with road and other underground infrastructure needs (water and storm mains), and supported by lifecycle interventions (e.g., targeted rehabilitation/repair) where appropriate to extend service life and optimize renewal timing.

### *Water*

The total replacement cost of the municipal water service is approximately $175,993,741, represented by the following asset categories:

- Water Network: water treatment plant, booster pumping station, water tower, watermains, fire hydrants

| Scenario | Technical LoS Quantitative Metric | Year 20 | Year 30 |
|---|---|---|---|
| Scenario #1 (Maintain) | Average Condition | 52 - Fair | 48 - Fair |
| | Average Risk | 6 - Low | 7 - Low |
| | Average Annual Investment | $1,455,304 | |
| Scenario #2 (3.5% Rate Increase) | Average Condition | 56 - Fair | 57 - Fair |
| | Average Risk | 6 - Low | 6 - Low |
| | Average Annual Investment | $2,226,615 | |
| Scenario #3 (2.5% Rate Increase) | Average Condition | 55 - Fair | 56 - Fair |
| | Average Risk | 6 - Low | 6 - Low |
| | Average Annual Investment | $2,054,227 | |

**Table 65**. Water services under each of the three funding scenarios, and the resulting impact on average asset condition and average risk.

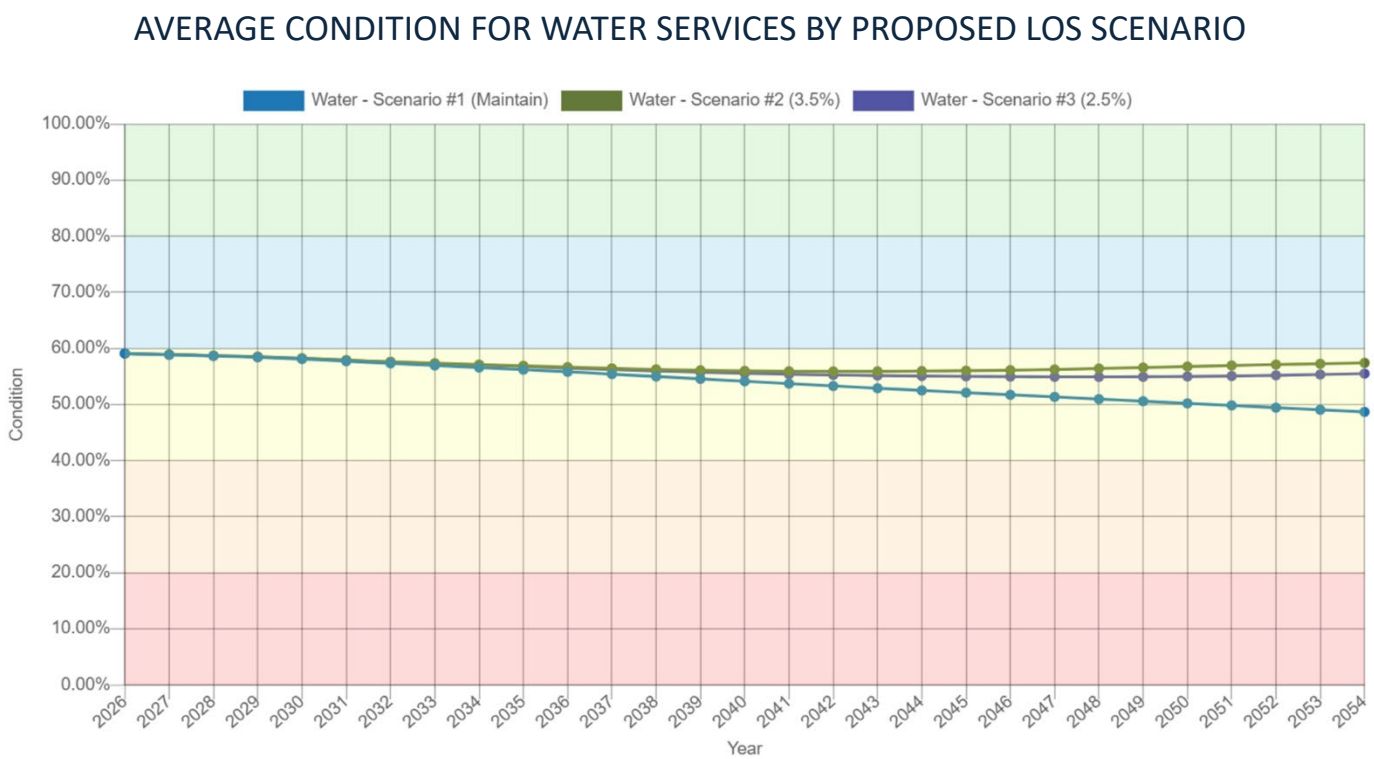


**Figure 55**. Condition results for each of the three proposed level of service scenarios related to the municipality's water services.

Water services are meeting the proposed LoS target of fair condition (40+) in 2026, beginning at the upper end of the fair range, with an average condition of approximately 59. Scenario #1 (maintain current funding) gradually declines over time but remains above the 40+ target. Scenario #2 (3.5% increase) is generally stable and consistently above 40+ for the full forecast. Scenario #3 (2.5% increase) follows the same stable pattern but tracks slightly lower than Scenario #2 in most years, while still remaining above 40+ throughout (Figure 55).

It is also important to recognize that water is a long-lived asset class (e.g., watermains commonly have an assumed lifespan of approximately one hundred (100) years). The annual requirement is therefore calculated by spreading renewal needs across that full lifecycle. However, this forecast presents a 30-year "snapshot" within a 100-year renewal cycle. This helps explain why a rate increase may already have been adopted through the Water Financial Plan, while additional rate increases can still be warranted to fully align ongoing revenues with the long-term annual requirement and avoid deferring renewal costs to later decades.

Planned project replacements will be prioritized based on risk and coordinated with road and other underground infrastructure needs (sewer and storm mains), and lifecycle interventions (e.g., targeted rehabilitation/repairs) will be incorporated where appropriate to extend service life and optimize renewal timing.

Since water mains and fire hydrants are primarily age-based condition assets, the water services average condition tends to be lower (and less responsive to observed field performance) than the sanitary sewer analysis, where CCTV-based assessed condition provides direct evidence of defects and performance, and supports more certain (and often earlier) renewal identification. By contrast, age-based water assets rely more on installation year and expected service life, which can depress the average condition rating relative to sanitary sewers, even when the system is performing well operationally. For watermains, internal inspection is limited and disruptive in pressurized, in-service pipes, so prioritization typically relies more on risk-based methods and hydraulic modeling, supported by break history, pressure/flow data, and operational experience.

### *Waterfront*

The total replacement cost of the waterfront service is approximately $11,914,332, represented by the following asset categories:

- Buildings: pavilions/washrooms, gazebos and sheds located at the waterfront and harbour (with associated roof and mechanical assets)
- Land Improvements: rotary cove wooden archway, flag poles, walls and concrete structures
- Machinery & Equipment: parking meters, waterfront playground equipment, Wi-Fi routers, accessibility mats
- Linear Network: roads, sidewalks, storm sewers

| Scenario | Technical LoS Quantitative Metric | Year 20 | Year 34 |
|---|---|---|---|
| Scenario #1 (Maintain) | Average Condition | 62 - Good | 78 - Good |
| | Average Risk | 7 - Low | 6 - Low |
| | Average Annual Investment | $570,450 | |
| Scenario #2 (2.5% Tax Rate Increase) | Average Condition | 62 - Good | 78 - Good |
| | Average Risk | 7 - Low | 6 - Low |
| | Average Annual Investment | $570,450 | |
| Scenario #3 (1.5% Tax Rate Increase) | Average Condition | 62 - Good | 78 - Good |
| | Average Risk | 7 - Low | 6 - Low |
| | Average Annual Investment | $570,450 | |

**Table 66**. Waterfront services under each of the three funding scenarios, and the resulting impact on average asset condition and average risk.

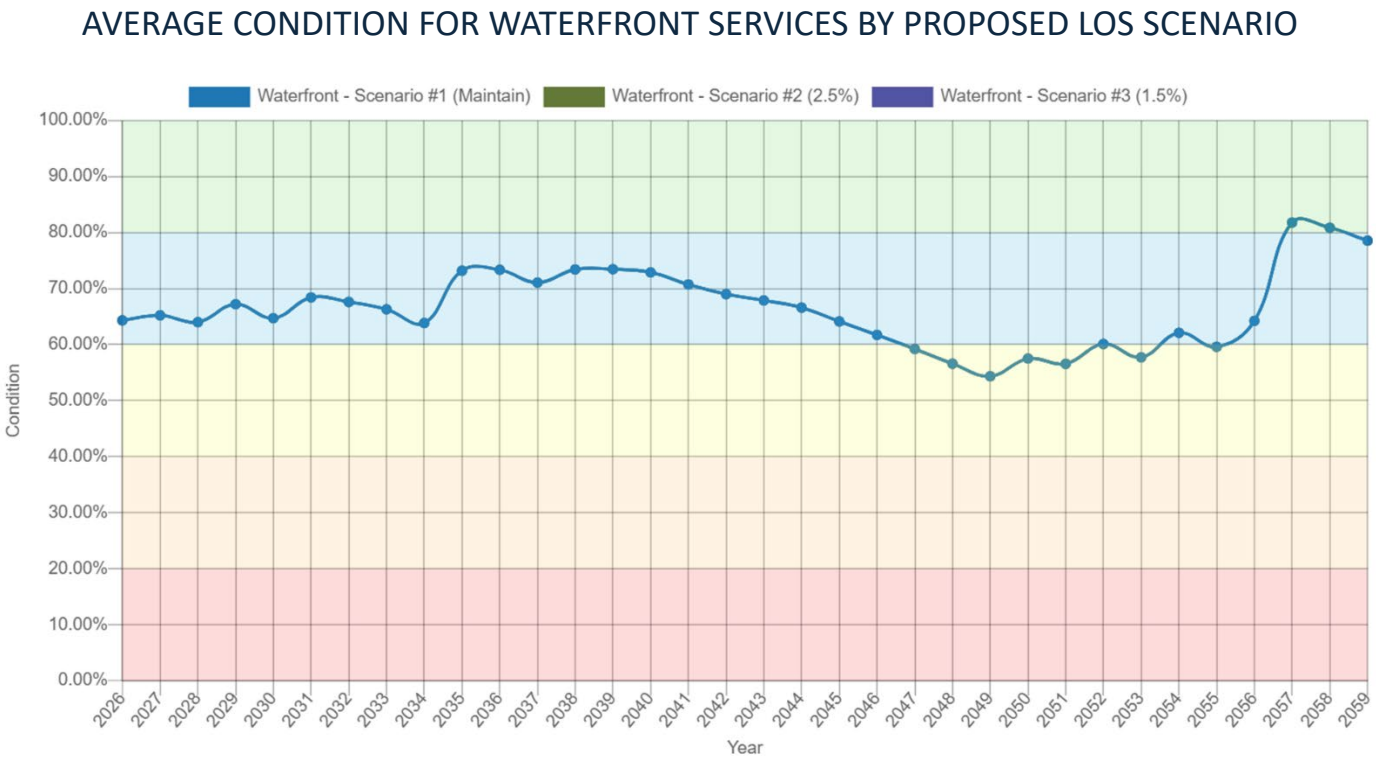


**Figure 56**. Condition results for each of the three proposed level of service scenarios related to the municipality's waterfront services.

Waterfront services are funded at the annual requirement and are currently meeting the proposed LoS target of fair condition (40+) (Figure 56). Since this municipal service is already funded at the required level, the funding allocation is the same across all three scenarios, and the condition trajectory is identical in each case (i.e., neither the funding approach not the resulting condition outcome changes between scenarios). Condition remains generally stable through the late 2020s and 2030s, then declines through the 2040s to a low point in 2049, before recovering modestly and showing a more significant improvement around 2057, finishing in the good condition range by 2059. Overall, waterfront services remain well above the 40+ threshold for the full forecast period, with no scenario-driven differences because the service is already funded at the required level.

## 6.6 Financial Forecast by Municipal Service

The Town of Goderich has completed financial forecasts for each municipal service area (airport, cemetery, facilities, fire, medical centre, parks, public works, recreation, road and storm networks, sewer, water, and waterfront). The recreation forecast excludes the Memorial Community Centre, which is forecast separately. These financial forecasts do not take into consideration risk or available funding. Table 67 summarizes the financial forecast across all municipal services:

| MUNICIPAL SERVICES | Backlog | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|---|---|---|---|---|---|
| Airport | 15,410 | 524,908 | 1,283,250 | 162,018 | - | 38,619 |
| Cemetery | 123,536 | - | - | 50,936 | 870,191 | - |
| Facilities | 324,487 | 177,528 | - | 2,295,050 | 70,277 | 243,470 |
| Fire | 459,273 | 107,049 | 4,317 | 154,419 | - | - |
| Medical Centre | 145,790 | 318,203 | - | 350,680 | - | 13,215 |
| Memorial Arena | 312,609 | 4,240,249 | - | - | - | - |
| Parks | 287,268 | 457,171 | 90,590 | 325,229 | 448,476 | 179,995 |
| Public Works | 997,238 | 499,474 | 647,890 | 19,099 | 18,826 | 53,580 |
| Recreation | 1,320,597 | 6,078,081 | 30,680 | 255,259 | 185,524 | 83,901 |
| Road and Storm | 1,403,959 | 45,344,256 | 6,891,848 | 4,448,226 | 8,241,476 | 15,560,286 |
| Sewer | 3,057,387 | 17,420,241 | 55,981 | 1,111,614 | 750,607 | 1,197,782 |
| Water | 5,592,373 | 25,377,582 | 3,753,578 | 478,826 | 1,057,791 | 1,715,311 |
| Waterfront | - | 1,110,293 | 799,680 | 1,140,846 | 212,281 | - |
| **TOTAL** | **14,039,927** | **101,655,035** | **13,557,812** | **10,792,203** | **11,855,448** | **19,086,160** |

| MUNICIPAL SERVICES | 2030 | 2031 | 2032 | 2033 | 2034 | 2035 |
|---|---|---|---|---|---|---|
| Airport | 56,663 | 4,020,266 | 40,983 | - | 241,016 | 43,491 |
| Cemetery | - | - | 65,890 | - | 79,085 | - |
| Facilities | 124,962 | 240,189 | 55,116 | 17,772 | 508,784 | 25,249 |
| Fire | - | 371,476 | 558,305 | 103,941 | 42,029 | - |
| Medical Centre | 6,500 | 125,710 | 240,770 | 9,079 | 77,934 | 35,081 |
| Memorial Arena | 119,933 | 19,191 | - | 15,768 | 53,862 | - |
| Parks | 18,499 | 278,191 | 304,262 | 155,239 | 321,390 | 69,520 |
| Public Works | 309,690 | 195,563 | 669,933 | 306,602 | 1,061,050 | 1,047,438 |
| Recreation | 259,853 | 362,902 | 363,155 | 194,609 | 1,488,778 | 100,513 |
| Road and Storm | 11,851,899 | 4,143,987 | 11,163,845 | 17,082,485 | 13,089,379 | 19,456,386 |
| Sewer | 1,070,269 | 3,656,128 | 239,656 | 1,054,099 | 605,267 | 2,324,900 |
| Water | - | 6,422,991 | 1,533,167 | 10,144,909 | 1,841,924 | 1,883,861 |
| Waterfront | 15,095 | 40,578 | 340,713 | 2,349,888 | 47,819 | - |
| **TOTAL** | **13,833,363** | **19,877,172** | **15,575,794** | **31,434,391** | **19,458,318** | **24,986,441** |

**Table 67**. Financial forecast from 2025 to 2035, including backlog, across all municipal services.

### *Airport:*

Approximately $6,426,623 is needed for replacement, including backlog, over the next ten years for assets within the municipal airport services (Table 68). In 2023, runway 10/28 received a fair condition rating and is identified as a high-risk asset in the risk heat maps from section 5.3.6. To maintain the proposed level of service of keeping assets as or above a fair condition, replacement or rehabilitation of runway 10/28 is recommended within the next one to two years. Similarly, in the 2023 condition assessment, runway 14/32 was given a good condition rating. However, to sustain the proposed level of service, rehabilitation or replacement of runway 14/32 should be planned within the next five years.

| AIRPORT SERVICES | Backlog | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|---|---|---|---|---|---|
| Buildings | - | - | - | 162,018.37 | - | - |
| Land Improvements | - | 164,622.00 | 1,246,858.20 | - | - | - |
| Vehicles | - | - | - | - | - | - |
| Machinery & Equipment | 15,410.00 | 360,286.00 | 36,391.56 | - | - | 38,619.01 |
| **TOTAL** | **$ 15,410.00** | **$ 524,908.00** | **$ 1,283,249.76** | **$ 162,018.37** | **$ -** | **$ 38,619.01** |

| AIRPORT SERVICES | 2030 | 2031 | 2032 | 2033 | 2034 | 2035 |
|---|---|---|---|---|---|---|
| Buildings | - | - | - | - | - | - |
| Land Improvements | - | 3,862,056.90 | - | - | - | - |
| Vehicles | 56,662.53 | - | - | - | - | - |
| Machinery & Equipment | - | 158,208.92 | 40,982.81 | - | 241,015.51 | 43,491.28 |
| **TOTAL** | **$ 56,662.53** | **$ 4,020,265.82** | **$ 40,982.81** | **$ -** | **$ 241,015.51** | **$ 43,491.28** |

**Table 68**. Financial forecast from 2025 to 2035, including backlog, for airport services.

### *Cemetery:*

The replacement needs for the assets within the municipal cemetery services total approximately $1,189,638 over the next ten years (Table 69). Notably, the cemetery tractor/loader/backhoe is identified in the risk heat maps as being about seven years past its useful life. Additionally, rehabilitation of the cemetery roadway may be necessary over the next five to ten years, along with the replacement of all roofs in the cemetery facility inventory (office/equipment depot, mausoleum/chapel, residence and storage buildings).

| CEMETERY SERVICES | Backlog | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|---|---|---|---|---|---|
| Road Network | - | - | - | - | 870,190.56 | - |
| Buildings | - | - | - | 50,935.90 | - | - |
| Vehicles | 57,361.00 | - | - | - | - | - |
| Machinery & Equipment | 66,175.00 | - | - | - | - | - |
| **TOTAL** | **$ 123,536.00** | **$ -** | **$ -** | **$ 50,935.90** | **$ 870,190.56** | **$ -** |

| CEMETERY SERVICES | 2030 | 2031 | 2032 | 2033 | 2034 | 2035 |
|---|---|---|---|---|---|---|
| Road Network | - | - | - | - | - | - |
| Buildings | - | - | - | - | - | - |
| Vehicles | - | - | 65,889.76 | - | - | - |
| Machinery & Equipment | - | - | - | - | 79,085.25 | - |
| **TOTAL** | **$ -** | **$ -** | **$ 65,889.76** | **$ -** | **$ 79,085.25** | **$ -** |

**Table 69**. Financial forecast from 2025 to 2035, including backlog, for cemetery services.

### *Facilities:*

Facility services require approximately $4,082,885 for replacements over the next ten years (Table 70). Major expenses include the replacement of elevators at the library and Town Hall, various roof replacements (Town Hall, Municipal Child Care Centre, MacKay Hall, Library, Lighthouse, Lawn Bowling building, Service Club storage building, Huckins Street building), and mechanical equipment at Town Hall.

| FACILITIES SERVICES | Backlog | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|---|---|---|---|---|---|
| Buildings | 13,198.00 | 34,731.00 | - | 2,251,552.53 | 14,005.82 | 10,296.09 |
| Land Improvements | 19,070.00 | - | - | - | 20,237.24 | 70,536.69 |
| Machinery & Equipment | 292,219.00 | 142,797.00 | - | - | 36,034.38 | 85,028.30 |
| Vehicles | - | - | - | 43,497.04 | - | 77,609.31 |
| **TOTAL** | **$ 324,487.00** | **$ 177,528.00** | **$ -** | **$ 2,295,049.57** | **$ 70,277.44** | **$ 243,470.39** |

| FACILITIES SERVICES | 2030 | 2031 | 2032 | 2033 | 2034 | 2035 |
|---|---|---|---|---|---|---|
| Buildings | - | 14,863.09 | 36,425.97 | 17,771.72 | 33,567.75 | 25,249.03 |
| Land Improvements | - | 21,475.92 | - | - | 22,790.42 | - |
| Machinery & Equipment | 67,302.56 | 203,850.04 | 18,690.26 | - | 402,461.78 | - |
| Vehicles | 57,659.52 | - | - | - | 49,964.43 | - |
| **TOTAL** | **$ 124,962.08** | **$ 240,189.05** | **$ 55,116.23** | **$ 17,771.72** | **$ 508,784.38** | **$ 25,249.03** |

**Table 70**. Financial forecast from 2025 to 2035, including backlog, for facilities services.

### *Fire:*

Approximately $1,800,809 is needed for replacements, including backlog, over the next ten years for assets within the municipal fire services (Table 71). Many hoses, hydraulic units, and the portable generator have reached end of life and are currently in backlog. The municipality must also prepare for the replacement of another fire vehicle (identified in the risk heat map), the fire hall building's roof, and many of the self-contained breathing apparatus (SCBA) equipment over the next ten years as well.

| FIRE SERVICES | Backlog | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|---|---|---|---|---|---|
| Buildings | - | - | - | 154,419.29 | - | - |
| Land Improvements | - | - | - | - | - | - |
| Vehicles | 261,527.00 | - | - | - | - | - |
| Machinery & Equipment | 197,746.00 | 107,049.00 | 4,316.64 | - | - | - |
| **TOTAL** | **$459,273.00** | **$107,049.00** | **$ 4,316.64** | **$154,419.29** | **$ -** | **$ -** |

| FIRE SERVICES | 2030 | 2031 | 2032 | 2033 | 2034 | 2035 |
|---|---|---|---|---|---|---|
| Buildings | - | - | - | - | - | - |
| Land Improvements | - | - | - | 103,941.42 | - | - |
| Vehicles | - | 97,541.43 | 554,872.61 | - | - | - |
| Machinery & Equipment | - | 273,934.53 | 3,432.27 | - | 42,029.01 | - |
| **TOTAL** | **$ -** | **$371,475.96** | **$558,304.88** | **$103,941.42** | **$42,029.01** | **$ -** |

**Table 71**. Financial forecast from 2025 to 2035, including backlog, for fire services.

### *Maitland Valley Medical Centre:*

The assets within the Maitland Valley Medical Centre have approximately $1,322,964 in capital replacement needs over the next ten years, with most costs associated with roof upgrades, HVAC renewals, and various machinery and equipment replacements (Table 72).

| MEDICAL CENTRE SERVICES | Backlog | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|---|---|---|---|---|---|
| Street Lighting | - | 83,952.00 | - | - | - | - |
| Buildings | - | - | - | 350,680.35 | - | - |
| Land Improvements | - | 186,473.00 | - | - | - | - |
| Machinery & Equipment | 145,790.00 | 47,778.00 | - | - | - | 13,215.41 |
| **TOTAL** | **$145,790.00** | **$318,203.00** | **$ -** | **$350,680.35** | **$ -** | **$13,215.41** |

| MEDICAL CENTRE SERVICES | 2030 | 2031 | 2032 | 2033 | 2034 | 2035 |
|---|---|---|---|---|---|---|
| Street Lighting | - | - | - | - | - | - |
| Buildings | - | - | 228,894.01 | 9,079.19 | - | 35,081.44 |
| Land Improvements | - | - | - | - | - | - |
| Machinery & Equipment | 6,499.72 | 125,710.12 | 11,876.26 | - | 77,934.38 | - |
| **TOTAL** | **$ 6,499.72** | **$125,710.12** | **$240,770.27** | **$ 9,079.19** | **$77,934.38** | **$35,081.44** |

**Table 72**. Financial forecast from 2025 to 2035, including backlog, for the Maitland Valley Medical Centre.

### *Memorial Community Centre:*

The assets within the Memorial Community Centre have approximately $4,761,612 in ten-year capital replacement needs, including backlog (Table 73). Most of this requirement is driven by backlog items also identified in the risk heat maps, including the Memorial Community Centre structure. Facility renewal and replacement projects represent approximately 87% of the total ten-year capital requirement.

As of March 2026, Goderich service groups assumed responsibility for the operations, management, and maintenance of the Memorial Community Centre. However, the Town of Goderich remains the owner of the facility.

| MEMORIAL COMMUNITY CENTRE | Backlog | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|---|---|---|---|---|---|
| Building | 143,323.00 | 3,977,924.00 | - | - | - | - |
| Machinery and Equipment | 169,286.00 | 262,325.00 | - | - | - | - |
| **TOTAL** | **$ 312,609.00** | **$ 4,240,249.00** | **$ -** | **$ -** | **$ -** | **$ -** |

| MEMORIAL COMMUNITY CENTRE | 2030 | 2031 | 2032 | 2033 | 2034 | 2035 |
|---|---|---|---|---|---|---|
| Building | - | - | - | 15,768.19 | - | - |
| Machinery and Equipment | 119,932.99 | 19,190.93 | - | - | 53,861.63 | - |
| **TOTAL** | **$ 119,932.99** | **$ 19,190.93** | **$ -** | **$ 15,768.19** | **$ 53,861.63** | **$ -** |

**Table 73**. Financial forecast from 2025 to 2035, including backlog, for the Memorial Community Centre.

### *Parks:*

Approximately $2,935,831 is needed for replacements, including backlog, over the next ten years for assets within the municipal parks services (Table 74). Key fleet and operating equipment (e.g., mowers and pickup trucks) will require phased renewal across multiple years within the ten-year period. The risk heat maps also show that several playground assets, as well as roofs on many pavilions, washrooms, gazebos, and performance stages, are nearing end of life and should be prioritized for renewal within the next decade.

| PARKS SERVICES | Backlog | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|---|---|---|---|---|---|
| Street Lighting | - | 20,433.00 | 14,110.68 | - | - | 10,567.79 |
| Buildings | - | - | - | 256,143.39 | - | - |
| Land Improvements | 16,819.00 | 71,527.00 | - | - | - | - |
| Vehicles | 142,834.00 | - | 59,655.72 | 51,653.78 | - | 95,545.20 |
| Machinery & Equipment | 127,615.00 | 365,211.00 | 16,823.88 | 17,431.90 | 448,476.05 | 73,882.49 |
| **TOTAL** | **$287,268.00** | **$457,171.00** | **$ 90,590.28** | **$325,229.07** | **$448,476.05** | **$179,995.48** |

| PARKS SERVICES | 2030 | 2031 | 2032 | 2033 | 2034 | 2035 |
|---|---|---|---|---|---|---|
| Street Lighting | - | - | - | - | - | - |
| Buildings | - | - | - | - | - | - |
| Land Improvements | - | - | - | 67,082.19 | - | 49,414.38 |
| Vehicles | - | - | 164,071.36 | 68,525.67 | 59,333.96 | - |
| Machinery & Equipment | 18,498.87 | 278,191.39 | 140,190.19 | 19,631.15 | 262,056.32 | 20,106.09 |
| **TOTAL** | **$ 18,498.87** | **$278,191.39** | **$304,261.55** | **$155,239.01** | **$321,390.28** | **$ 69,520.47** |

**Table 74**. Financial forecast from 2025 to 2035, including backlog, for parks services.

### *Public Works:*

The replacement needs for the assets within public works services total approximately $5,826,382 over the next ten years (Table 75). Of this total, 56% relates to vehicles, with a further 41% allocated to machinery and equipment. These assets will require phased renewal across multiple years within the ten-year period.

| PUBLIC WORKS SERVICES | Backlog | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|---|---|---|---|---|---|
| Buildings | - | - | - | 19,098.62 | - | - |
| Land Improvements | 145,826.00 | - | - | - | - | - |
| Vehicles | 783,763.00 | - | 266,915.64 | - | - | 53,580.39 |
| Machinery & Equipment | 67,649.00 | 499,474.00 | 380,974.08 | - | 18,825.83 | - |
| **TOTAL** | **$ 997,238.00** | **$ 499,474.00** | **$ 647,889.72** | **$ 19,098.62** | **$ 18,825.83** | **$ 53,580.39** |

| PUBLIC WORKS SERVICES | 2030 | 2031 | 2032 | 2033 | 2034 | 2035 |
|---|---|---|---|---|---|---|
| Buildings | - | - | - | - | - | - |
| Land Improvements | - | - | - | - | - | - |
| Vehicles | 309,690.25 | 49,397.99 | 342,311.78 | 306,602.17 | 547,802.95 | 592,138.73 |
| Machinery & Equipment | - | 146,164.61 | 327,621.23 | - | 513,246.84 | 455,299.29 |
| **TOTAL** | **$ 309,690.25** | **$ 195,562.60** | **$ 669,933.01** | **$ 306,602.17** | **$ 1,061,049.79** | **$ 1,047,438.02** |

**Table 75**. Financial forecast from 2025 to 2035, including backlog, for public works services.

### *Recreation:*

The assets within recreation services have approximately $10,723,853 in ten-year capital replacement needs, including backlog (Table 76). Most of this requirement is driven by backlog items also identified in the risk heat maps, including the Maitland Recreation Centre roof and various mechanical components at the facility. Facility renewal and replacement projects represent approximately 70% of the total ten-year capital replacement. Mechanical components are expected to be renewed in phases over the ten-year period, with major work anticipated early in the planning horizon and again near the end of the financial forecast.

| RECREATION SERVICES | Backlog | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|---|---|---|---|---|---|
| Street Lighting | - | 106,614.00 | - | - | - | - |
| Buildings | 768,117.00 | 5,550,662.00 | - | - | - | - |
| Land Improvements | - | 83,418.00 | - | 236,641.06 | - | - |
| Machinery and Equipment | 552,480.00 | 337,387.00 | 30,679.56 | 18,617.96 | 185,523.57 | 83,901.48 |
| **TOTAL** | **$ 1,320,597.00** | **$ 6,078,081.00** | **$ 30,679.56** | **$ 255,259.02** | **$ 185,523.57** | **$ 83,901.48** |

| RECREATION SERVICES | 2030 | 2031 | 2032 | 2033 | 2034 | 2035 |
|---|---|---|---|---|---|---|
| Street Lighting | - | - | - | - | - | - |
| Buildings | 35,745.72 | 8,728.88 | 214,058.72 | 45,277.61 | 908,707.76 | - |
| Land Improvements | 16,836.12 | 35,761.29 | - | 128,364.66 | 37,662.15 | - |
| Machinery and Equipment | 207,271.30 | 318,412.28 | 149,095.97 | 20,966.84 | 542,408.29 | 100,513.41 |
| **TOTAL** | **$ 259,853.14** | **$ 362,902.45** | **$ 363,154.69** | **$ 194,609.11** | **$ 1,488,778.20** | **$ 100,513.41** |

**Table 76**. Financial forecast from 2025 to 2035, including backlog, for recreation services.

### *Road and Storm:*

Approximately $158,678,032 is forecast to be required for asset replacement (including backlog) over the next ten years for assets funded through the municipal road and storm services (Table 77). This financial forecast schedules replacements primarily based on asset condition. Therefore, while a risk score is assigned to each asset, the capital replacement reports do not automatically prioritize replacements based on risk. Professional judgement and additional “human factor” considerations are still required to incorporate external drivers when setting priorities such as public safety, growth and development pressures, climate change impacts, coordination with other capital works, and operational constraints.

Of the approximately $158.7M forecast over the ten-year period, roughly $30M is associated with assets rated very low to low risk. For these assets, preventative maintenance strategies will be applied to extend useful life and defer full replacement where appropriate. Additionally, regularly scheduled condition assessments can help confirm whether these assets continue to perform at a high condition rating (i.e., good to very good condition), allowing planned replacements to be deferred when warranted. Continual condition monitoring also strengthens project prioritization by directing available funding to the locations where it is most needed, based on current condition, risk and other operational or service-level considerations.

Road reconstruction projects are typically prioritized by upgrading surface treated roadways to an urban high-class bituminous (HCB) surface. However, project selection also considers factors such as adjacent development and available grant funding. Most importantly, capital roadwork should be coordinated with underground infrastructure needs (i.e., sanitary, water and storm systems) to maximize cost efficiencies and reduce repeat disruptions. This approach allows the Town to target specific sections of the following roads for future reconstruction: Oxford Street, Hincks Street, Huron Road, Toronto Street, Elgin Street, Courthouse Square, Britannia Road, Victoria Street, Maitland Road, St. David Street, Horton Street, East Street, Jones Street and North Harbour Road.

In addition, streetlight replacement will require phased renewals over multiple years, primarily near the end of the ten-year period.

Most storm sewer infrastructure was installed beginning in the 1950s and has an assumed service life of 100 years. At present, most storm assets have an age-based condition rating, as the Town began incorporating a limited number of storm assets into its annual CCTV condition assessment in 2021, with a focus being on the older sanitary system. For example, a condition assessment completed on a section of storm sewer on Suncoast Drive identified defects that have been included in the 2026 budget for repair, demonstrating the value of condition-based assessments in better understanding how assets are performing. The Town will continue to expand storm sewer CCTV inspections annually to develop more reliable condition and performance data for the storm network.

| ROAD AND STORM SERVICES | Backlog | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|---|---|---|---|---|---|
| Road Network | 1,274,000 | 38,930,500 | 5,872,650 | 4,409,735 | 7,713,322 | 10,475,237 |
| Sidewalk Network | 16,204 | 586,614 | 74,919 | 27,050 | 117,536 | 61,962 |
| Street Lighting and Traffic Signals | 10,996 | 553,549 | 11,216 | 11,440 | 11,669 | - |
| Storm Network | 10,282 | 5,213,307 | 933,063 | - | 398,948 | 5,023,087 |
| Land Improvements | 92,477 | 60,286 | - | - | - | - |
| **TOTAL** | **1,403,959** | **45,344,256** | **6,891,848** | **4,448,226** | **8,241,476** | **15,560,286** |

| ROAD AND STORM SERVICES | 2030 | 2031 | 2032 | 2033 | 2034 | 2035 |
|---|---|---|---|---|---|---|
| Road Network | 10,890,101 | 3,159,167 | 9,258,981 | 11,886,602 | 8,447,631 | 10,161,964 |
| Sidewalk Network | 114,824 | 90,037 | 165,755 | 196,320 | 298,318 | 170,354 |
| Street Lighting and Traffic Signals | 846,973 | 382,934 | 138,009 | 1,023,634 | 176,156 | 13,404 |
| Storm Network | - | 511,850 | 1,601,100 | 3,975,930 | 4,167,273 | 9,110,663 |
| Land Improvements | - | - | - | - | - | - |
| **TOTAL** | **11,851,899** | **4,143,987** | **11,163,845** | **17,082,485** | **13,089,379** | **19,456,386** |

**Table 77**. Financial forecast from 2025 to 2035, including backlog, for road and storm network services.

### *Sewer:*

The assets within the sanitary sewer services have approximately $32,543,931 in capital replacement needs (including backlog) over the next ten years (Table 78). Over the ten-year forecast, about 82% of the replacement need relates to sanitary mains**,** and approximately 16% is attributed to the wastewater treatment plant**.**

The Town has assessed approximately 78% of its sanitary mains, providing a more reliable understanding of system performance than age-based condition ratings alone.

When considering sanitary main replacement needs in isolation (i.e., not factoring in road condition or other underground infrastructure), the Town generally prioritizes replacement of vitrified clay mains**.** However, as with the road network, sanitary renewal priorities are coordinated with road and other underground infrastructure needs (i.e., roads, watermains, and storm systems) to maximize cost efficiencies and minimize repeat disruptions.

The financial forecast for sanitary sewer services schedules replacements primarily based on asset condition. Therefore, while a risk score is assigned to each asset, capital replacement reports do not automatically prioritize replacements based on risk. Professional judgement and ongoing condition assessments are required to incorporate external drivers and ensure projects are prioritized based on the most current condition and risk information. Of the approximately $32.5M forecast over the ten-year period, roughly $8M is associated with sanitary network assets rated very low to low risk. For these assets, preventative maintenance and targeted rehabilitation strategies will be applied to extend useful life and defer full replacement where appropriate (e.g., cleaning and inspections, targeted lining/repairs, etc.).

| SEWER SERVICES | Backlog | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|---|---|---|---|---|---|
| Pollution Control Plant | 296,078.00 | 2,610,135.00 | - | 52,403.91 | 294,421.54 | - |
| Sewage Pumping Station | - | 280,265.00 | - | - | - | - |
| Sanitary Sewer Mains | 2,753,153.00 | 14,529,841.00 | - | 1,059,210.43 | 447,530.52 | 1,197,781.55 |
| Land Improvements | - | - | 55,980.66 | - | - | - |
| Machinery & Equipment | 8,156.00 | - | - | - | 8,655.21 | - |
| **TOTAL** | **$ 3,057,387.00** | **$ 17,420,241.00** | **$ 55,980.66** | **$ 1,111,614.34** | **$ 750,607.27** | **$ 1,197,781.55** |

| SEWER SERVICES | 2030 | 2031 | 2032 | 2033 | 2034 | 2035 |
|---|---|---|---|---|---|---|
| Pollution Control Plant | 579,623.68 | 775,829.06 | 190,774.86 | - | 331,566.48 | - |
| Sewage Pumping Station | 270,743.80 | - | 48,881.17 | - | - | - |
| Sanitary Sewer Mains | 219,901.98 | 2,871,113.91 | - | 1,054,098.59 | 263,952.93 | 2,324,900.28 |
| Land Improvements | - | - | - | - | - | - |
| Machinery & Equipment | - | 9,184.98 | - | - | 9,747.17 | - |
| **TOTAL** | **$ 1,070,269.46** | **$ 3,656,127.95** | **$ 239,656.03** | **$ 1,054,098.59** | **$ 605,266.58** | **$ 2,324,900.28** |

**Table 78**. Financial forecast from 2025 to 2035, including backlog, for sanitary sewer services.

### *Water:*

Approximately $59,802,312 in replacements (including backlog) is forecast over the next ten years for assets funded through the municipal water services (Table 79). Over the ten-year period, about 78% of the replacement need relates to watermains, while approximately 19% is associated with the water treatment plant and water tower. Fire hydrant replacements will likely require a phased renewal approach over multiple years.

When considering watermain needs alone (excluding road condition and other underground infrastructure), the Town generally prioritizes replacement of 100 mm cast iron watermains. Locations with a history of repeated watermain breaks are also high priority. However, as with the road network, watermain renewal priorities are ultimately coordinated with road and underground infrastructure needs (i.e., roads, sanitary, and storm systems) to maximize cost efficiencies and minimize repeat disruptions.

The financial forecast for water services schedules replacements primarily based on asset condition. Therefore, while a risk score is assigned to each asset, capital replacement reports do not automatically prioritize replacements based on risk. Professional judgement and ongoing condition assessments are required to incorporate external drivers and ensure projects are prioritized based on the most current condition and risk information. For water network assets, continuing condition assessments and preventative maintenance can support deferring replacement where appropriate, not only for facilities such as the water treatment plant and booster pumping station, but also through targeted rehabilitation and proactive programs for watermains (e.g., leak detection, spot repairs) and fire hydrants (e.g., inspection and rebuilds). Of the approximately $59M forecast over the ten-year period, roughly $25M is associated with water network assets rated very low to low risk, where these strategies may be applied to extend useful life and defer full replacement when performance and condition remain acceptable.

| WATER SERVICES | Backlog | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|---|---|---|---|---|---|
| Watermains | 5,233,200.00 | 19,057,335.00 | 3,753,577.56 | 281,363.70 | 1,057,790.91 | 1,102,548.08 |
| Fire Hydrants | - | 1,194,063.00 | - | - | - | - |
| Water Treatment Plant | 348,271.00 | 4,544,487.00 | - | 80,013.00 | - | 558,605.36 |
| Booster Pumping Station | - | 267,936.00 | - | 87,238.58 | - | 54,157.33 |
| Land Improvements | - | 14,692.00 | - | 2,142.18 | - | - |
| Machinery & Equipment | 10,902.00 | 299,069.00 | - | 28,068.95 | - | - |
| **TOTAL** | **$ 5,592,373.00** | **$ 25,377,582.00** | **$ 3,753,577.56** | **$ 478,826.41** | **$ 1,057,790.91** | **$ 1,715,310.77** |

| WATER SERVICES | 2030 | 2031 | 2032 | 2033 | 2034 | 2035 |
|---|---|---|---|---|---|---|
| Watermains | - | 5,670,727.79 | 1,533,166.84 | 5,017,392.26 | 1,816,516.81 | 1,883,860.79 |
| Fire Hydrants | - | - | - | - | - | - |
| Water Treatment Plant | - | 488,501.12 | - | 5,127,516.55 | 25,407.67 | - |
| Booster Pumping Station | - | 239,636.10 | - | - | - | - |
| Land Improvements | - | 11,848.35 | - | - | - | - |
| Machinery & Equipment | - | 12,277.42 | - | - | - | - |
| **TOTAL** | **$ -** | **$ 6,422,990.78** | **$ 1,533,166.84** | **$ 10,144,908.81** | **$ 1,841,924.48** | **$ 1,883,860.79** |

**Table 79**. Financial forecast from 2025 to 2035, including backlog, for water services.

### *Waterfront:*

The assets within the waterfront services have approximately $6,057,193 in capital replacement needs over the next ten years, with no backlog items identified (Table 80). The largest requirements, representing 84% of the total, are within the Road Network asset category, including roadwork, sidewalks and streetlighting along Cove Road. Other capital needs include parking meter renewals and roof replacements at several waterfront pavilions and washroom facilities.

| WATERFRONT SERVICES | Backlog | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|---|---|---|---|---|---|
| Road Network | - | 980,000.00 | 799,680.00 | 1,038,277.58 | - | - |
| Sidewalk Network | - | - | - | - | - | - |
| Street Lighting | - | - | - | - | - | - |
| Storm Sewer Network | - | - | - | - | - | - |
| Buildings | - | - | - | 102,568.87 | - | - |
| Land Improvements | - | 94,261.00 | - | - | - | - |
| Machinery & Equipment | - | 36,032.00 | - | - | 212,280.86 | - |
| **TOTAL** | **$ -** | **$ 1,110,293.00** | **$ 799,680.00** | **$ 1,140,846.45** | **$ 212,280.86** | **$ -** |

| WATERFRONT SERVICES | 2030 | 2031 | 2032 | 2033 | 2034 | 2035 |
|---|---|---|---|---|---|---|
| Road Network | - | - | - | 2,296,452.39 | - | - |
| Sidewalk Network | - | - | 242,206.12 | - | - | - |
| Street Lighting | - | - | - | 53,435.71 | - | - |
| Storm Sewer Network | - | - | - | - | - | - |
| Buildings | - | - | - | - | - | - |
| Land Improvements | 15,094.99 | - | - | - | - | - |
| Machinery & Equipment | - | 40,577.89 | 98,506.65 | - | 47,819.23 | - |
| **TOTAL** | **$ 15,094.99** | **$ 40,577.89** | **$ 340,712.77** | **$ 2,349,888.10** | **$ 47,819.23** | **$ -** |

**Table 80**. Financial forecast from 2025 to 2035, including backlog, for waterfront services.

# 7.0 CONCLUSION AND RECOMMENDATIONS

The objective of the 2025 Town of Goderich Asset Management Plan is to provide the information needed to make informed decisions that support sustainable management of the Town's capital assets, now and into the future. It should be noted that this data reflects the status of the Town's assets in 2025 and will evolve with maintenance needs, condition assessments, as well as external factors (e.g., development priorities, climate change).

## 7.1 Summary of Key Findings:

- The total replacement cost of all assets within the Town of Goderich inventory is approximately $685,526,565.
- The condition distribution of all assets within the asset inventory includes the following: 58% (approximately $399 million) are in good to very good condition, 24% (approximately $167 million) are in fair condition, and 18% (approximately $120 million) are in poor to very poor condition.
- The assets in poor to very poor condition occur across all asset classes and will be considered as priorities for future capital budgets and forecasts.
- The following activities have assisted in addressing the information gap regarding the Town's assets:
    - The following asset networks have undergone condition studies to reflect actual performance of assets: roads, sidewalks, buildings (including water treatment plant, wastewater treatment plant, booster pumping station, and sewage pumping stations), as well as sanitary and some storm sewer mains.
    - Contributions to the capital replacement reserves and reserve funds are required on an annual basis by the municipality, with funding increases a gradual phase-in of.
    - Critical issues and assets in need of repair and/or replacement will continue to be assessed and prioritized through the annual capital budget process by the municipality.
- Maintaining existing infrastructure at the expected level of service of the public can be a financial challenge and has resulted in a considerable and challenging infrastructure funding gap.
- Continue to seek funding from other sources (e.g., Federal and Provincial Governments) when available to assist in capital related projects.

## 7.2 Next Steps for the Asset Management and Capital Programs:

- Continue to update and refine asset data within the asset inventory database. The asset management manager should regularly update the inventory to account for asset replacements, upgrades and disposals, as well as asset condition after each assessment is complete.

- Review and refine allocation of additional taxation revenue among municipal services based on further analysis of asset need, risks and strategic priorities.
- Further develop lifecycle events (preventative maintenance) schedules for core assets to extend service life of infrastructure and reduce replacement costs.
- Repair and replacement of capital assets should be prioritized based on a risk assessment. For example, assets identified as critical (i.e., upper right quadrant of the risk heat maps, high probability of failure and consequence of failure) should be prioritized first. Additionally, capital assets with a fair condition rating should be targeted for maintenance to ensure they continue to perform at current levels of service.
- Continue to schedule condition assessments for the following asset networks: roads, sidewalks, sanitary, storm and buildings. Ideally, these assessments would occur every 2- 3 years, but no longer than 5 years. A plan should be developed to gather more accurate data on the watermain infrastructure. Assessed condition should begin to be gathered for other asset networks (e.g., fleet, machinery and equipment).
- Development of targeted public engagement surveys for each individual service area (i.e., a survey focusing on transportation services, another survey focusing on recreation services, etc.), available year-round on the municipal website to better gauge public satisfaction.
- Provide education to staff and Council in order to implement the asset management and financial strategy, prioritize projects and support current service levels.

## 7.3 Summary of Recommendations

- Therefore, it is recommended that Goderich Town Council adopts the selected level of service target range for roads (by road class) and a level of service target of fair (40+) for all remaining assets
- Additionally, it is recommended that Goderich Town Council accepts the Proposed Level of Service Scenario #3, outlined in the Financial Strategy, which proposes the implementation of an annual 1.5% tax increase for tax-funded services, as well as a 2.5% rate increase for rate-funded services, to be confirmed annually during the budget process.
- The Town of Goderich should update the Asset Management Plan at a minimum of every five years, as per O. Reg 588/17, and ensure it follows the standards and principles outlined in the Asset Management Policy.

# APPENDIX A:

# Levels of Service Table

| Function | Service Expectations | Strategic Level of Service (Qualitative Descriptions) | Proposed Level of Service (Quantitative Descriptions) | Action Plan | Performance Measures | Current Levels of Service Using Average Condition (Jan 1 2024 to Dec 31 2024) | Percentage Below Proposed Level of Service | Financial Requirement to Achieve Proposed Levels of Service and Above |
|---|---|---|---|---|---|---|---|---|
| | "Reasonably smooth roads that transport all types of vehicles without congestion" | Safe, reliable roads with adequate capacity | All areas of the Town of Goderich are connected to the municipal road network. This includes residential, commercial, institutional and industrial customers. The Town of Goderich owns all road network assets with the exception of streetlight poles which are owned by ERTH Power (formally Goderich Hydro) | | | TOTAL CENTRE LANE KILOMETRES:<br>Connecting Link: 4.86 km<br>Urban Collector: 3.66 km<br>Semi-Urban: 2.07 km<br>Urban Local HC: 58.00 km<br>Urban Local LC: 3.16 km<br>LC Bituminous: 4.00 km<br>Rural Gravel: 0.48 km | | |
| | | | Connecting Link: **50+**<br>Urban Collector: **40+**<br>Semi-Urban: **40+**<br>Urban Local HC: **30+**<br>Urban Local LC: **30+**<br>LC Bituminous: **20+**<br>Rural Gravel: **20+**<br>Land Improvements: **40+** | 1. Schedule road pavement condition assessments on an ongoing basis | Condition Rating (Pavement Condition Index (PCI)) | Connecting Link: **68** (Fair)<br>Urban Collector: **51** (Fair)<br>Semi-Urban: **25** (Poor)<br>Urban Local HC: **56** (Fair)<br>Urban Local LC: **19** (Very Poor)<br>LC Bituminous: **45** (Fair)<br>Rural Gravel: **31** (Poor)<br>Land Improvements: **74** (Good) | Connecting Link Roads PCI <50: **0%**<br>Urban Collector Roads PCI <40: **33% (~1.2 km)**<br>Semi-Urban Roads PCI <40: **75% (~1.5 km)**<br>Urban Local H.C. Roads PCI <30: **22% (~12 km)**<br>Urban Local L.C. Roads PCI <30: **93% (~2.9 km)**<br>LC Bituminous Roads PCI <20: **0%**<br>Rural Gravel Roads PCI <20: **0%**<br>Land Improvements Condition <40: **19%** | Urban Collector: $3,013,500<br>Semi-Urban: $3,773,000<br>Urban Local H.C.: $29,506,500<br>Urban Local L.C.: $6,543,750<br>Land Improvements: $92,477<br>**TOTAL: $42,929,227** |
| | | | Compliance with Provincial Minimum Maintenance Standards | 1. Continue weekly/biweekly road patrols<br>2. Continue with surface treated (Urban Local L.C.) road replacement program, incorporated in annual road reconstruction capital planning<br>3. Budget for annual road reconstruction capital projects (Class 1-3 roads) and annual preventative maintenance program of Class 4-5 roads | Number of minimum maintenance standard non-compliance events | Compliant with provincial minimum maintenance standards | | |
| | | | Minimize complaints | | Service requests | Response to service requests | | |
| | "Sidewalks that allow access to key areas of the community" | Safe, accessible sidewalks, with access from residential, commercial/institutional areas to downtown and waterfront | The majority of the Town of Goderich is connected via sidewalks, with very little gaps in services. This includes residential, commercial and institutional customers | | | TOTAL KILOMETRES:<br>Concrete: 64.52 km<br>Asphalt: 1,03 km<br>Paving Stone: 1.51 km<br>Wood: 1.75 km | | |
| | | | Concrete Sidewalk: **40+**<br>Asphalt Sidewalk: **40+**<br>Wood Sidewalk: **40+**<br>Paving Stone Sidewalk: **40+** | 1. Schedule sidewalk condition assessments on an ongoing basis | Condition Rating (Sidewalk Condition Index (SCI)) | Concrete Sidewalk: **77** (Good)<br>Asphalt Sidewalk: **72** (Good)<br>Wood Sidewalk: **80** (Very Good)<br>Paving Stone Sidewalk: **71** (Good) | Concrete Sidewalk <40: **5% (~3.5 km)**<br>Asphalt Sidewalk <40: **23% (~0.6 km)**<br>Wood Sidewalk <40: **8% (~0.2 km)**<br>Paving Stone Sidewalk <40: **0%** | Concrete Sidewalk: $457,600<br>Asphalt Sidewalk: $39,482<br>Wood Sidewalk: $105,736<br>**TOTAL: $602,818** |
| | | | Compliance with Provincial Minimum Maintenance Standards | 1. Continue sidewalk inspections once every year (as per Minimum Maintenance Standards)<br>2. Continue annual repair and replacement of sidewalk segments (accessibility requirements where necessary)<br>3. Budget for sidewalk replacement where necessary during annual road reconstruction capital projects | Number of minimum maintenance standard non-compliance events | Compliant with provincial minimum maintenance standards | | |
| | | | Minimize complaints | | Service requests | Response to service requests | | |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| Transportation Services | "Streetlights that keep the roadway (and sidewalk, if applicable) illuminated" | Reliable, energy efficient LED streetlights | All areas of Town contain LED streetlights that provide the required illumination for road and sidewalk safety | | | Number of streetlights associated with roadway transportation services: 1,481 units | | |
| | | | Streetlighting: **40+** | | Condition Rating | Streetlighting: **60** (Good) | Streetlighting <40: **0%** | |
| | | | Compliance with Provincial Minimum Maintenance Standards | 1. Continue streetlight inspections once every year, as per minimum maintenance standards | Number of minimum maintenance standard non-compliance events | Compliant with provincial minimum maintenance standards | | |
| | | | Minimize complaints | | Service requests | Response to service requests | | |
| | "Traffic signals are placed where needed to ensure smooth and safe traffic flow and safe pedestrian crossing" | Reliable, energy efficient LED traffic signals | The Town of Goderich contains traffic signals along connecting link roads, where warranted | | | Number of traffic signals: 33 units<br>(7 sets of 4 signals, 1 set of 5 signals) | | |
| | | | Traffic Signals: **40+** | | Condition Rating | Traffic Signals: **38** (Poor) | Traffic Signals <40: **71%** | Traffic Signals: $564,545<br>**TOTAL: $564,545** |
| | | | Minimize complaints | 1. Continue traffic signal inspections (performed by ERTH Power) | Service requests | Response to service requests | | |
| | "Pedestrian crossings are placed where needed to ensure safe and accessible street crossings, promoting active transportation and fostering a connected, inclusive community." | Safe, accessible pedestrian crossings, with access from residential areas to schools zones, the downtown core and waterfront. | The Town of Goderich contains pedestrian crossings, where warranted by traffic studies. | | | Number of pedestrian crossings: 2 units | | |
| | | | Pedestrian Crossings: **40+** | | Condition Rating | Pedestrian Crossings: **98** (Very Good) | Pedestrian Crossings <40: **0%** | |
| | | | Minimize complaints | | Service requests | Response to service requests | | |
| | "Ability to drive on roads and access sidewalks throughout the year, despite seasonal conditions" | Clean and safe roads and sidewalks during the winter, spring, summer and fall seasons | All roads maintained by the Town of Goderich are plowed and salted as per Provincial Winter Road Maintenance Standards. Additionally, the Town of Goderich Operations Department provides curbside leaf collection, sewer flushing and street sweeping services to residents of the municipality | | | Buildings: 2 structures (with associated roof and mechanical assets)<br><br>Land Improvements: fencing, automatic gate, parking lot<br><br>Vehicles: 1 street sweeper, 1 flusher truck, 1 forestry bucket truck, 5 dump trucks, 8 pick-up trucks<br><br>Machinery & Equipment: generator, off road vehicles, operating equipment, office furniture | | |
| | | | Buildings: **40+**<br>Land Improvements: **40+**<br>Vehicles: **40+**<br>Machinery & Equipment: **40+** | | Condition Rating | Buildings: **65** (Good)<br>Land Improvements: **32** (Poor)<br>Vehicles: **36** (Poor)<br>Machinery & Equipment: **29** (Poor) | Buildings <40: **0%**<br>Land Improvements <40: **77%**<br>Vehicles <40: **49%**<br>Machinery & Equipment: **46%** | Land Improvements: $145,826<br>Vehicles: $1,019,845<br>Machinery & Equipment: $584,772<br>**TOTAL: $1,750,443** |
| | | | Compliance with Provincial Minimum Maintenance Standards | 1. Continue preventative maintenance program on winter maintenance vehicles and machinery | Number of minimum maintenance standard non-compliance events | Compliant with provincial minimum maintenance standards | | |
| | | | Minimize complaints | | Service requests | Response to service requests | | |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | "Waterfront property on the shoreline of Lake Huron for all residents and visitors to enjoy" | Accessible, clean and safe waterfront for residents and visitors to enjoy the environmental and social benefits | The Goderich waterfront, located on the shoreline of Lake Huron, is a significant feature of the Town of Goderich. Consisting of three beaches and approximately 1.6 km of boardwalk, the waterfront is a valuable place, economically, socially and environmentally, for the Goderich community as well as visiting tourists. The waterfront plays a key role in economic development and tourism while serving as a valuable recreational and cultural amenity to local residents. Additionally, the Goderich Water Treatment Plant, as well as private commercial and industrial businesses are located along the waterfront. | | | Buildings: Snug Harbour DRFP Building, Rotary Cove Gazebo, Main Beach Accessibility Shed<br><br>Land Improvements: Dock 8 Electrical Service, North Harbour Road Transformer, Pedestrian Bridge, Flag Pole<br><br>Machinery & Equipment: 15 parking meters and 2 Wi-Fi routers | | |
| | | | Buildings: **40+**<br>Land Improvements: **40+**<br>Machinery & Equipment: **40+** | | Condition Rating | Buildings: **88** (Very Good)<br>Land Improvements: **87** (Very Good)<br>Machinery & Equipment: **73** (Good) | Buildings <40: **0%**<br>Land Improvements <40: **0%**<br>Machinery & Equipment <40: **14%** | Machinery & Equipment: $18,368<br><br>**TOTAL: $18,368** |
| | | | Minimize complaints | | Service requests | Response to service requests | | |
| | "Ability to accept load factor of five aircrafts and satisfy round the clock pilot re-fueling needs" | Clean, safe and reliable aircraft movement areas | The Goderich Regional Airport (CYGD) is a registered fair size general aviation (GA) facility with three runways, three hangars, a terminal and all supporting infrastructure (fuel farm, equipment garage, taxiways, apron and ramp). The airport is owned and managed by the Town of Goderich and is a recognized Airport of Entry for up to 15 passengers and crews (AOE-15) on board the same aircraft | | | Buildings: 7 structures (with associated roof and mechanical assets)<br><br>Land Improvements: 3 runways, 1 taxiway, 1 apron, fencing and gates<br><br>Vehicles: 1 pick-up truck<br><br>Machinery & Equipment: fuel system, off road vehicles and operating equipment | | |
| | | | Buildings: **40+**<br>Land Improvements: **40+**<br>Vehicles: **40+**<br>Machinery & Equipment: **40+** | | Condition Rating | Buildings: **63** (Good)<br>Land Improvements: **54** (Fair)<br>Vehicles: **70** (Good)<br>Machinery & Equipment: **21** (Poor) | Buildings <40: **0%**<br>Land Improvements <40: **3%**<br>Vehicles <40: **0%**<br>Machinery & Equipment: **52%** | Land Improvements: $164,622<br><br>Machinery & Equipment: $375,696<br><br>**TOTAL: $540,318** |
| | | | Meet federal legislative requirements | | Number of non-compliance events | Compliant with federal regulation | | |
| | | | Minimize complaints | | Service requests | Response to service requests | | |
| | "Clean, tasteful water at a normal pressure that is constantly available at a reasonable cost to all residential, commercial, institutional and industrial facilities" | Quality and efficient municipal water supply system with adequate capacity | The Goderich Drinking Water System is classified as a large municipal residential system. The system is owned by the Town of Goderich and operated by the municipal Operating Authority, Veolia Water Canada. The Town of Goderich owns a Class III conventional design Water Treatment Plant, as well as a Class III water distribution system consisting of a Booster Pumping Station and Water Tower. All areas of the Town of Goderich are connected to the municipal drinking water system. This includes residential, commercial, institutional and industrial customers<br><br>Additionally, all areas of the Town of Goderich have access to a fire hydrant in case of an emergency. This includes urban areas, as well as commercial, institutional and industrial businesses. The Town of Goderich owns all fire hydrant assets | | | Percent of properties that are connected to the municipal water system: **99.9%**<br><br>Percent of properties where fire flow is available: **99.9%**<br><br>TOTAL KILOMETRES OF WATERMAINS:<br>Cast Iron: 15.35 km<br>Ductile Iron: 24.70 km<br>PVC: 29.52 km<br>Steel: 0.17 km | | |

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|---|---|---|---|---|---|---|---|---|
| | | | PVC : **40+**<br>Cast Iron: **40+**<br>Ductile Iron: **40+**<br>Steel: **40+** | 1. Continue replacement of cast iron, ductile iron and steel pipe material with PVC material watermain | Condition Rating | PVC: **80** (Very Good)<br>Cast Iron: **32** (Poor)<br>Ductile Iron: **58** (Fair)<br>Steel: **36** (Poor) | PVC <40: **0%**<br>Cast Iron <40: **70% (~10.5 km)**<br>Ductile Iron <40: **0%**<br>Steel <40: **100% (~0.17 km)** | Cast Iron: $23,750,439<br>Steel: $540,096<br>**TOTAL: $24,290,535** |
| | | | Water Treatment Plant: **40+**<br>Booster Pumping Station: **40+**<br>Water Tower: **40+**<br>Fire Hydrants: **40+** | 1. Continue condition assessments for the Water Treatment Plant, Booster Pumping Station and Water Tower facilities (including all components)<br>2. Water Treatment Plant Electrical Upgrades (MCC/HVAC replacement project)<br>3. Water Treatment Plant Capacity Expansion | Condition Rating | Water Treatment Plant: **48** (Fair)<br>Booster Pumping Station: **55** (Fair)<br>Water Tower: **57** (Fair)<br>Fire Hydrants: **46** (Fair) | Water Treatment Plant< 40: **23%**<br>Booster Pumping Station <40: **7%**<br>Water Tower <40: **25%**<br>Fire Hydrants <40: **69%** | Water Treatment Plant: $3,468,197<br>Booster Pumping Station: $212,937<br>Water Tower: $1,734,532<br>Fire Hydrants: $1,194,063<br>**TOTAL: $6,609,729** |
| | | | Meet legislative requirements | 1. Future consideration and possible implementation of residential water meters | Number of non-compliance events | Compliant with legislative requirements | | |
| | | | In general, there have been a low number of service disruptions within the Town of Goderich. During a water main break, Town staff are notified and Veolia Canada is sent to the site to fix the break immediately | | Number of water main breaks | Water main breaks: **8** | | |
| | | | In general, there have been a low number of boil water advisories and precautionary boil water notices (PBWN) within the Town of Goderich. Veolia Canada notifies Town of Goderich staff if a PBWN and/or boil water advisory is in effect. Veolia Canada distributes notification letters to all customers who could be effected by the potential PBWN and/or boil water advisory | | Number of days per year where a boil water advisory is in place | Boil water advisories: **None** | | |
| | | | Unaccounted for water to remain under 20% based on the American Water Works Association's (AWWA) standard benchmark | | Percentage of unaccounted for water | Unaccounted for water: **10%** | | |
| | | | Minimize complaints | | Service requests | Response to service requests | | |
| | "Municipal wastewater systems that removes biological waste from residential, commercial, institutional and industrial facilities and treats waste with minimal harm to the environment" | Quality municipal wastewater collection system, with adequate capacity and little to no environmental impacts | All areas of the Town of Goderich are connected to the municipal wastewater system. This includes residential, commercial, institutional and industrial customers. The system is owned by the Town of Goderich and operated by the municipal Operating Authority, Veolia Water Canada. The Goderich Wastewater Treatment Plant has been classified as a Class III facility, while the wastewater collection system has been classified as a Class II collection system consisting of six sewage pumping stations | | | Percent of properties that are connected to the municipal wastewater system: **99.9%**<br><br>TOTAL KILOMETRES SANITARY MAIN:<br>Asbestos Cement: 8.87 km<br>Concrete: 5.62 km<br>Ductile Iron: 0.21 km<br>PVC: 19.32 km<br>Vitrified Clay: 25.38 km | | |
| Environmental Services | | | PVC: **40+**<br>Asbestos Cement: **40+**<br>Concrete: **40+**<br>Ductile Iron: **40+**<br>Vitrified Clay: **40+** | 1. Continue replacement of asbestos cement, ductile iron and vitrified clay pipe material with PVC and/or concrete material sanitary sewer<br>2. Continue annual condition assessment of sanitary sewer network | Condition Rating | PVC: **86** (Very Good)<br>Asbestos Cement: **69** (Good)<br>Concrete: **77** (Good)<br>Ductile Iron: **90** (Very Good)<br>Vitrified Clay: **62** (Good)<br>Manhole Liners: **99** (Very Good) | PVC <40: **2% (~0.35km)**<br>Asbestos Cement <40: **5% (~0.48 km)**<br>Concrete <40: **3% (~0.17 km)**<br>Ductile Iron <40: **0%**<br>Vitrified Clay <40: **6% (~1.6 km)**<br>Manhole Liners <40: **0%** | PVC: $725,679<br>Asbestos Cement: $982,891<br>Concrete: $335,240<br>Vitrified Clay: $3,595,380<br>**TOTAL: $5,639,190** |

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| | | | Wastewater Treatment Plant: **40+**<br>Sewage Pumping Stations: **40+** | | Condition Rating | Wastewater Treatment Plant: **56** (Fair)<br>Sewage Pumping Stations: **64** (Good) | Wastewater Treatment Plant <40: **15%**<br>Sewage Pumping Stations <40: **14%** | Wastewater Treatment Plant: $2,914,369<br>Sewage Pumping Stations: $280,265<br><br>**TOTAL: $3,194,634** |
| | | | In general, there have been a low number of service disruptions within the Town of Goderich. During a sewer main backup, Town staff are notified and repair the break immediately | | Number of main incidents (i.e., sanitary sewer main backups) | Sewer main incidents (backups): **None** | | |
| | | | The Town of Goderich no longer contains any combined sanitary and stormwater sewers. The wastewater treatment plant contains two combined sewer overflow (CSO) tanks. Bypasses may occur at the wastewater treatment plant when there is a heavy rainfall event | | Number of incidents of bypass | Bypass incidents: **None** | | |
| | | | All monitoring and sampling for effluent quality assurance is completed quarterly as required by the Goderich Wastewater Treatment Plant Certificate of Approval. As of 2016, the Goderich Wastewater Treatment Plant has been found to be below the Ministry standards for effluent discharge, decreasing sampling to once a year | | | Effluent violations: **None** | | |
| | | | Meet legislative requirements | | Number of non-compliance events | Compliant with legislative requirements | | |
| | "Minimal flooding on streets or properties" | Stormwater system with adequate capacity | All areas of the Town of Goderich are connected to the municipal stormwater system. This includes residential, commercial, institutional and industrial customers. The Town of Goderich owns all stormwater assets, including municipal stormwater ponds | Condition study of storm sewer infrastructure | | **88%** of municipal stormwater management system resilient to a 5-year storm<br><br>**91%** of properties within the Town of Goderich that are resilient to a 100-year storm<br><br>TOTAL KILOMETRES STORM MAIN:<br>Asbestos Cement: 0.006 km<br>Clay: 0.023 km<br>Concrete: 40.73 km<br>Open Ditch: 0.20 km<br>PVC: 9.16 km<br>Steel: 2.23 km | | |
| | | | PVC: **40+**<br>Asbestos Cement: **40+**<br>Clay: **40+**<br>Concrete: **40+**<br>Open Ditch: **40+**<br>Steel: **40+** | 1. Continue replacement of asbestos cement, clay and steel pipe material with PVC and/or concrete material storm sewer<br>2. Condition assessment of storm sewer infrastructure | Condition Rating | PVC: **84** (Very Good)<br>Asbestos Cement: **43** (Fair)<br>Clay: **58** (Fair)<br>Concrete: **56** (Fair)<br>Open Ditch: **45** (Fair)<br>Steel: **45** (Fair) | PVC <40: **0%**<br>Asbestos Cement <40: **0%**<br>Clay <40: **0%**<br>Concrete <40: **7% (~2.8 km)**<br>Open Ditch <40: **81% (~0.19 km)**<br>Steel <40: **8% (~0.25 km)** | Concrete: $4,731,167<br>Open Ditch: $83,886<br>Steel: $408,536<br><br>**TOTAL: $5,223,589** |
| | | | Minimize flooding incidents | Stormwater management ponds | Number of flooding incidents | Response to flooding incidents | | |
| | | | Minimize complaints | | Service requests | Response to service requests | | |
| | "Curbside waste collection to be divided into three waste streams (solid waste, organic waste and recyclable material), to be processed with minimal harm to the environment and support waste diversion. Organic waste to be collected on a weekly basis, while solid waste and recyclables are collected on a bi-weekly basis, on alternating weeks." | Responsive, cost effective and efficient solid waste, organics and recycling collection and disposal system | Service provided by Waste Management Inc. and Bluewater Recycling | No municipal capital assets pertaining to this service | | Current service provider: Waste Management Inc. and Bluewater Recycling | | |
| | | | Meet legislative requirements | | Number of non-compliance events | Compliant with legislative requirements | | |
| | | | Minimize complaints | | Service requests | Response to service requests | | |

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| | "Collection site to sort non-curbside waste into individual bins (i.e., shingles, construction material, yard waste, white goods, bulk items, electronic waste, tires, batteries and other hazardous waste) in efforts to support waste diversion and provide minimal harm to the environment" | Efficient, cost effective collection of non-curbside waste with adequate capacity and little to no environmental impacts | Service provided by the Mid-Huron Recycling Centre Board (the Municipality of Central Huron, the Municipality of Huron East and the Town of Goderich). Please note that the Municipal Hazardous and Special Waste (MHSW) collection at the Mid-Huron Recycling Centre is provided by the County of Huron | No municipal capital assets pertaining to this service | | Service provided by the Mid-Huron Recycling Centre Board (the Municipality of Central Huron, the Municipality of Huron East and the Town of Goderich). Please note that the Municipal Hazardous and Special Waste (MHSW) collection at the Mid-Huron Recycling Centre is provided by the County of Huron | | |
| | | | Meet legislative requirements | | Number of non-compliance events | Compliant with legislative requirements | | |
| | | | Minimize complaints | | Service requests | Response to service requests | | |
| | "Collection site for yard waste (i.e., garden waste, grass, twigs, spring and fall yard cleanup) from April to November in efforts to support waste diversion and provide minimal harm to the environment" | Efficient, cost effective collection of yard waste with adequate capacity and little to no environmental impacts | Minimize complaints | No municipal capital assets pertaining to this service | Service requests | Response to service requests | | |
| | "Arrival at emergencies as quick as possible with trained, competent firefighters" | Responsive, capable and equipped fire services | The Goderich Fire Department, composed of dedicated volunteer Firefighters, respond to fire related emergencies, motor vehicles accidents, HAZMAT emergencies to an awareness level, shore-based water rescues, dangerous public hazards, and any other emergencies deemed necessary . The Goderich Fire Department covers an area of roughly 218 sq km through service agreements, and protects the lives of property owners as well as thousands of seasonal visitors | | | Buildings: 1 structure (with associated roof and mechanical assets)<br><br>Land Improvements: parking lot<br><br>Vehicles: ladder, tanker, pumper and rescue trucks<br><br>Machinery & Equipment: building furniture, fire fighting equipment, medical equipment, and technical equipment | | |
| | | | Buildings: **40+**<br>Land Improvements: **40+**<br>Vehicles: **40+**<br>Machinery & Equipment: **40+** | | Condition Rating | Buildings: **61**(Good)<br>Land Improvements: **66** (Good)<br>Vehicles: **58** (Fair)<br>Machinery & Equipment: **47** (Fair) | Buildings <40: **0%**<br>Land Improvements <40: **0%**<br>Vehicles <40: **28%**<br>Machinery & Equipment <40: **58%** | Vehicles: $744,577<br>Machinery & Equipment: $304,795<br><br>**TOTAL: $1,049,372** |
| | | | Minimize response times | | Response times | Response times within requirements | | |
| | | | Meet legislative requirements | | Number of non-compliance events | Compliant with legislative requirements | | |
| | | | Minimize complaints | | Service requests | Response to service requests | | |
| | "Police will respond to emergencies in a timely manner" | Responsive, capable and equipped police services | Service provided by the Ontario Provincial Police | | | Machinery & Equipment: CCTV cameras located at the waterfront and computer server | | |
| | | | Machinery & Equipment: **40+** | | Condition Rating | Machinery & Equipment: **88** (Very Good) | Machinery & Equipment <40: **0%** | |
| | "Ability to ensure by-laws are being adhered to" | Responsive, equipped and capable by-law enforcement services | Municipal By-Law Enforcement Officers are responsible for enforcing matters such as parking enforcement, property standards, animal control services, and other regulations related to municipal by-laws | | | Vehicles: 2 electric vehicles<br><br>Machinery & Equipment: Operating Equipment | | |
| | | | Vehicles: **40+**<br>Machinery & Equipment: **40+** | | Condition Rating | Vehicles: **42** (Fair)<br>Machinery & Equipment: **86** (Very Good) | Vehicles <40: **46%**<br>Machinery & Equipment <40: **0**% | Vehicles: $41,808<br><br>**TOTAL: $41,808** |
| Protection Services | | | Meet legislative requirements | | Number of non-compliance events | Compliant with legislative requirements | | |
| | | | Minimize complaints | | Service requests | Response to service requests | | |

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| | "Providing back-up power to key municipally-owned buildings in case of emergency" | Responsive and capable generators located at all water distribution facilities (water treatment plant, water tower, booster pumping station), pollution control plant, medical clinic, fire hall, town hall, MacKay hall and public works garage | Ontario Regulation 380/04 establishes the minimum standards for emergency management programs required by municipalities and provincial ministries and supports the requirement in the Emergency Management and Civil Protection Act for mandatory emergency management programs | | | Machinery & Equipment: generators | | |
| | | | Machinery & Equipment: **40+** | | Average Condition Rating | Machinery & Equipment: **49** (Fair) | Machinery & Equipment <40: **59%** | Machinery & Equipment: $46,161<br><br>**TOTAL: $46,161** |
| | | | Meet legislative requirements | | Number of non-compliance events | Compliant with legislative requirements | | |
| | | | Follow basic generator maintenance program | | Number of non-compliance events | Meeting generator maintenance requirements | | |
| | | | Minimize complaints | | Service requests | Response to service requests | | |
| | "Ability to ensure the Ontario Building Code rules and regulations are being adhered to" | Responsive, equipped and capable building inspection services | The Building Department reviews all building plans to ensure compliance with the Ontario Building Code. Additionally, the Building Department processes and administers building and development applications for the Town of Goderich and inspects all ongoing construction for compliance with the Building Code | | | Vehicles: 1 electric vehicle<br><br>Machinery & Equipment: building furniture | | |
| | | | Vehicles: **40+** | | Condition Rating | Vehicles: **56** (Fair) | Vehicles <40: **0%** | |
| | | | Machinery & Equipment: **40+** | | | Machinery & Equipment: **30** (Poor) | Machinery & Equipment <40: **100%** | Machinery & Equipment: $7,022<br><br>**TOTAL: $7,022** |
| | | | Minimize complaints | | Service requests | Response to service requests | | |
| | "Recreation facilities to meet the demands of the community and are available and accessible for community functions" | Sustainable quantity and quality of recreation facilities and community halls | The Maitland Recreation Centre, Memorial Arena & Community Centre and Bannister Park are owned and operated by the Town of Goderich, while recreational programming is provided by the Goderich Huron YMCA. The Maitland Recreation Centre contains a single ice pad arena, public pool, gymnasium, fitness centre and community space. Memorial Arena & Community Centre contains space that can be utilized by service groups or rented for large community events, equipped with a kitchen facility. Bannister Park contains one hard ball diamond, two soft ball diamonds, a soccer field, skate park, playground and pavilion with washroom facilities | | | Buildings: 3 structures (with associated roof and mechanical assets, including two elevators)<br><br>Land Improvements: electrical, entrance features/signs, fencing and gates, park lights, parking lots, recreational skate park, sports field amenities<br><br>Machinery & Equipment: building furniture, computer equipment/software, facilities equipment, grounds, ice resurfacers, kitchen/canteen equipment, off road vehicles, operating equipment, playground equipment, recreation equipment, rink boards/flooring/glass, technical equipment<br><br>Linear Network: Streetlights, PVC Sanitary Main, PVC Storm Main, PVC Watermain | | |
| | | | Maitland Recreation Centre<br>Buildings: **40+**<br>Land Improvements: **40+**<br>Machinery & Equipment: **40+**<br>Road Network: **40+**<br>Sanitary Network: **40+**<br>Storm Network: **40+**<br>Water Network: **40+** | | Condition Rating | Maitland Recreation Centre<br>Buildings: **13** (Very Poor)<br>Land Improvements: **84** (Very Good)<br>Machinery & Equipment: **36** (Poor)<br>Linear Network: **74** (Good) | Maitland Recreation Centre<br>Buildings <40: **28%**<br>Land Improvements <40: **0%**<br>Machinery & Equipment <40: **64%**<br>Linear Network: **5%** | Maitland Recreation Centre<br>Buildings: $6,318,779<br><br>Machinery & Equipment: $854,812<br>Linear Network: $106,614<br><br>**TOTAL: $7,280,205** |
| | | | Memorial Arena & Community Centre<br>Buildings: **40+**<br>Machinery & Equipment: **40+** | | Condition Rating | Memorial Arena & Community Centre<br>Buildings: **20** (Poor)<br>Machinery & Equipment: **14** (Very Poor) | Memorial Arena & Community Centre<br>Buildings <40: **99.7%**<br>Machinery & Equipment <40: **75%** | Memorial Arena & Community Centre<br>Buildings: $4,121,247<br>Machinery & Equipment: $431,611<br><br>**TOTAL: $4,552,858** |
| | | | Bannister Park<br>Buildings: **40+**<br>Land Improvements: **40+**<br>Machinery & Equipment: **40+** | | Condition Rating | Bannister Park<br>Buildings: **92** (Very Good)<br>Land Improvements: **78** (Good)<br>Machinery & Equipment: **65** (Good) | Bannister Park<br>Buildings <40: **0%**<br>Land Improvements <40: **0%**<br>Machinery & Equipment <40: **0%** | |

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| | | | Meet membership and enrollment requirements | Future consideration of an additional ice pad based on need | Facility capacity utilized | Facility capacity utilized; membership and enrollment of programs | | |
| | | | Follow preventative maintenance plan and basic facility maintenance program | | Number of non-compliance events | Meeting preventative maintenance plan and facility maintenance requirements | | |
| | | | Minimize complaints | | Service requests | Response to service requests | | |
| Recreation and Cultural Services | "Municipally-owned parks that are clean, safe and accessible, with playgrounds and green space" | Sustainable quantity and quality of municipal parks | The Town of Goderich Parks Department maintains all pavilions, public washroom facilities, waterfront assets (i.e., boardwalk, wooden staircases), public parks and greenspaces (i.e., grass cutting, landscaping, tree pruning and garbage collection). Additionally, the Parks Department is responsible for planting and ongoing seasonal maintenance of all municipal flower beds, hanging baskets and planters. The Parks Supervisor is responsible for regulatory inspections of all municipally-owned playground equipment | | | Buildings: 17 structures (with associated roof and mechanical assets)<br><br>Land Improvements: archways and pillars, driveways/walkways/pedestrian bridges, electrical, entrance features/signs, fencing and gates, parking lots, recreational courts, splash pad, sports field amenities, walls and concrete structures<br><br>Vehicles: nine pickup trucks<br><br>Machinery & Equipment: grounds, off road vehicles, operating equipment, playground equipment, recreation equipment, outdoor rink flooring | | |
| | | | Bingham Park: **40+**<br>Cannon Park: **40+**<br>Columbus Park: **40+**<br>Courthouse Park: **40+**<br>Delbar Park: **40+**<br>Dutch Park: **40+**<br>Gaol Bank Lions Lookout: **40+**<br>Gloucester Park: **40+**<br>Harbour Park: **40+**<br>Krohmer Park: **40+**<br>Lakeside Park: **40+**<br>Lighthouse Park: **40+**<br>Main Beach Park: **40+**<br>Rotary Cove Park: **40+**<br>Sunset Park: **40+**<br>Taylor Morrison Park: **40+**<br>Victoria Park: **40+**<br>Water Tower Park: **40+**<br>Waterworks Park: **40+**<br>Young Park: **40+** | | Condition Rating | Bingham Park: **0** (Very Poor)<br>Cannon Park: **0** (Very Poor)<br>Coast Park: **95** (Very Good)<br>Columbus Park: **61** (Good)<br>Courthouse Park: **59** (Fair)<br>Delbar Park: **0** (Very Poor)<br>Dutch Park: **59** (Fair)<br>Gaol Bank Lions Lookout: **59** (Fair)<br>Gloucester Park: **0** (Very Poor)<br>Harbour Park: **54** (Fair)<br>Krohmer Park: **8** (Very Poor)<br>Lakeside Park: **5** (Very Poor)<br>Lighthouse Park: **49** (Fair)<br>Main Beach: **62** (Fair)<br>Rotary Cove Beach: **70** (Good)<br>St. Christopher's Beach: **55** (Fair)<br>Sunset Park: **0** (Very Poor)<br>Taylor Morrison Park: **0** (Very Poor)<br>Victoria Park: **56** (Fair)<br>Water Tower Park: **1** (Very Poor)<br>Waterworks Park: **55** (Fair)<br>Young Park: **26** (Poor) | Bingham Park <40: **100%**<br>Cannon Park <40: **100%**<br>Coast Park <40: **0%**<br>Columbus Park <40: **25%**<br>Courthouse Park <40: **2%**<br>Delbar Park <40: **100%**<br>Dutch Park <40: **0%**<br>Gaol Bank Lions Lookout <40: **0%**<br>Gloucester Park <40: **100%**<br>Harbour Park <40: **3%**<br>Krohmer Park <40: **100%**<br>Lakeside Park <40: **100%**<br>Lighthouse Park <40: **0.4%**<br>Main Beach <40: **0%**<br>Rotary Cove Beach <40: **0%**<br>St Christopher's Beach <40: **0%**<br>Sunset Park <40: **100%**<br>Taylor Morrison Park <40: **100%**<br>Victoria Park <40: **16%**<br>Water Tower Park <40: **100%**<br>Waterworks Park <40: **0%**<br>Young Park <40: **100%** | Bingham Park: $2,069<br>Cannon Park: $2,069<br><br>Columbus Park: $85,287<br>Courthouse Park: $30,502<br>Delbar Park: $8,360<br><br>Gloucester Park: $1,034<br>Harbour Park: $38,325<br>Krohmer Park: $20,379<br>Lakeside Park: $26,372<br>Lighthouse Park: $2,069<br><br>Sunset Park: $2,069<br>Taylor Morrison Park: $1,034<br>Victoria Park: $142,530<br>Water Tower Park: $6,368<br><br>Young Park: $33,447<br><br>**TOTAL: $401,914** |
| | | | Buildings: **40+**<br>Land Improvements: **40+**<br>Vehicles: **40+**<br>Machinery & Equipment: **40+** | | Condition Rating | Buildings: **72** (Good)<br>Land Improvements: **46** (Fair)<br>Vehicles: **18** (Very Poor)<br>Machinery & Equipment: **20** (Poor) | Buildings <40: **0%**<br>Land Improvements <40: **59%**<br>Vehicles <40: **74%**<br>Machinery & Equipment <40: **68%** | Land Improvements: $154,547<br>Vehicles: $250,968<br>Machinery & Equipment: $335,828<br><br>**TOTAL: $741,343** |
| | | | Provide 1 park per 1,000 residents | | Number of parks per 1,000 residents | Approximately 3 parks per 1,000 residents | | |
| | | | Follow playground inspection program | | Number of non-compliance events | Compliant with playground inspection program and legislative | | |
| | | | Minimize complaints | | Number of service requests | Response to service requests | | |
| | "Library facility that is accessible to the community" | Safe and functional facility | The Library facility is owned and maintained by the Town of Goderich, while Library services are provided by the County of Huron | | | Buildings: 1 structure (with associated roof and mechanical assets, including an elevator) | | |
| | | | Buildings: **40+** | | Condition Rating | Buildings: **62** (Good) | Buildings <40: **0%** | |
| | | | Follow facility maintenance program | | Number of non-compliance events | Meeting facility maintenance requirements | | |

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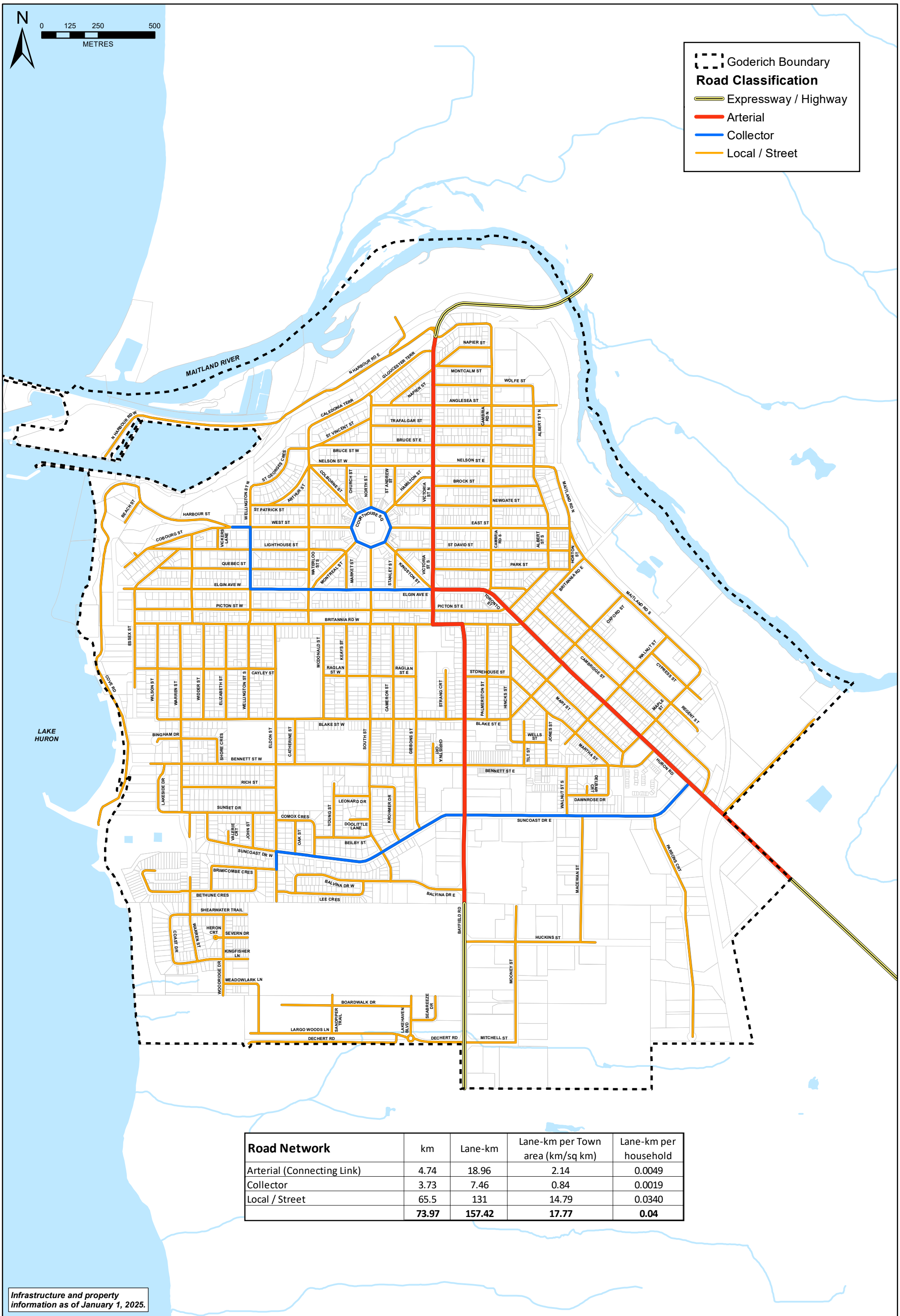
| | | | Minimize complaints | | Number of service requests | Response to service requests | | |
| Health Services | "Access to health services to enhance quality of life" | Available, quality health care | The Maitland Valley Medical Clinic facility is owned and maintained by the Town of Goderich, while medical services are provided by the Maitland Valley Family Health Team | | | Buildings: 1 structure (with associated roof and mechanical assets)<br><br>Land Improvements: parking lot<br><br>Machinery & Equipment: building furniture, computer server, generator, medical equipment, operating equipment, and technical equipment<br><br>Linear Network: Streetlights, PVC Sanitary Main, PVC Storm Main, PVC Watermain | | |
| | | | Buildings: **40+**<br>Land Improvements: **40+**<br>Machinery & Equipment: **40+**<br>Linear Network: **40+** | | Condition Rating | Buildings: **69** (Good)<br>Land Improvements: **25** (Poor)<br>Machinery & Equipment: **23** (Poor)<br>Linear Network: **74** (Good) | Buildings <40: **0%**<br>Land Improvements <40: **100%**<br>Machinery & Equipment <40: **74%**<br>Linear Network <40: **11%** | Land Improvements: $186,473<br>Machinery & Equipment: $193,568<br>Linear Network: $83,952<br><br>**TOTAL: $463,993** |
| | | | Meet legislative requirements | | Number of non-compliance events | Meeting legislative requirements | | |
| | | | Follow facility maintenance program | | Number of non-compliance events | Meeting facility maintenance requirements | | |
| | | | Minimize complaints | | Service requests | Response to service requests | | |
| | "Availability of a well-maintained and private site for internment needs" | Available, well-maintained cemetery | The Maitland Cemetery is owned and operated by the Town of Goderich. The Parks Department is responsible for full burials and cremations at the site, maintaining the mausoleum and columbariums, as well as general ground maintenance (i.e., tree trimming and landscaping) while lawn maintenance is completed by an outside contractor. The Town of Goderich owns the cemetery house and fulfills landlord responsibilities for the rental property | | | Buildings: 7 structures (with associated roof and mechanical assets)<br><br>Vehicles: pickup truck<br><br>Machinery & Equipment: tractor loader and backhoe<br><br>Linear Network: water lines and taps | | |
| | | | Buildings: **40+**<br>Vehicles: **40+**<br>Machinery & Equipment: **40+**<br>Linear Network: **40+** | | Condition Rating | Buildings: **61** (Good)<br>Vehicles: **0** (Very Poor)<br>Machinery & Equipment: **0** (Very Poor)<br>Linear Network: **49** (Fair) | Buildings <40: **0%**<br>Vehicles <40: **100%**<br>Machinery & Equipment <40: **100%**<br>Linear Network <40: **0%** | Vehicles: $57,361<br>Machinery & Equipment: $66,175<br><br>**TOTAL: $123,536** |
| | | | Minimize complaints | | Service requests | Response to service requests | | |
| Social Services | "Availability of child care services so parents/caregivers can pursue careers" | Available, safe child care service location | The Goderich Municipal Child Care Centre is owned, operated and maintained by Town of Goderich staff. The Centre offers programs for infants (3 months to 18 months), toddlers (18 months to 2.5 years) and pre-schoolers (2.5 years to 5 years). The Centre is equipped with a full kitchen for meal preparation, and three outdoor playground areas | | | Buildings: 5 structures (with associated roof and mechanical assets)<br><br>Land Improvements: fencing and gates<br><br>Machinery & Equipment: building furniture, children's furniture, kitchen/canteen equipment, office furniture, playground equipment | | |
| | | | Buildings: **40+**<br>Land Improvements: **40+**<br>Machinery & Equipment: **40+** | | Condition Rating | Buildings: **65** (Good)<br>Land Improvements: **90** (Very Good)<br>Machinery & Equipment: **44** (Fair) | Buildings <40: **1%**<br>Land Improvements <40: **0%**<br>Machinery & Equipment <40: **26%** | Buildings: $34,731<br><br>Machinery & Equipment: $123,141<br><br>**TOTAL: $157,872** |
| | | | Meet legislative requirements | | Number of non-compliance events | Meeting legislative requirements | | |
| | | | Follow playground inspection program | | Number of non-compliance events | Compliant with playground inspection program | | |
| | | | Minimize complaints | | Service requests | Response to service requests | | |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | "Accessible and well-maintained community hall for senior citizen activities and functions" | Available, accessible location for senior citizens | The MacKay Centre for Seniors is a non-profit organization offering social, recreational and volunteer opportunities for older adults in Goderich and the surrounding area. The Town of Goderich owns and maintains MacKay Hall, where programming is provided | | | Buildings: 1 structure (with associated roof and mechanical assets, including an elevator) | | |
| | | | Buildings: **40+** | | Condition Rating | Buildings: **67** (Good) | Buildings <40: **0%** | |
| | | | Follow facility maintenance program | | Number of non-compliance events | Meeting facility maintenance requirements | | |
| | | | Minimize complaints | | Service requests | Response to service requests | | |
| Planning and Development Services | "Land made ready for development, as needed" | Available serviced land for development | The Town of Goderich provides land use planning services in conjunction with the County of Huron Planning and Development Department. Assets within this service function relate to properties owned by the Town of Goderich and rented by a third party, as well as tourism-related equipment | | | Buildings: 6 structures (with associated roof and mechanical assets)<br><br>Land Improvements: fencing and gates, leasehold improvements<br><br>Machinery & Equipment: tourism trailer and 3 dual electric vehicle charging stations | | |
| | | | Buildings: **40+**<br>Land Improvements: **40+**<br>Machinery & Equipment: **40+** | | Condition Rating | Buildings: **68** (Good)<br>Land Improvements: **14** (Very Poor)<br>Machinery & Equipment: **52** (Fair) | Buildings <40: **1%**<br>Land Improvements <40: **100%**<br>Machinery & Equipment <40: **7%** | Buildings: $13,198<br>Land Improvements: $33,762<br>Machinery & Equipment: $4,040<br><br>**TOTAL: $51,000** |
| | | | Minimize complaints | | Service requests | Response to service requests | | |
| General Government Services | "A Town Hall that allows attendance at Council meetings, the payment of taxes, as well as a public space where questions about the municipality can be directed" | Safe and functional equipment and facilities | Many municipal services are provided at Town Hall, some of which include payment of taxes, lottery licensing, purchases of waterfront parking passes, issuing of marriage licenses, purchases of cemetery plots and renewal of dog tags. The general public are able to have inquiries addressed by municipal staff from the following departments: Clerk's office, Treasury, Operations and Environmental Services, Economic Development, Building and Planning, as well as Municipal By-Law Enforcement. Additionally, the Council Chambers are located within Town Hall. Goderich Town Council consists of one Mayor, one Deputy Mayor and five Councillors | | | Buildings: 4 structures (with associated roof and mechanical assets, including an elevator)<br><br>Vehicles: 1 pickup truck<br><br>Machinery & Equipment: building and office furniture, computer equipment/software, operating equipment, and technical equipment | | |
| | | | Buildings: **40+**<br>Vehicles: **40+**<br>Machinery & Equipment: **40+** | | Condition Rating | Buildings: **65** (Good)<br>Vehicles: **70** (Good)<br>Machinery & Equipment: **23** (Poor) | Buildings <40: **0%**<br>Vehicles <40: **0%**<br>Machinery & Equipment <40: **50%** | Machinery & Equipment: $237,003<br><br>**TOTAL: $237,003** |
| | | | Follow facility maintenance program | | Number of non-compliance events | Meeting facility maintenance requirements | | |
| | | | Minimize complaints | | Service requests | Response to service requests | | |

# APPENDIX B:

# Service Maps




| Road Network | km | Lane-km | Lane-km per Town area (km/sq km) | Lane-km per household |
|---|---|---|---|---|
| Arterial (Connecting Link) | 4.74 | 18.96 | 2.14 | 0.0049 |
| Collector | 3.73 | 7.46 | 0.84 | 0.0019 |
| Local / Street | 65.5 | 131 | 14.79 | 0.0340 |
| | **73.97** | **157.42** | **17.77** | **0.04** |

*Infrastructure and property information as of January 1, 2025.*

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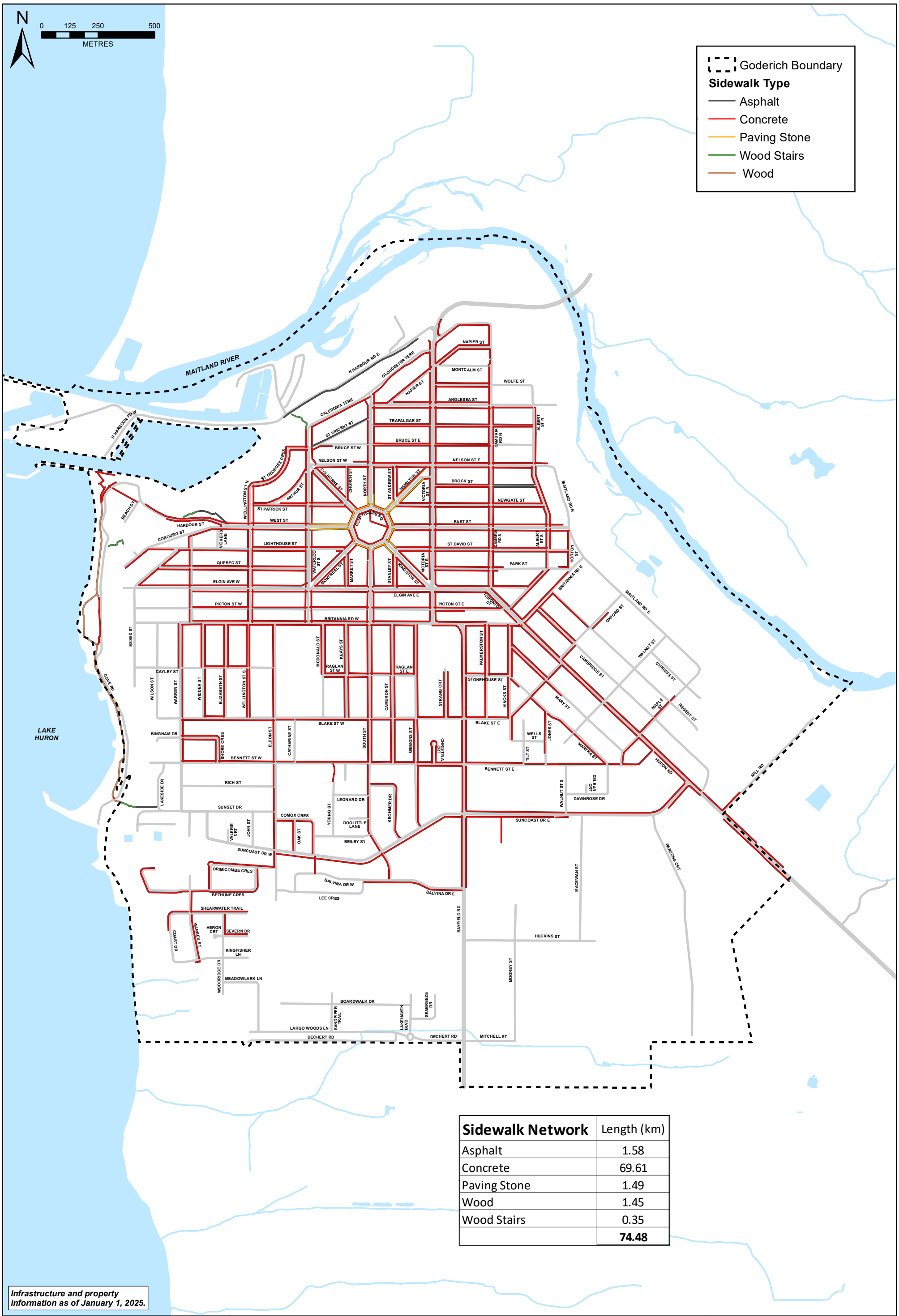
**ASSET MANAGEMENT PLAN**

MUNICIPAL ROAD NETWORK

**TOWN OF GODERICH**

| DATE FEB. 2026 | PROJECT No. 22184 |
|---|---|
| SCALE 1:15,000 | FIGURE No. B1 |




| Sidewalk Network | Length (km) |
|---|---|
| Asphalt | 1.58 |
| Concrete | 69.61 |
| Paving Stone | 1.49 |
| Wood | 1.45 |
| Wood Stairs | 0.35 |
| | **74.48** |

*Infrastructure and property information as of January 1, 2025.*

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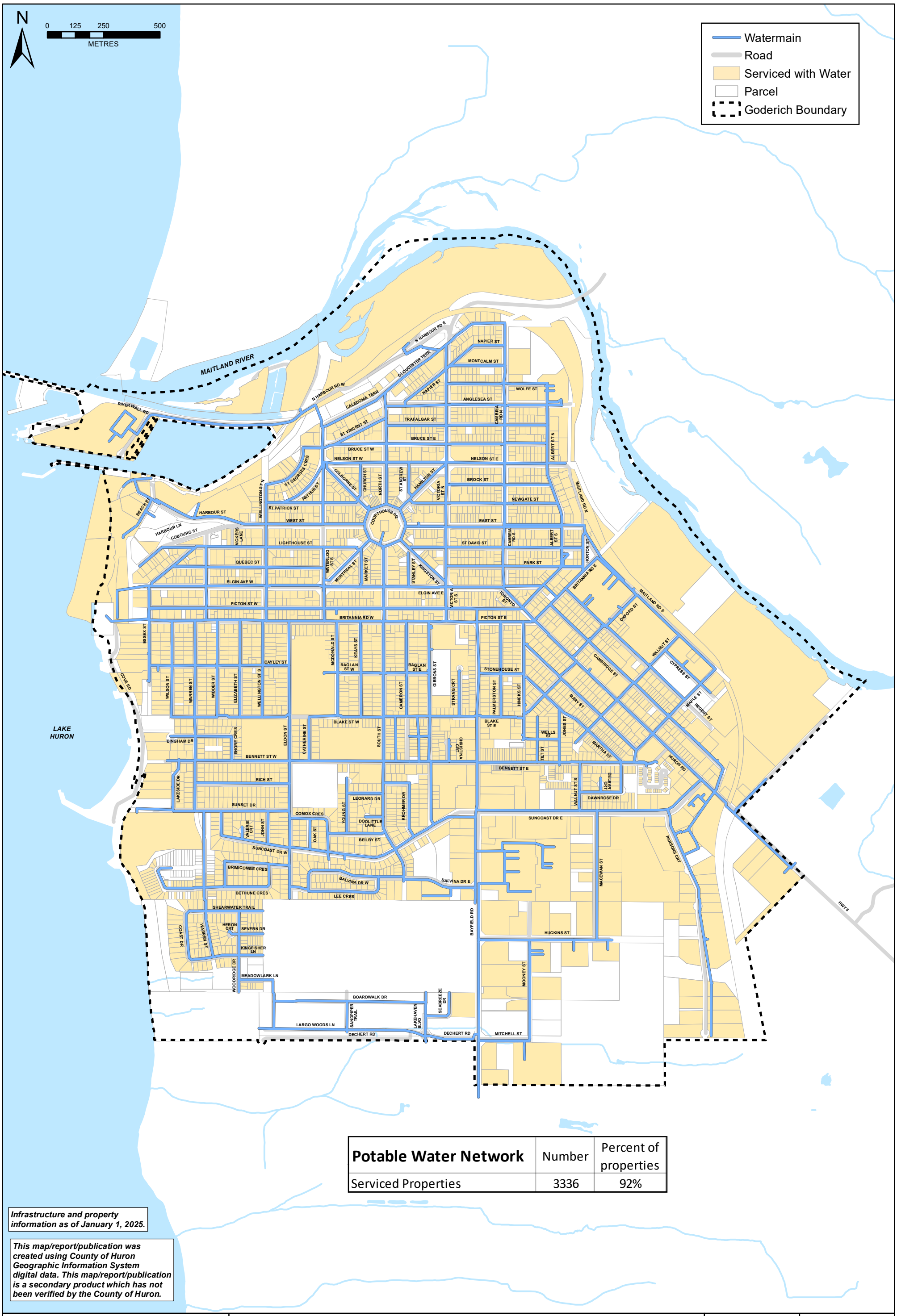
**ASSET MANAGEMENT PLAN**

MUNICIPAL SIDEWALK NETWORK

**TOWN OF GODERICH**

| DATE FEB. 2026 | PROJECT No. 22184 |
|---|---|
| SCALE 1:15,000 | FIGURE No. B2 |




| Potable Water Network | Number | Percent of properties |
|---|---|---|
| Serviced Properties | 3336 | 92% |

*Infrastructure and property information as of January 1, 2025.*

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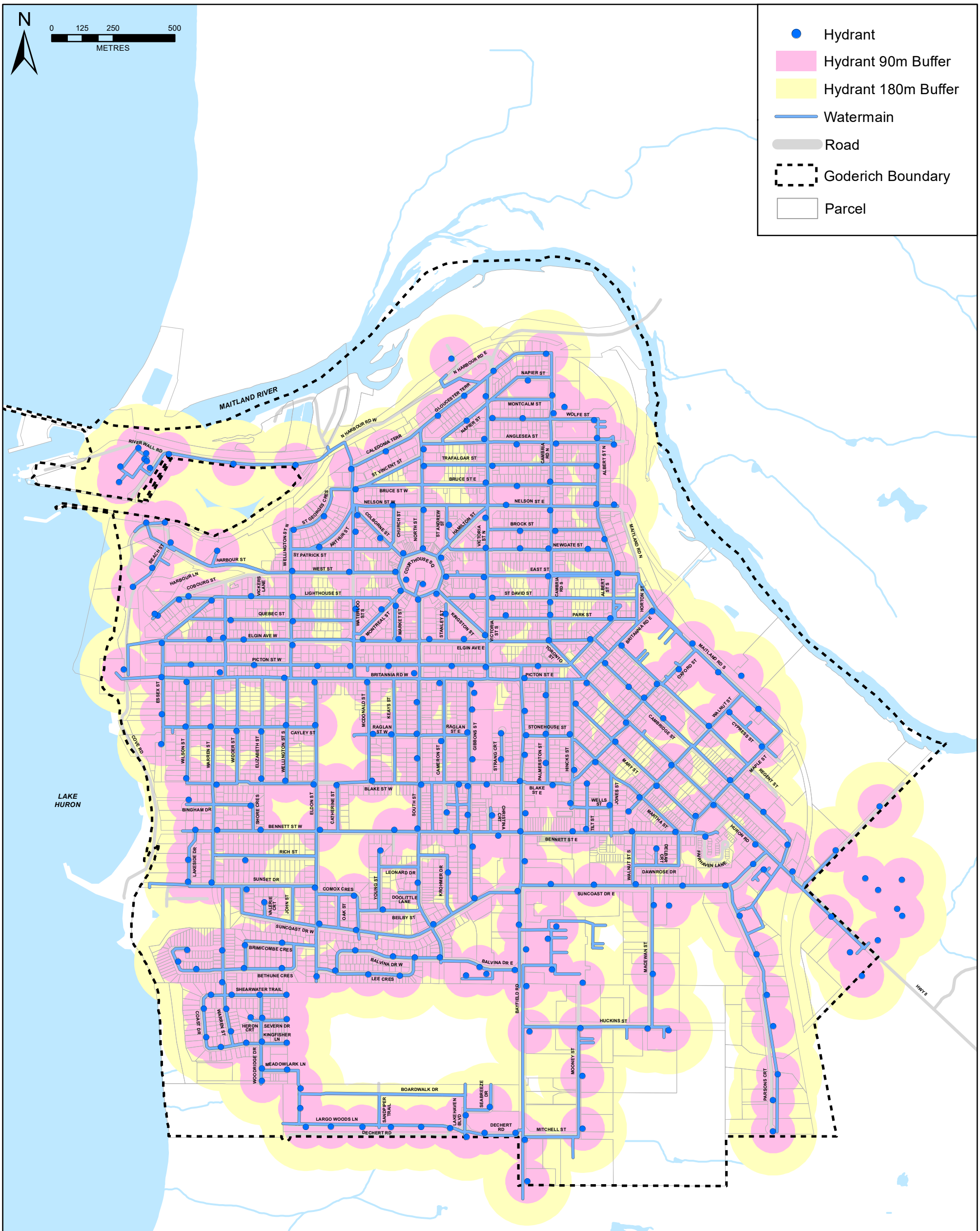
**ASSET MANAGEMENT PLAN**

MUNICIPAL WATER DISTRIBUTION SYSTEM AND SERVICED PROPERTIES

**TOWN OF GODERICH**

| DATE FEB. 2026 | PROJECT No. 22184 |
|---|---|
| SCALE 1:15,000 | FIGURE No. B3 |




| Fire Protection | Number | Percent of properties |
|---|---|---|
| Properties within 90m of a hydrant | 3437 | 95% |
| Properties within >90m to 180m of a hydrant | 172 | 5% |
| Properties within >180m from a hydrant | 1 | 0.03% |

*Infrastructure and property information as of January 1, 2025.*

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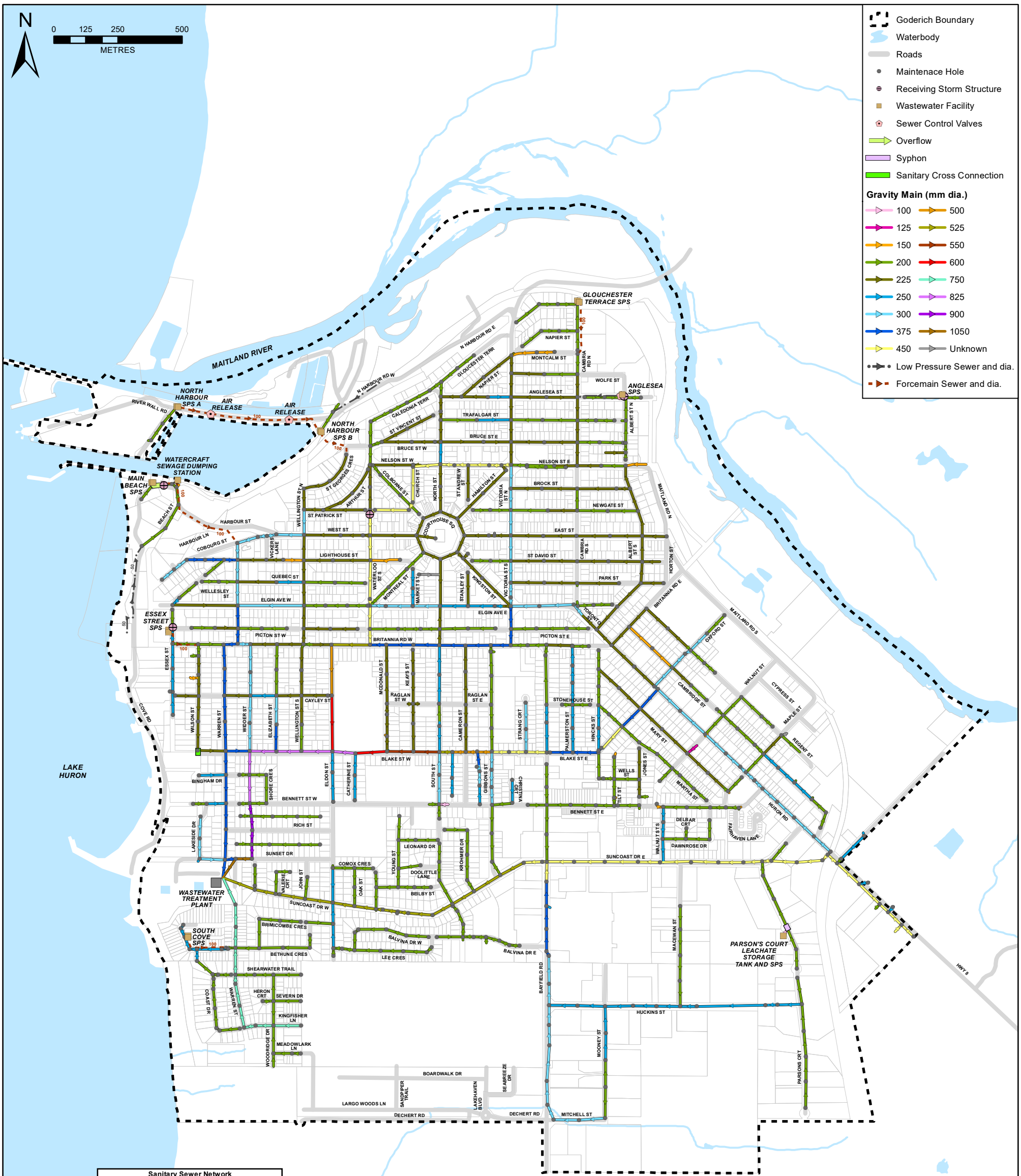
**ASSET MANAGEMENT PLAN**

MUNICIPAL WATER DISTRIBUTION SYSTEM
FIRE FLOW

**TOWN OF GODERICH**

| DATE FEB. 2026 | PROJECT No. 22184 |
|---|---|
| SCALE 1:15,000 | FIGURE No. B4 |




| Sanitary Sewer Network | | | |
|---|---|---|---|
| Type | Diameter (mm) | Number of Segments | Length (m) |
| Gravity Main | Unknown | 5 | 128 |
| Gravity Main | 100 | 4 | 113 |
| Gravity Main | 125 | 2 | 51 |
| Gravity Main | 150 | 24 | 834 |
| Gravity Main | 200 | 332 | 22265 |
| Gravity Main | 225 | 169 | 16152 |
| Gravity Main | 250 | 80 | 5883 |
| Gravity Main | 300 | 68 | 5725 |
| Gravity Main | 375 | 45 | 3018 |
| Gravity Main | 450 | 44 | 3344 |
| Gravity Main | 500 | 4 | 352 |
| Gravity Main | 525 | 17 | 1449 |
| Gravity Main | 550 | 2 | 204 |
| Gravity Main | 600 | 2 | 342 |
| Gravity Main | 750 | 11 | 823 |
| Gravity Main | 825 | 6 | 616 |
| Gravity Main | 900 | 4 | 216 |
| Gravity Main | 1050 | 2 | 154 |
| | | **821** | **61.7 km** |
| Low Pressure | 100 | 6 | 429 |
| Low Pressure | 50 | 4 | 370 |
| Forcemain | 100 | 20 | 1847 |

***Infrastructure and property information as of January 1, 2025.***

| Sanitary Sewer Cross Connections | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Connection Number | Location | Diameter (mm) | Number of Segments | Length (m) | Sanitary Source | Receiving Stormwater Structure | | | Receiving Waterbody |
| | | | | | | Description | Easting | Northing | |
| 4 | Blake St W & Wilson | 225 | 1 | 10 | MH 51 | 380mm storm sewer west of 2-MH-87 | 441789 | 4842734 | Lake Huron |
| 12 | St. Patrick & Waterloo | 525 | 1 | 2 | MH 171 | 5-MH-39 | 442459 | 4843664 | Maitland River |

| Sanitary Sewer Overflow Locations | | | | | | | |
|---|---|---|---|---|---|---|---|
| Diameter (mm) | Number of Segments | Length (m) | Source | Receiving Stormwater Structure | | | Receiving Watercourse |
| | | | | Description | Easting | Northing | |
| 200 | 1 | 55 | Main Beach SPS | 4-MH-3 | 441656 | 4843779 | Lake Huron |
| 200 | 1 | 9 | Gloucester Terrace SPS | Railside ditch | 443270 | 4844507 | Maitland River |
| 200 | 1 | 20 | Essex Street SPS | 3-MH-13 | 441692 | 4843224 | Lake Huron |
| 150 | 1 | 11 | Anglesea SPS | Catchbasin | 443453 | 4844126 | Maitland River |
| *UTM NAD83 Zone 17N* | | | | | | | |

| Sanitary Sewage Facilities: ECA Number 084-W601 Issue Number 1 (Oct.25, 2022) | | | | |
|---|---|---|---|---|
| Name | Asset ID | ECA | Northing | Easting |
| Main Beach SPS | | Issue 1 | 4843788 | 441609 |
| North Harbour SPS A | | Issue 1 | 4844084 | 441707 |
| North Harbour SPS B | | Issue 1 | 4843990 | 442267 |
| Glouchester Terrace SPS | | Issue 1 | 4844498 | 443271 |
| South Cove SPS | | Issue 1 | 4842020 | 441751 |
| Essex Street SPS | | Issue 1 | 4843213 | 441675 |
| Parson's Court Leachate Storage Tank and SPS | | Issue 1 | 4842020 | 444074 |
| Anglesea SPS | | FormSS2- 2023 | 4844138 | 443435 |
| *UTM NAD83 Zone 17N* | | | | |

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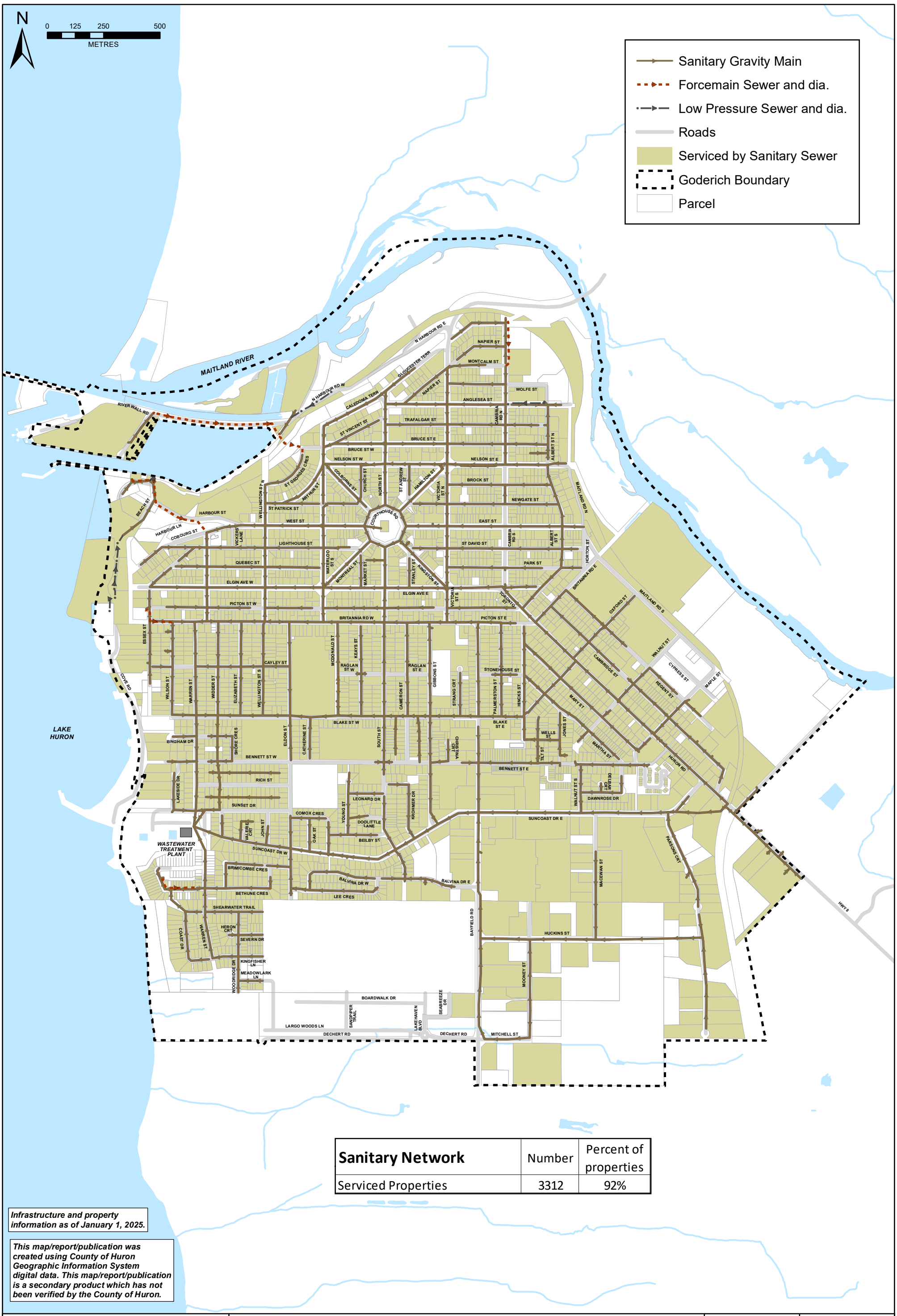
**ASSET MANAGEMENT PLAN**

MUNICIPAL WASTEWATER COLLECTION SYSTEM

**TOWN OF GODERICH**

| DATE FEB. 2026 | PROJECT No. 22184 |
|---|---|
| SCALE 1:15,000 | FIGURE No. B5 |




| Sanitary Network | Number | Percent of properties |
|---|---|---|
| Serviced Properties | 3312 | 92% |

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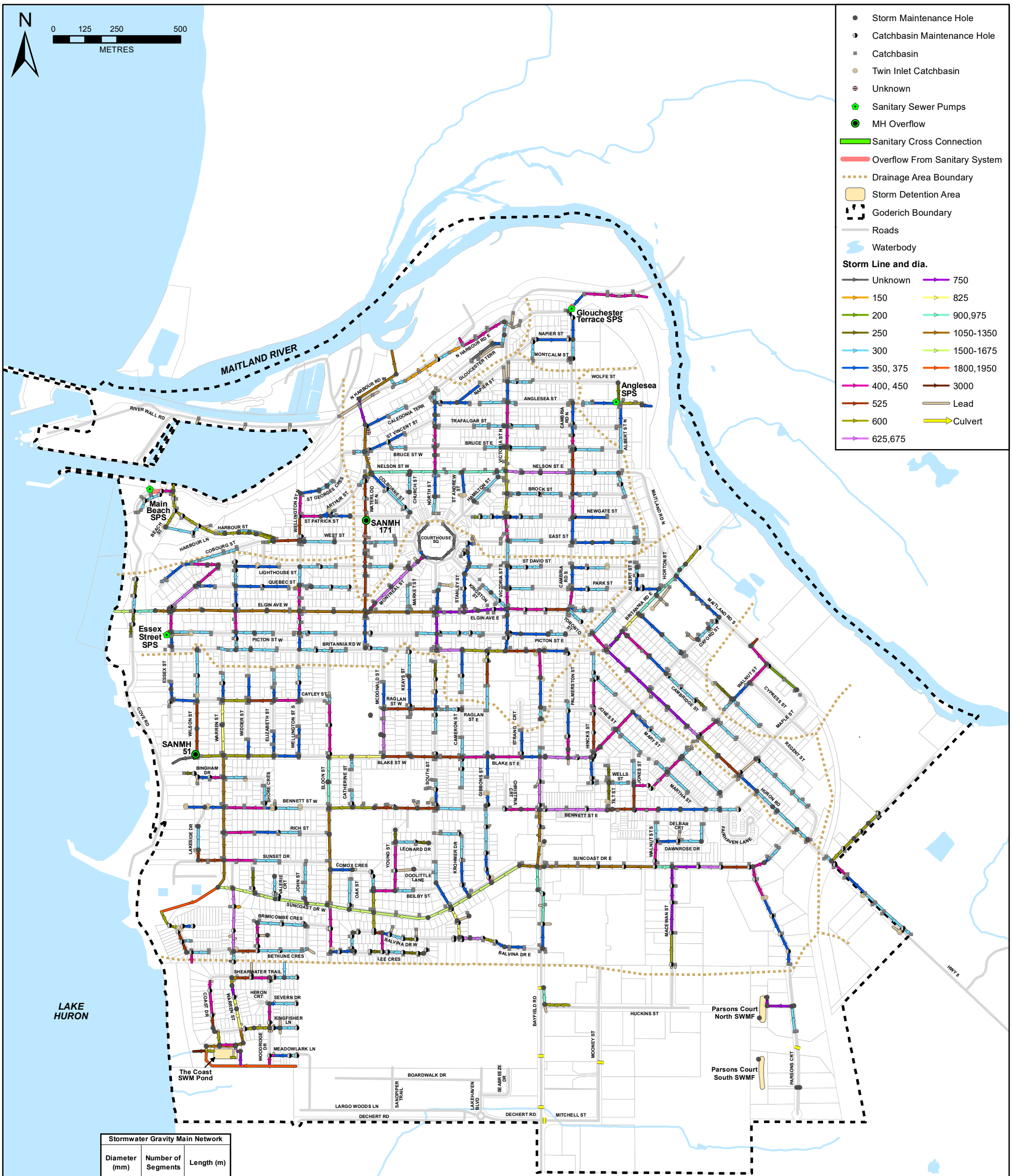
**ASSET MANAGEMENT PLAN**

MUNICIPAL WASTEWATER COLLECTION SYSTEM AND SERVICED PROPERTIES

**TOWN OF GODERICH**

| DATE FEB. 2026 | PROJECT No. 22184 |
|---|---|
| SCALE 1:15,000 | FIGURE No. B6 |




| Stormwater Gravity Main Network | | |
|---|---|---|
| Diameter (mm) | Number of Segments | Length (m) |
| 150 | 8 | 273 |
| 200 | 10 | 296 |
| 250 | 30 | 1214 |
| 300 | 281 | 14466 |
| 350 | 2 | 49 |
| 375 | 171 | 9427 |
| 400 | 2 | 23 |
| 450 | 115 | 6375 |
| 525 | 52 | 3484 |
| 600 | 61 | 3037 |
| 625 | 3 | 202 |
| 675 | 29 | 1946 |
| 750 | 26 | 1696 |
| 825 | 13 | 788 |
| 900 | 14 | 935 |
| 975 | 5 | 531 |
| 1050 | 23 | 1812 |
| 1200 | 15 | 1572 |
| 1350 | 1 | 70 |
| 1500 | 2 | 69 |
| 1525 | 7 | 816 |
| 1675 | 5 | 437 |
| 1800 | 1 | 400 |
| 1950 | 1 | 245 |
| 3000 | 1 | 51 |
| Unknown | 26 | 694 |
| | 904 | 50.9 km |

| Sanitary Sewer Cross Connections | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Connection Number | Location | Diameter (mm) | Number of Segments | Length (m) | Sanitary Source | Receiving Stormwater Structure | | | Receiving Waterbody |
| | | | | | | Description | Easting | Northing | |
| 4 | Blake St W & Wilson | 225 | 1 | 10 | MH 51 | 380mm storm sewer west of 2-MH-87 | 441789 | 4842734 | Lake Huron |
| 12 | St. Patrick & Waterloo | 525 | 1 | 2 | MH 171 | 5-MH-39 | 442459 | 4843664 | Maitland River |

| Sanitary Sewer Overflow Locations | | | | | | | |
|---|---|---|---|---|---|---|---|
| Diameter (mm) | Number of Segments | Length (m) | Source | Receiving Stormwater Structure | | | Receiving Watercourse |
| | | | | Description | Easting | Northing | |
| 200 | 1 | 55 | Main Beach SPS | 4-MH-3 | 441656 | 4843779 | Lake Huron |
| 200 | 1 | 9 | Gloucester Terrace SPS | Railside ditch | 443270 | 4844507 | Maitland River |
| 200 | 1 | 20 | Essex Street SPS | 3-MH-13 | 441692 | 4843224 | Lake Huron |
| 150 | 1 | 11 | Anglesea SPS | Catchbasin | 443453 | 4844126 | Maitland River |
| UTM NAD83 Zone 17N | | | | | | | |

| Stormwater Management Facilities: ECA Number 084-S701 Issue Number 1 (Oct.26, 2022) | | | | |
|---|---|---|---|---|
| Name | Asset ID | ECA | Easting | Northing |
| Parsons Court North SWMF | | Issue 1 | 444023 | 4841740 |
| Parsons Court South SWMF | | Issue 1 | 444018 | 4841490 |
| The Coast SWMF | | 3163-C5JRDC | 441896 | 4841565 |
| UTM NAD83 Zone 17N | | | | |

***Infrastructure and property information as of January 1, 2025.***

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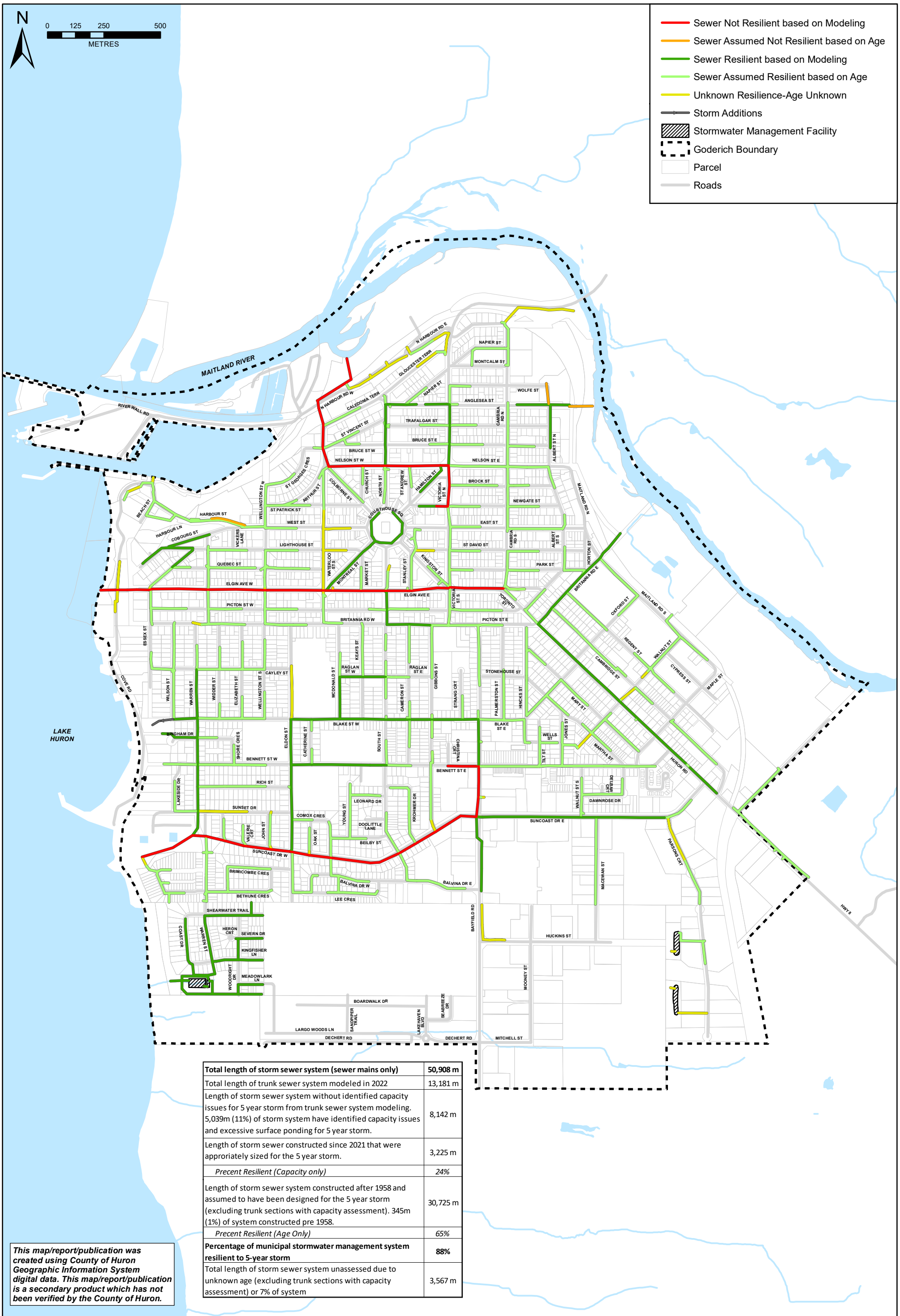
**ASSET MANAGEMENT PLAN**

MUNICIPAL STORMWATER MANAGEMENT SYSTEM

**TOWN OF GODERICH**

| DATE MAR. 2026 | PROJECT No. 22184 |
|---|---|
| SCALE 1:15,000 | FIGURE No. B7 |




| | |
|---|---|
| **Total length of storm sewer system (sewer mains only)** | **50,908 m** |
| Total length of trunk sewer system modeled in 2022 | 13,181 m |
| Length of storm sewer system without identified capacity issues for 5 year storm from trunk sewer system modeling. 5,039m (11%) of storm system have identified capacity issues and excessive surface ponding for 5 year storm. | 8,142 m |
| Length of storm sewer constructed since 2021 that were approriately sized for the 5 year storm. | 3,225 m |
| *Precent Resilient (Capacity only)* | *24%* |
| Length of storm sewer system constructed after 1958 and assumed to have been designed for the 5 year storm (excluding trunk sections with capacity assessment). 345m (1%) of system constructed pre 1958. | 30,725 m |
| *Precent Resilient (Age Only)* | *65%* |
| **Percentage of municipal stormwater management system resilient to 5-year storm** | **88%** |
| Total length of storm sewer system unassessed due to unknown age (excluding trunk sections with capacity assessment) or 7% of system | 3,567 m |

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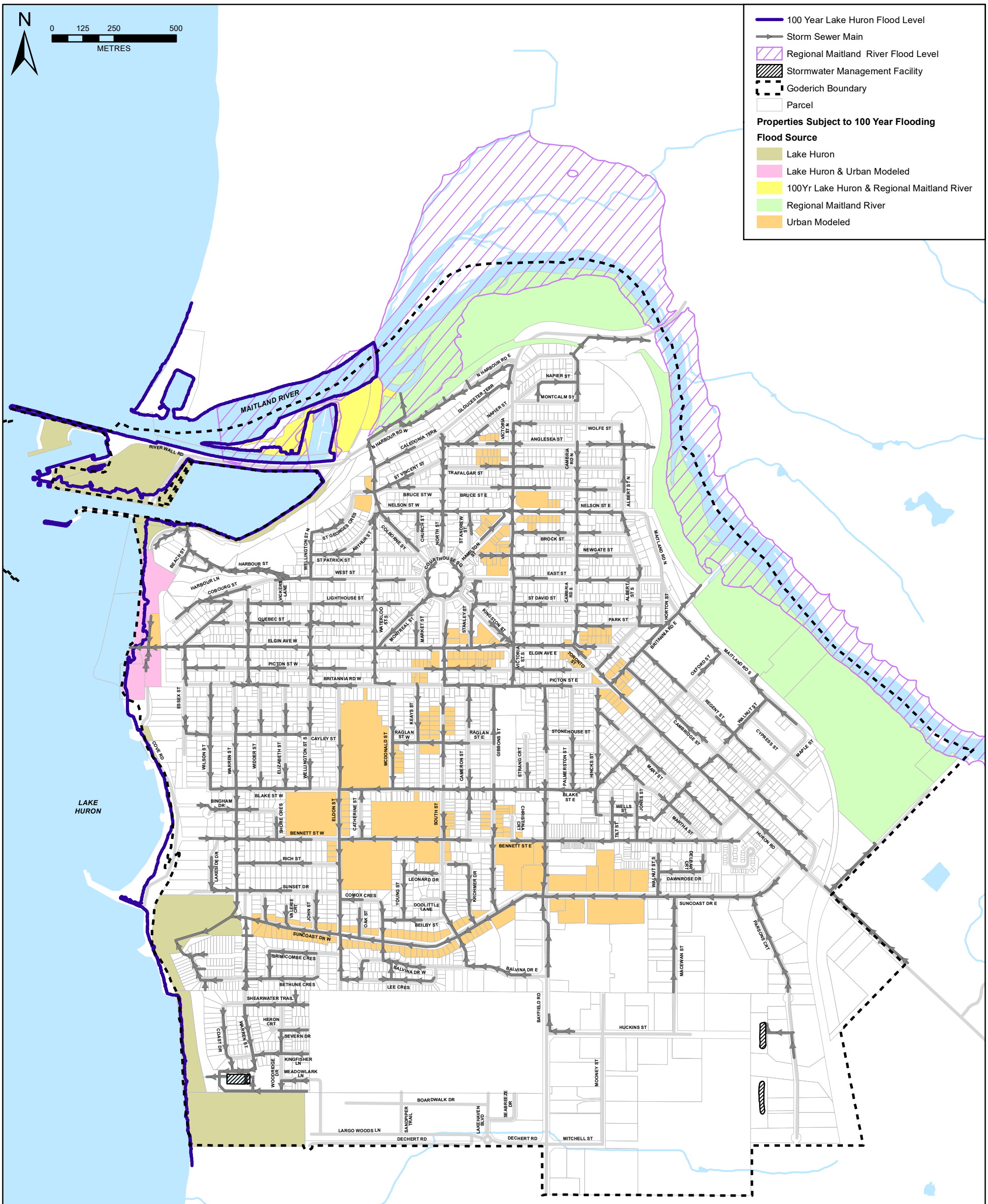
**ASSET MANAGEMENT PLAN**

MUNICIPAL STORMWATER MANAGEMENT SYSTEM
5-YEAR STORM RESILIENCE

**TOWN OF GODERICH**

| DATE MARCH 2026 | PROJECT No. 22184 |
|---|---|
| SCALE 1:15,000 | FIGURE No. B8 |




| | |
|---|---|
| Total number of properties in Regional floodplain | 7 |
| Total number of properties in 100 yr Lake Huron flooding | 16 |
| Total number of properties in Regional Riverine and 100 yr Lake Huron flooding | 3 |
| Total number of properties vulnerable to 100 yr flooding within the urban storm system | 276 |
| Total number of properties vulnerable to 100 yr flooding within the urban storm system and 100 yr Lake Huron flooding | 3 |
| **Percentage of properties in municipality resilient to a 100 year storm** | **92%** |

*Infrastructure and property information as of January 1, 2025.*

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**ASSET MANAGEMENT PLAN**

MUNICIPAL STORMWATER MANAGEMENT SYSTEM
100-YEAR STORM RESILIENCE

**TOWN OF GODERICH**

| DATE FEB. 2026 | PROJECT No. 22184 |
|---|---|
| SCALE 1:15,000 | FIGURE No. B9 |

# APPENDIX C:

# Public Engagement Survey Results

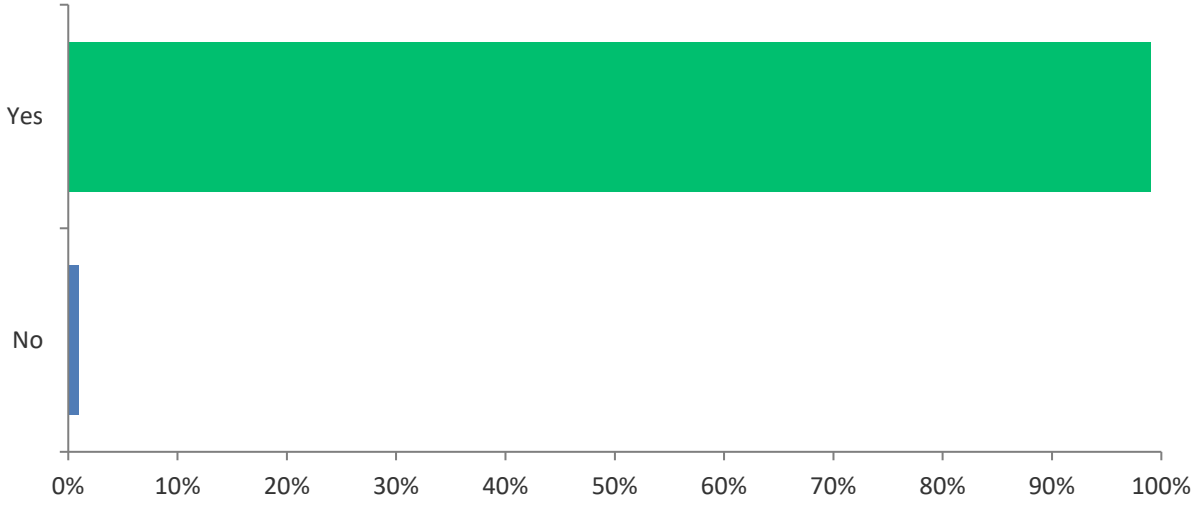
# Town of Goderich Municipal Levels of Service Public Engagement Survey for Core Infrastructure Assets

Tuesday, May 20, 2025



Powered by SurveyMonkey

# Q1: Are you a current resident/property owner within the Town of Goderich?

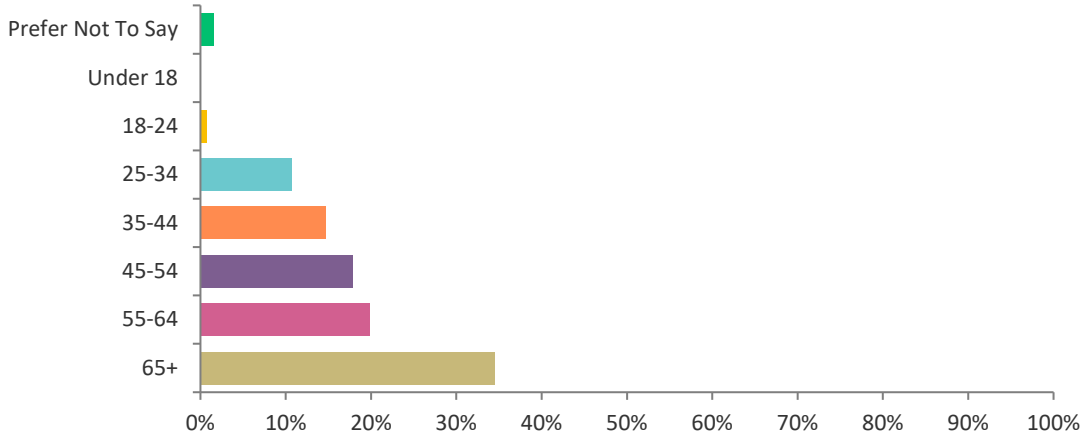



| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Yes | 99.01% | 499 |
| No | 0.99% | 5 |
| **TOTAL** | | 504 |



Powered by SurveyMonkey

# Q2: Please select your age range:

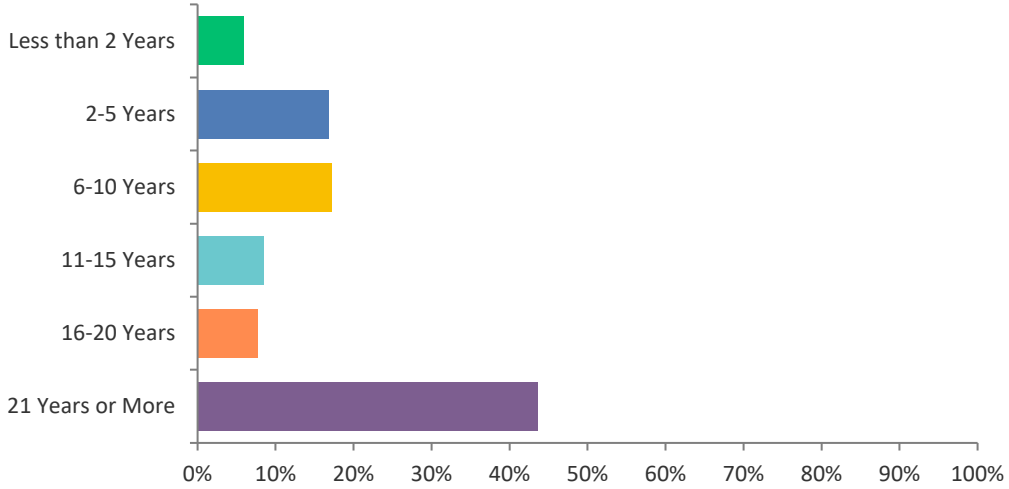



| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Prefer Not To Say | 1.59% | 8 |
| Under 18 | 0.00% | 0 |
| 18-24 | 0.79% | 4 |
| 25-34 | 10.71% | 54 |
| 35-44 | 14.68% | 74 |
| 45-54 | 17.86% | 90 |
| 55-64 | 19.84% | 100 |
| 65+ | 34.52% | 174 |
| TOTAL | | 504 |



Powered by SurveyMonkey

# Q3: How long have you lived/owned property in the Town of Goderich?

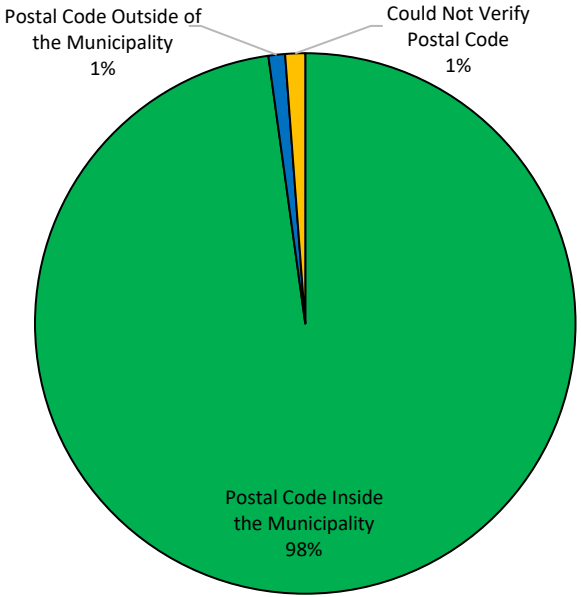



| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Less than 2 Years | 5.95% | 30 |
| 2-5 Years | 16.87% | 85 |
| 6-10 Years | 17.26% | 87 |
| 11-15 Years | 8.53% | 43 |
| 16-20 Years | 7.74% | 39 |
| 21 Years or More | 43.65% | 220 |
| TOTAL | | 504 |

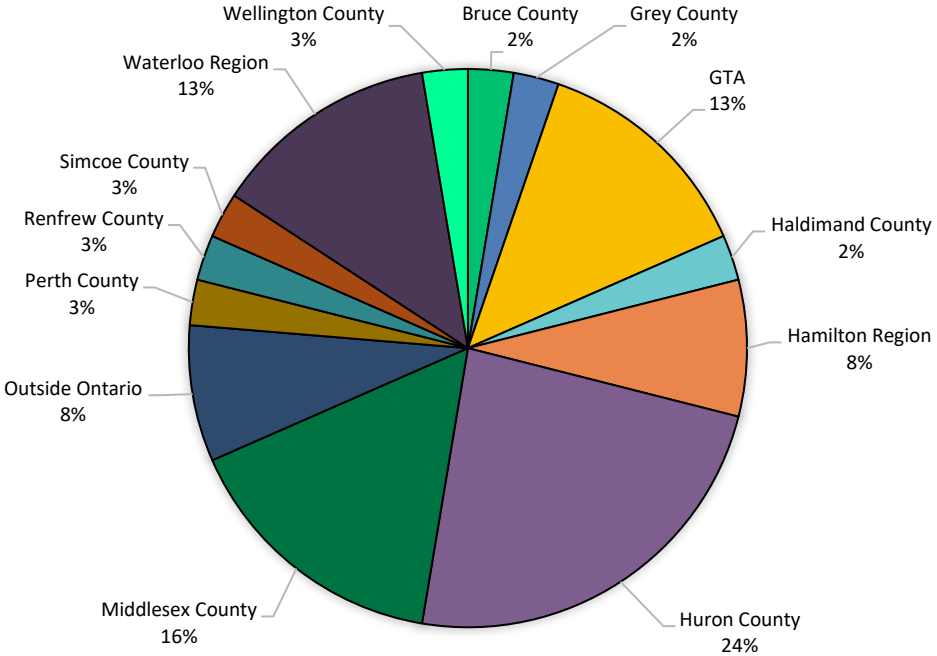


Powered by SurveyMonkey

## Q4: Please provide your postal code:



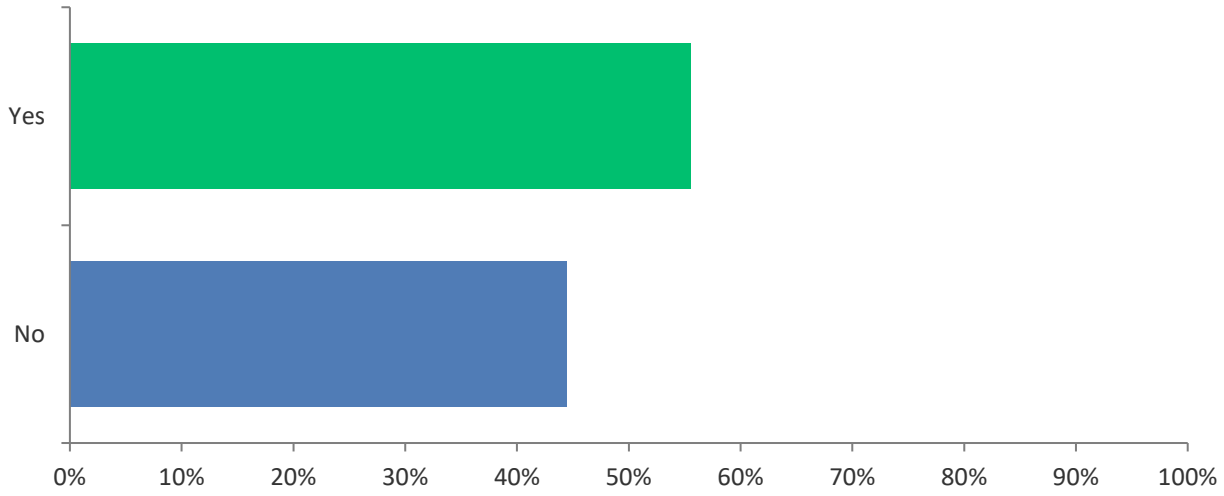

## Q5: If you have lived/owned property in the Town of Goderich for less than 2 years, where did you live previously?






Powered by SurveyMonkey

# Q6: Do you know that the Town of Goderich has an Asset Management Plan?

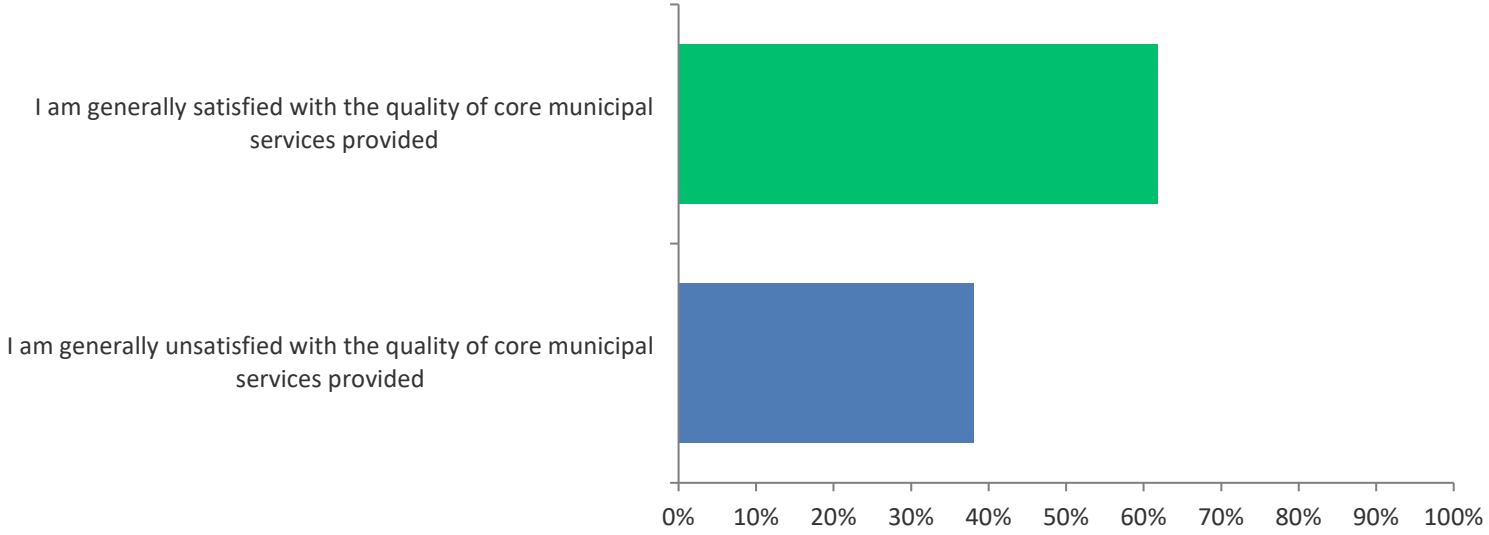



| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Yes | 55.56% | 280 |
| No | 44.44% | 224 |
| **TOTAL** | | 504 |



Powered by SurveyMonkey

## Q7: Which of the following statements best describes your daily experiences with core municipal services (e.g., road, sidewalk and storm sewer condition, snow removal, pothole repairs, etc.)?




| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| I am generally satisfied with the quality of core municipal services provided | 61.90% | 312 |
| I am generally unsatisfied with the quality of core municipal services provided | 38.10% | 192 |
| TOTAL | | 504 |



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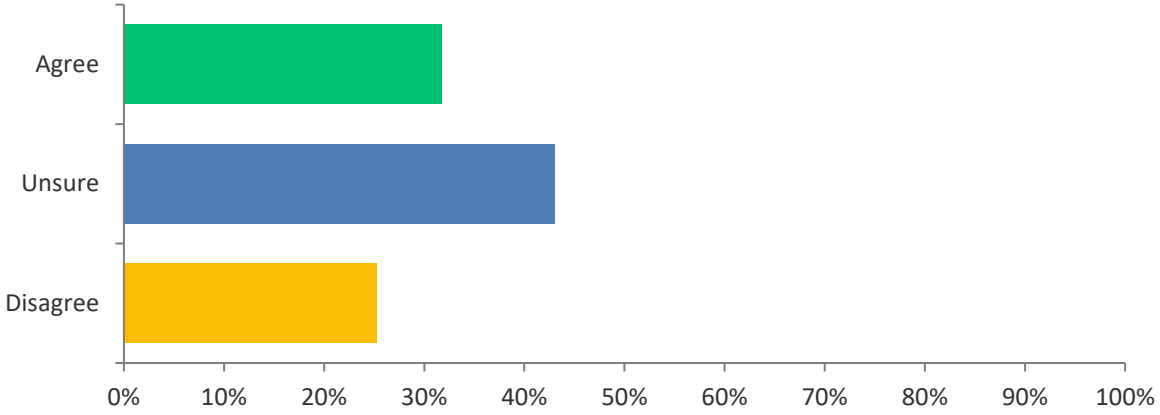
**Q8: What is your opinion of the following statement regarding core municipal services (e.g., road, sidewalk and storm sewer condition, snow removal, pothole repairs, etc.):**
***"The Town of Goderich is making the right infrastructure investments for its current residents."***

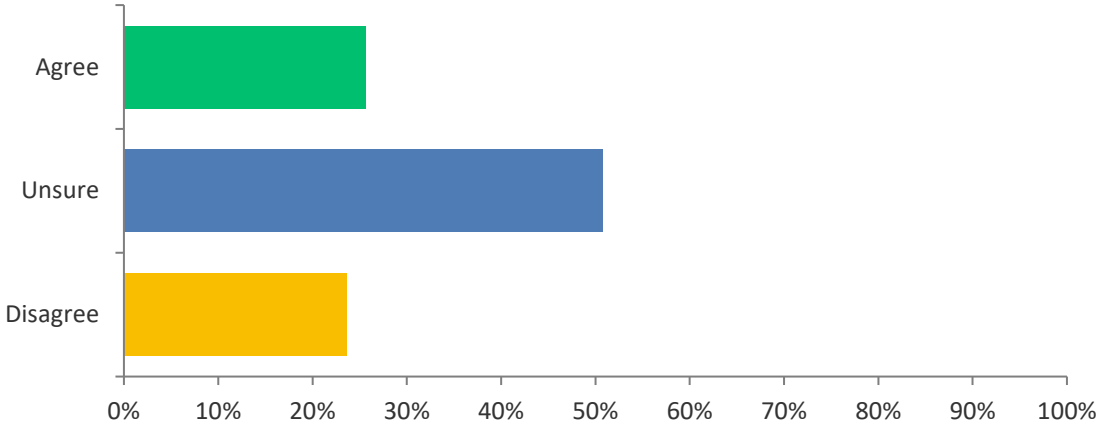



| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Agree | 31.75% | 160 |
| Unsure | 43.06% | 217 |
| Disagree | 25.20% | 127 |
| **TOTAL** | | 504 |



Powered by SurveyMonkey

**Q9: What is your opinion of the following statement regarding core municipal services (e.g., road, sidewalk and storm sewer condition, snow removal, pothole repairs, etc.):**
***"The Town of Goderich is making the right infrastructure investments for the future."***

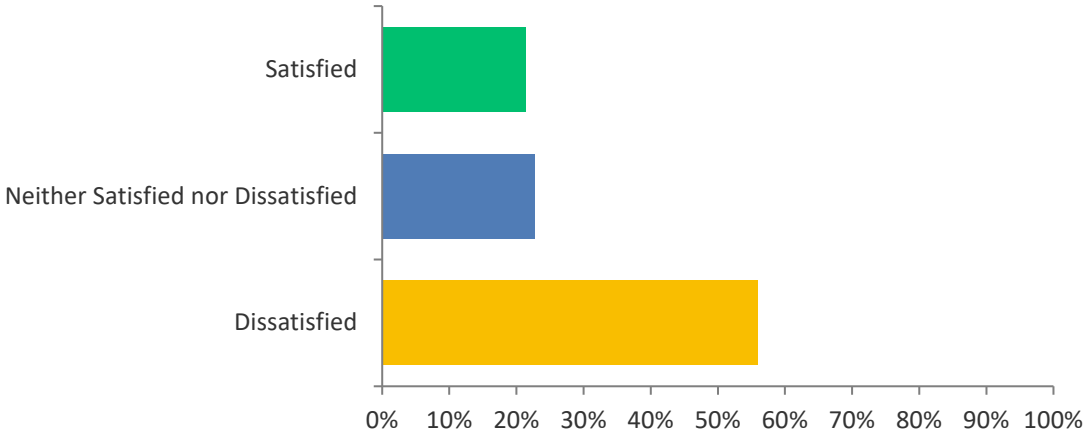



| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Agree | 25.60% | 129 |
| Unsure | 50.79% | 256 |
| Disagree | 23.61% | 119 |
| **TOTAL** | | 504 |



Powered by SurveyMonkey

# Q10: How satisfied are you with the current pavement conditions within the Town of Goderich?

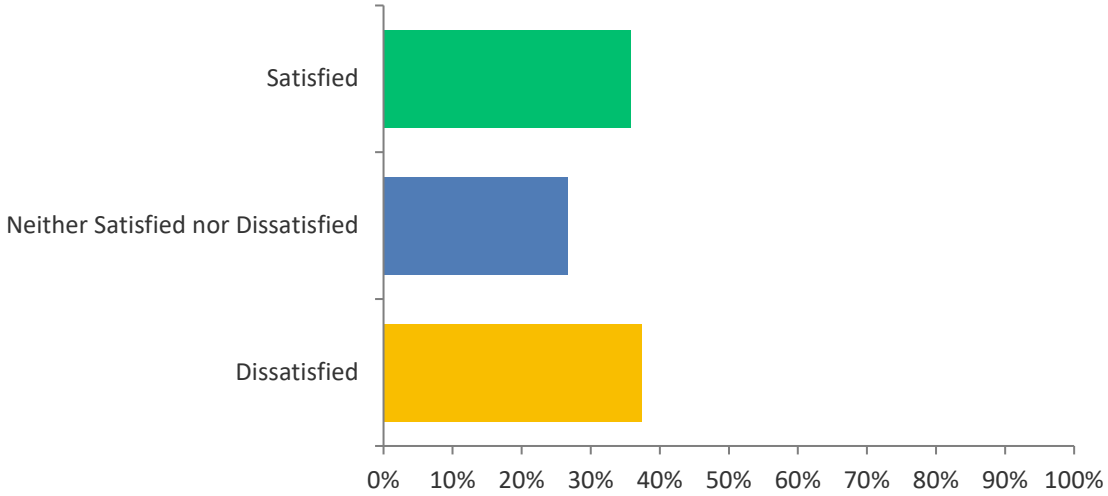



| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Satisfied | 21.33% | 106 |
| Neither Satisfied nor Dissatisfied | 22.74% | 113 |
| Dissatisfied | 55.94% | 278 |
| **TOTAL** | | 497 |



Powered by SurveyMonkey

## Q11: How satisfied are you with the current road maintenance service (e.g., snow removal, pothole repairs, etc.) within the Town of Goderich?

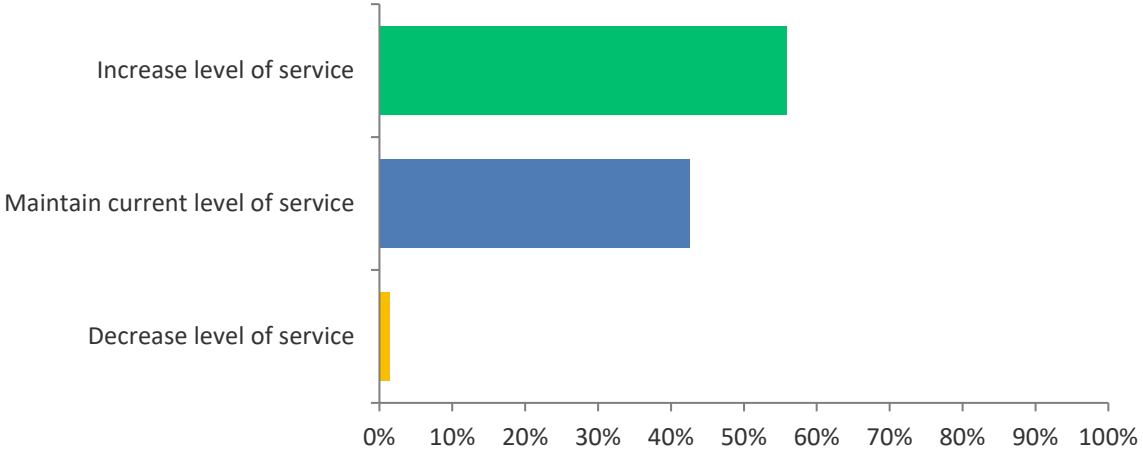



| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Satisfied | 35.81% | 178 |
| Neither Satisfied nor Dissatisfied | 26.76% | 133 |
| Dissatisfied | 37.42% | 186 |
| TOTAL | | 497 |



Powered by SurveyMonkey

## Q12: In your opinion, should the level of service of the Town's Road Network increase, decrease or remain the same? Please keep in mind that maintaining current service levels will likely result in a slight increase in funding due to inflation.

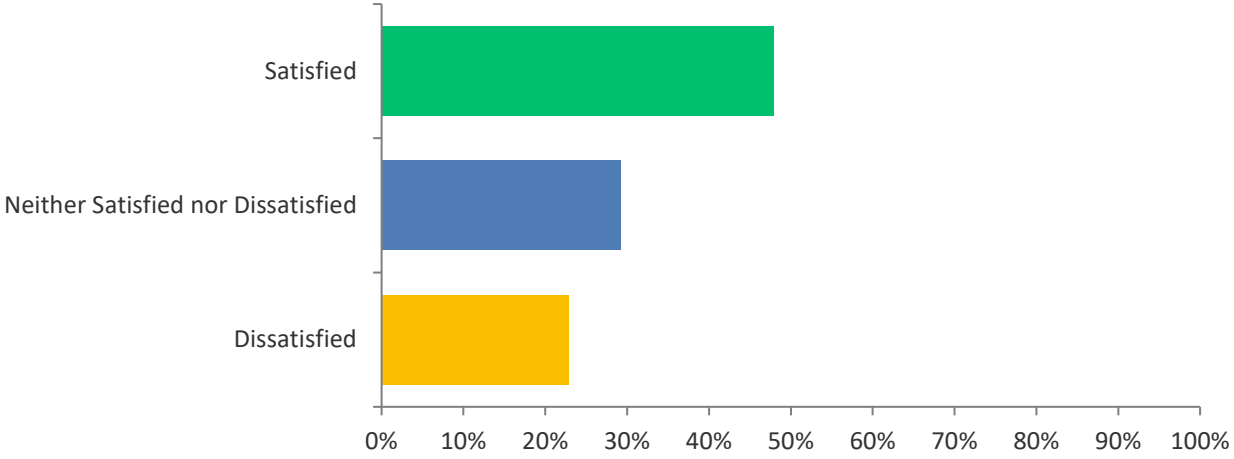



| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Increase level of service | 55.94% | 278 |
| Maintain current level of service | 42.66% | 212 |
| Decrease level of service | 1.41% | 7 |
| **TOTAL** | | 497 |



Powered by SurveyMonkey

## Q13: How satisfied are you with the current sidewalk conditions (e.g., cracking, stresses) within the Town of Goderich?

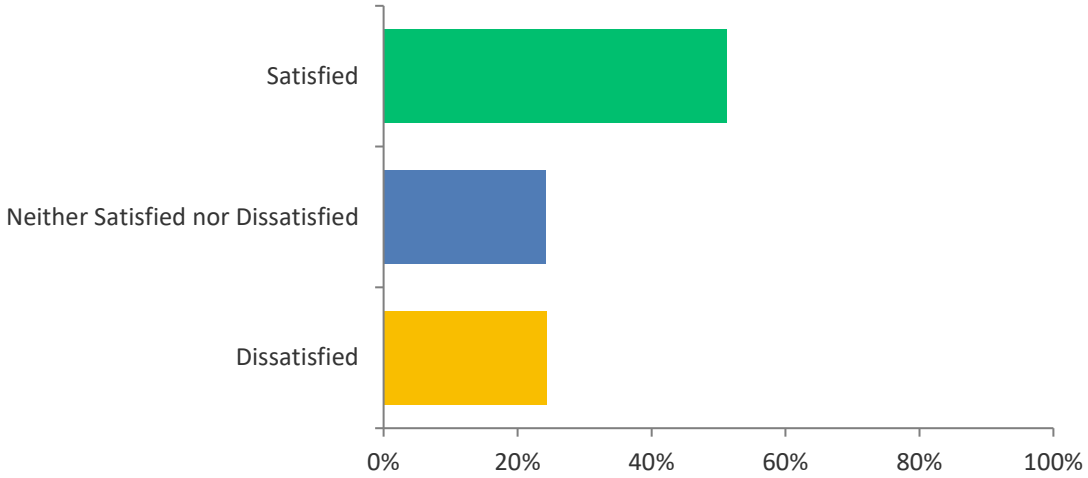



| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Satisfied | 47.88% | 237 |
| Neither Satisfied nor Dissatisfied | 29.29% | 145 |
| Dissatisfied | 22.83% | 113 |
| **TOTAL** | | 495 |



Powered by SurveyMonkey

## Q14: How satisfied are you with the current sidewalk maintenance service (e.g., snow removal and general sidewalk maintenance) within the Town of Goderich?

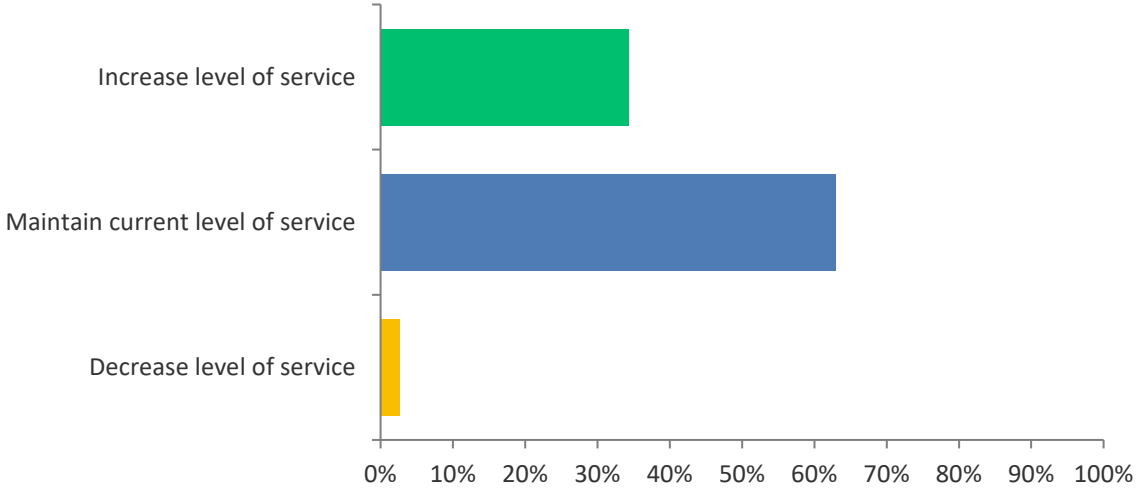



| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Satisfied | 51.31% | 254 |
| Neither Satisfied nor Dissatisfied | 24.24% | 120 |
| Dissatisfied | 24.44% | 121 |
| **TOTAL** | | 495 |



Powered by SurveyMonkey

## Q15: In your opinion, should the level of service of the municipality's Sidewalk Network increase, decrease or remain the same? Please keep in mind that maintaining current service levels will likely result in a slight increase in funding due to inflation.

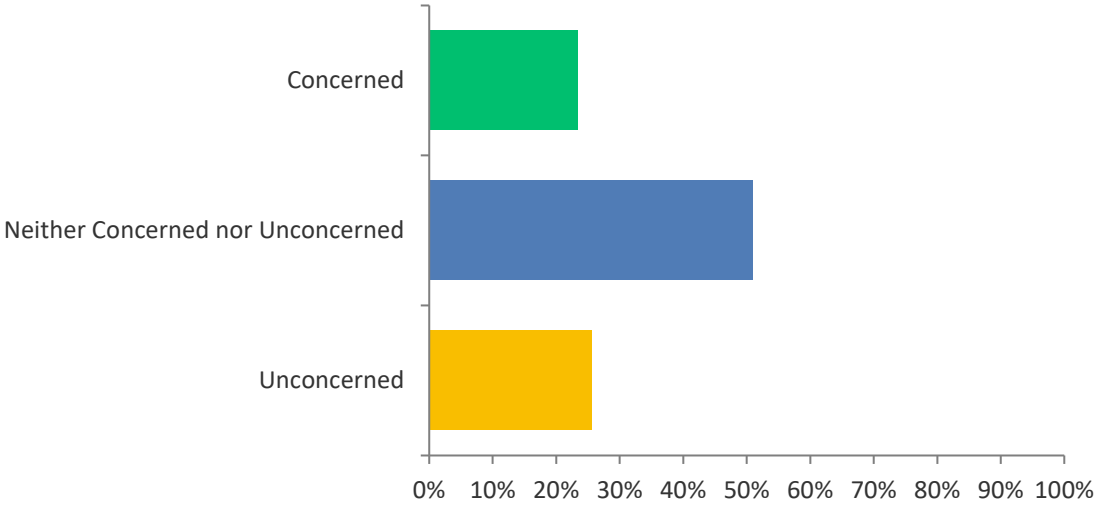



| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Increase level of service | 34.34% | 170 |
| Maintain current level of service | 63.03% | 312 |
| Decrease level of service | 2.63% | 13 |
| TOTAL | | 495 |



Powered by SurveyMonkey

## Q16: How concerned are you about the condition of stormwater management infrastructure (e.g., catch basins, stormwater management ponds) within the Town of Goderich?




| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Concerned | 23.42% | 115 |
| Neither Concerned nor Unconcerned | 50.92% | 250 |
| Unconcerned | 25.66% | 126 |
| **TOTAL** | | 491 |



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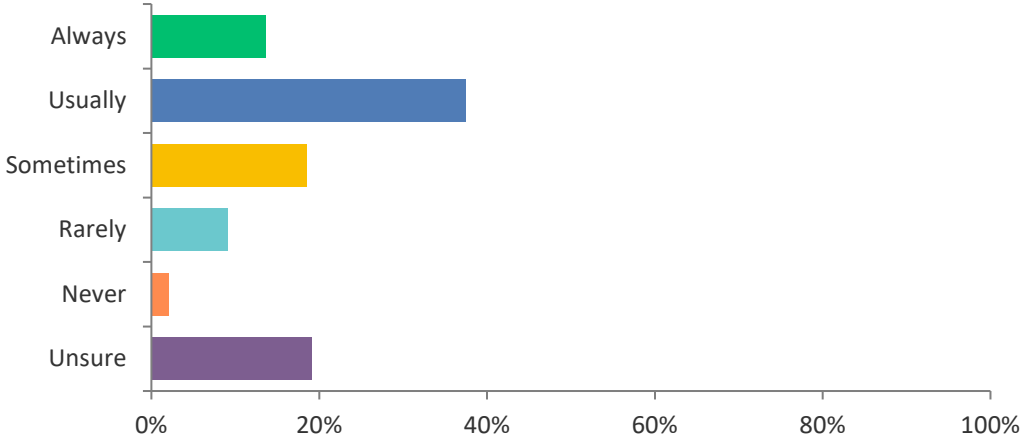
## Q17: How frequently are the catch basins in your neighbourhood clear of debris during the fall and spring seasons?

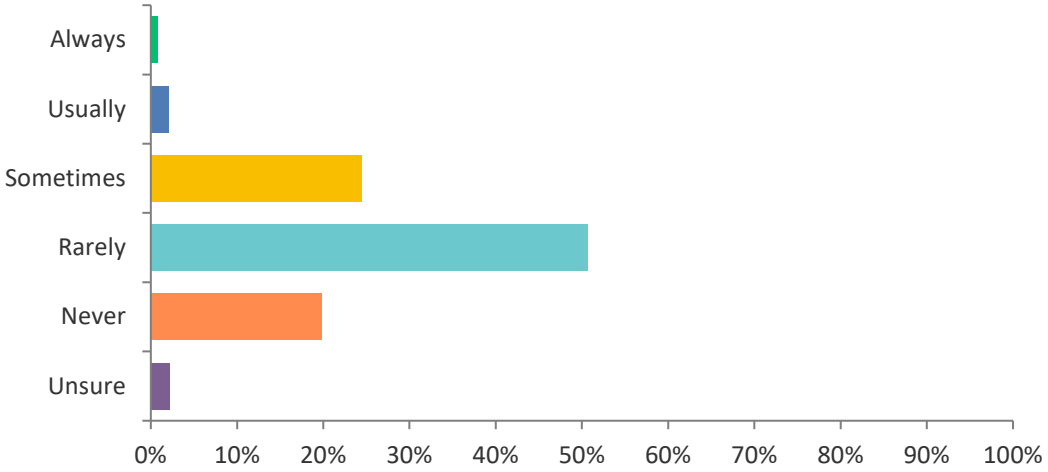



| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Always | 13.65% | 67 |
| Usually | 37.47% | 184 |
| Sometimes | 18.53% | 91 |
| Rarely | 9.16% | 45 |
| Never | 2.04% | 10 |
| Unsure | 19.14% | 94 |
| **TOTAL** | | 491 |



Powered by SurveyMonkey

# Q18: How often do you see flooding of roads in the Town of Goderich?

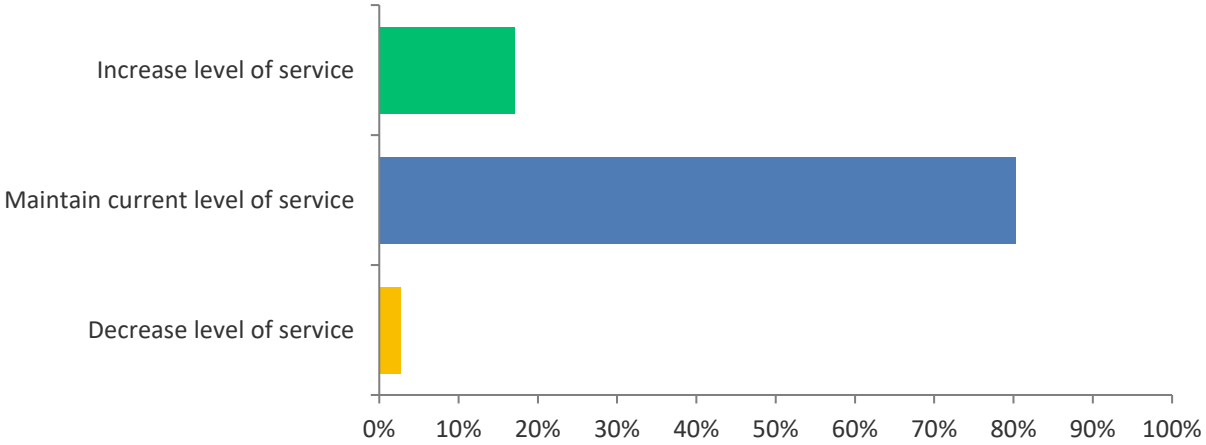



| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Always | 0.81% | 4 |
| Usually | 2.04% | 10 |
| Sometimes | 24.44% | 120 |
| Rarely | 50.71% | 249 |
| Never | 19.76% | 97 |
| Unsure | 2.24% | 11 |
| TOTAL | | 491 |



Powered by SurveyMonkey

## Q19: In your opinion, should the level of service of the Town's Storm Network increase, decrease or remain the same? Please keep in mind that maintaining current service levels will likely result in a slight increase in funding due to inflation.




| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Increase level of service | 17.11% | 84 |
| Maintain current level of service | 80.24% | 394 |
| Decrease level of service | 2.65% | 13 |
| **TOTAL** | | 491 |



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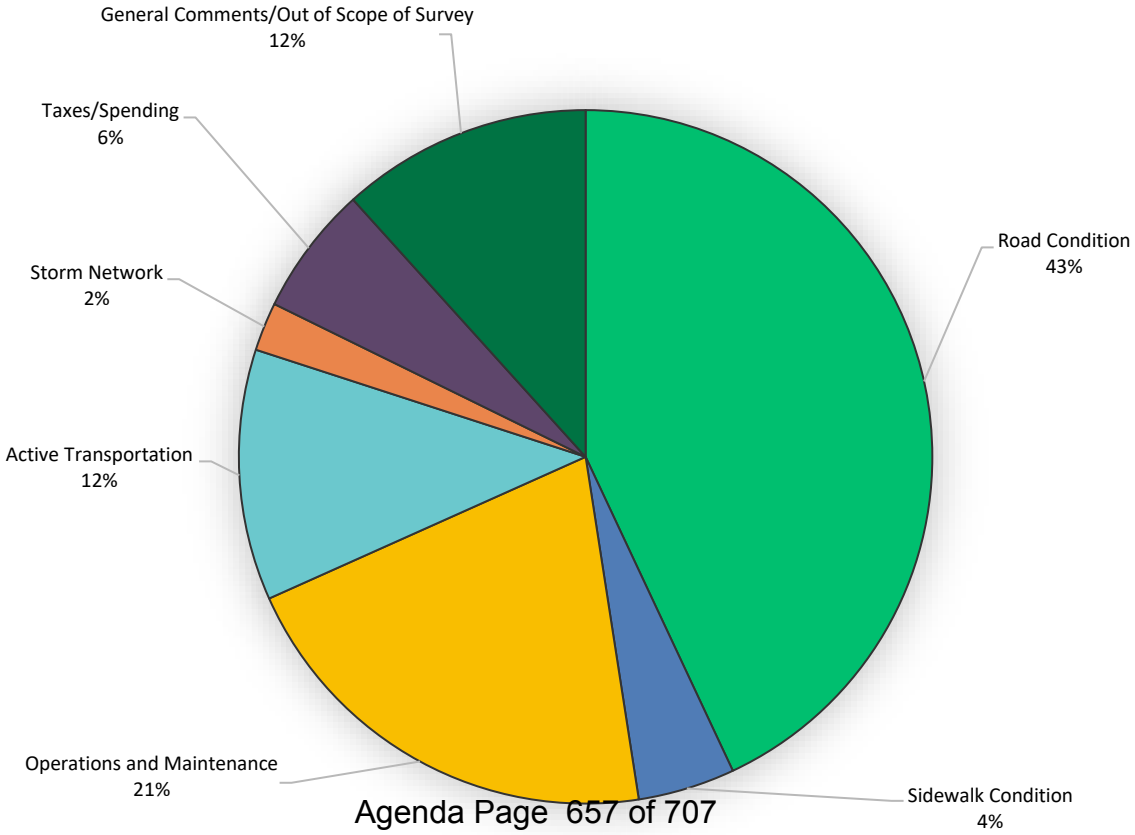
# Q20: Is there anything else you would like to comment on with respect to the Town's core infrastructure (e.g., road network, sidewalk network, storm network)?



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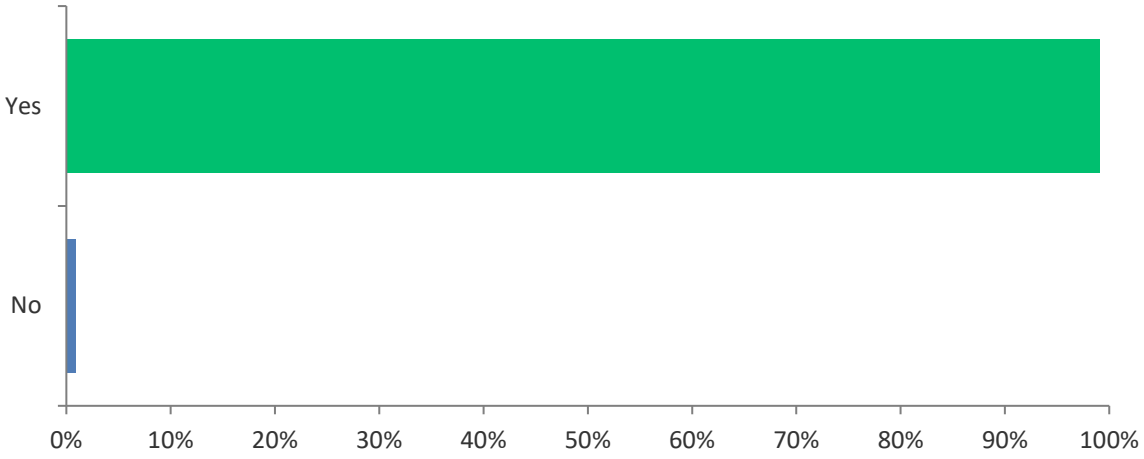
# Town of Goderich Municipal Levels of Service Public Engagement Survey for Non-Core Infrastructure Assets

Tuesday, May 20, 2025



Powered by SurveyMonkey

# Q1: Are you a resident/property owner within the Town of Goderich?0

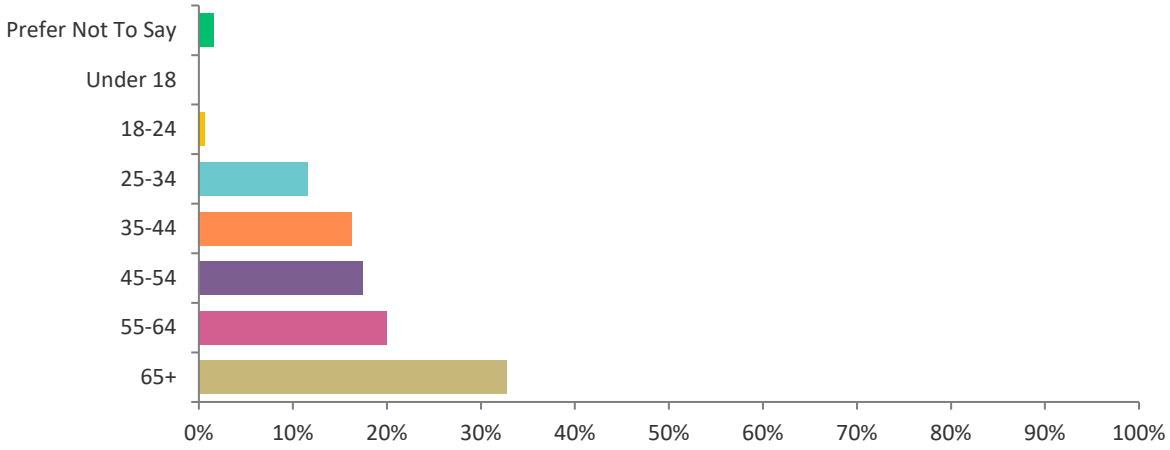



| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Yes | 99.07% | 318 |
| No | 0.93% | 3 |
| **TOTAL** | | 321 |



Powered by SurveyMonkey

# Q2: Please select your age range:




| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Prefer Not To Say | 1.56% | 5 |
| Under 18 | 0.00% | 0 |
| 18-24 | 0.62% | 2 |
| 25-34 | 11.53% | 37 |
| 35-44 | 16.20% | 52 |
| 45-54 | 17.45% | 56 |
| 55-64 | 19.94% | 64 |
| 65+ | 32.71% | 105 |
| TOTAL | | 321 |



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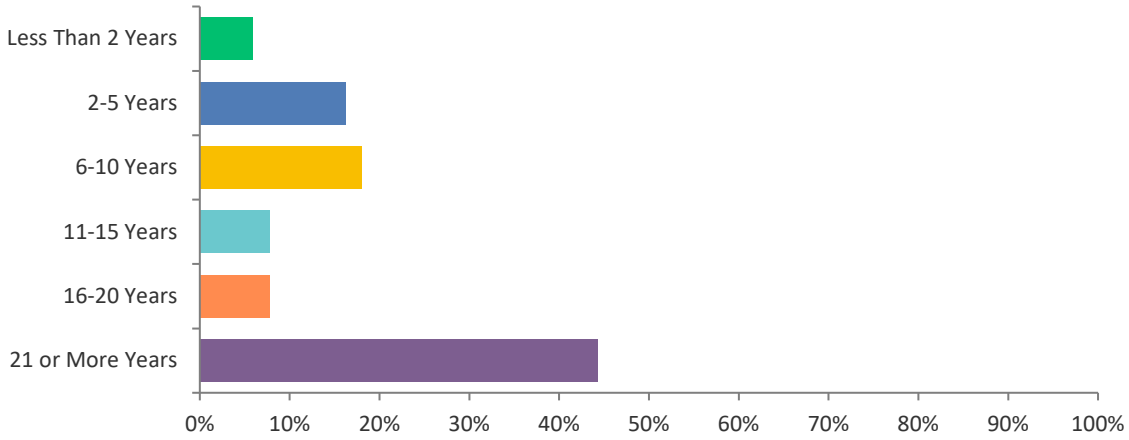
# Q3: How long have you lived/owned property in the Town of Goderich?

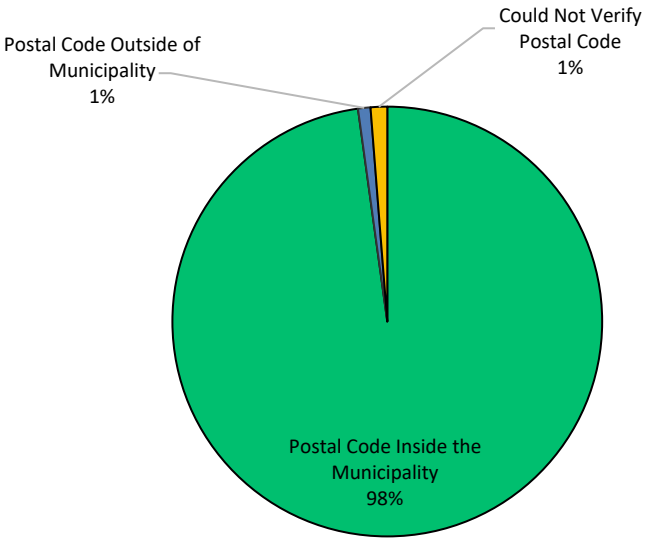



| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Less Than 2 Years | 5.92% | 19 |
| 2-5 Years | 16.20% | 52 |
| 6-10 Years | 18.07% | 58 |
| 11-15 Years | 7.79% | 25 |
| 16-20 Years | 7.79% | 25 |
| 21 or More Years | 44.24% | 142 |
| TOTAL | | 321 |

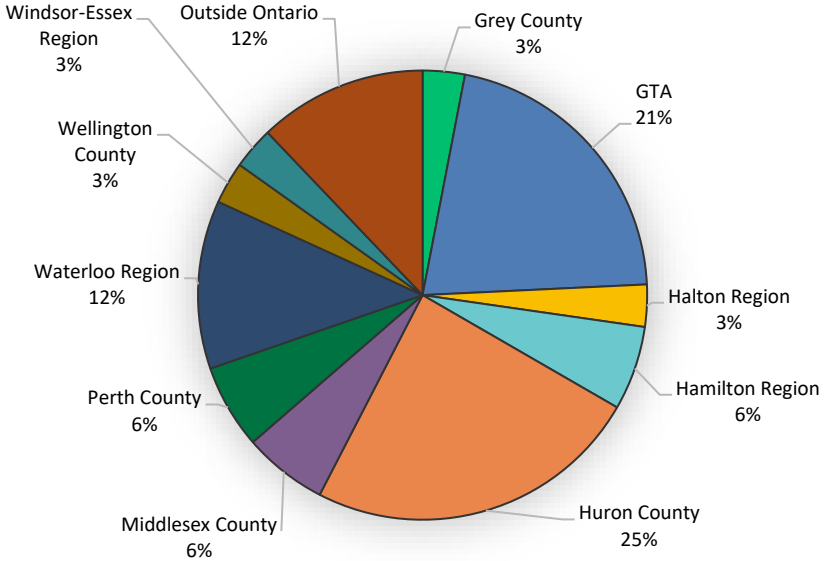


Powered by SurveyMonkey

## Q4: Please provide your postal code:



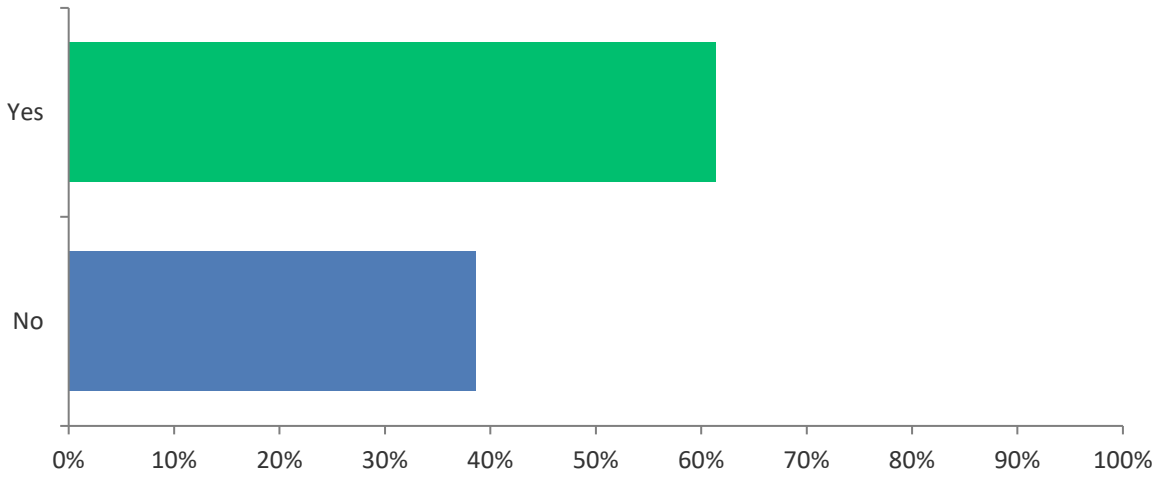

## Q5: If you have lived/owned property in the Town of Goderich for less than 2 years, where did you live previously?






Powered by SurveyMonkey

# Q6: Do you know that the Town of Goderich has an Asset Management Plan?




| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Yes | 61.37% | 197 |
| No | 38.63% | 124 |
| **TOTAL** | | 321 |



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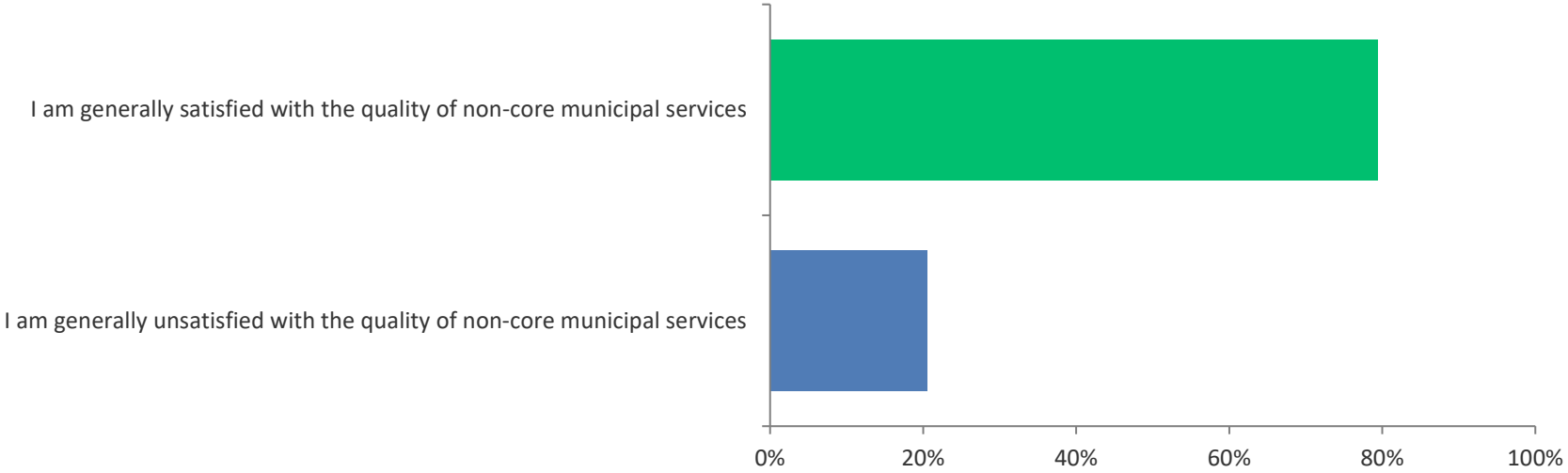
## Q7: Which of the following statements best describes your daily experiences with non-core municipal services (e.g., municipal facilities, community services, administrative services, etc.)?




| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| I am generally satisfied with the quality of non-core municipal services | 79.44% | 255 |
| I am generally unsatisfied with the quality of non-core municipal services | 20.56% | 66 |
| **TOTAL** | | 321 |



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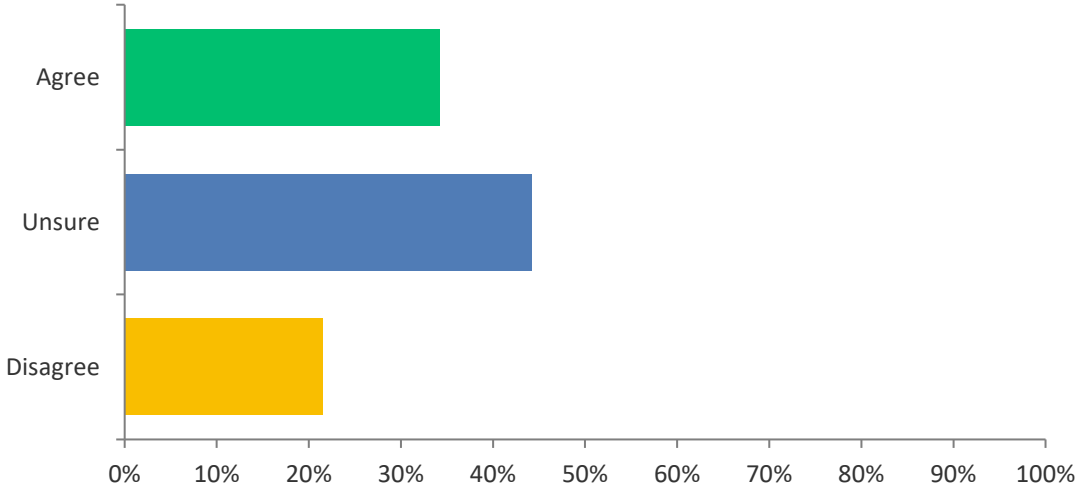
**Q8: What is your opinion of the following statement regarding non-core municipal services (e.g., municipal facilities, community services, administrative services, etc.):**
***"The Town of Goderich is making the right infrastructure investments for its current residents."***

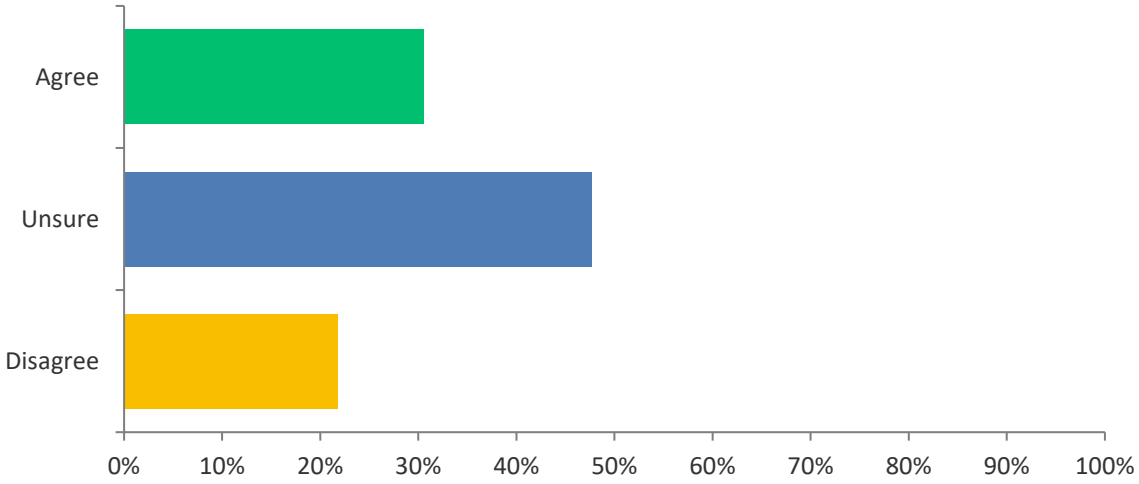



| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Agree | 34.27% | 110 |
| Unsure | 44.24% | 142 |
| Disagree | 21.50% | 69 |
| **TOTAL** | | 321 |



Powered by SurveyMonkey

**Q9: What is your opinion of the following statement regarding non-core municipal services (e.g., municipal facilities, community services, administrative services, etc.):**
***"The Town of Goderich is making the right infrastructure investments for the future."***

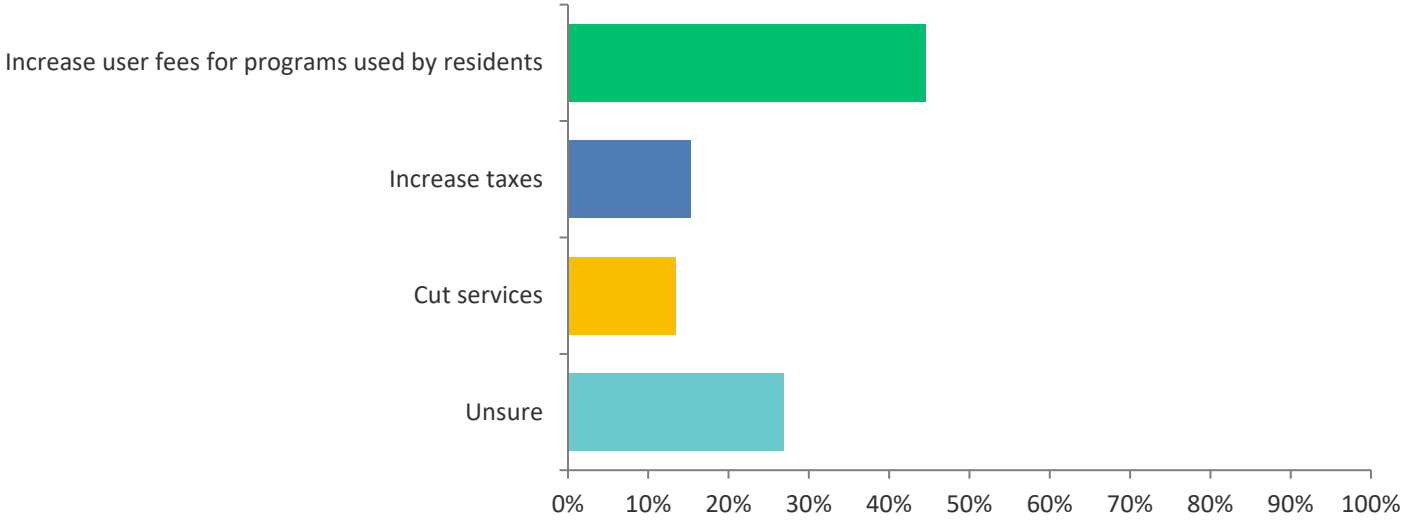



| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Agree | 30.53% | 98 |
| Unsure | 47.66% | 153 |
| Disagree | 21.81% | 70 |
| **TOTAL** | | 321 |



Powered by SurveyMonkey

## Q10: What options do you believe the Town of Goderich should pursue to pay for the increasing costs of non-core municipal services (e.g., municipal facilities, community services, administrative services, etc.)?

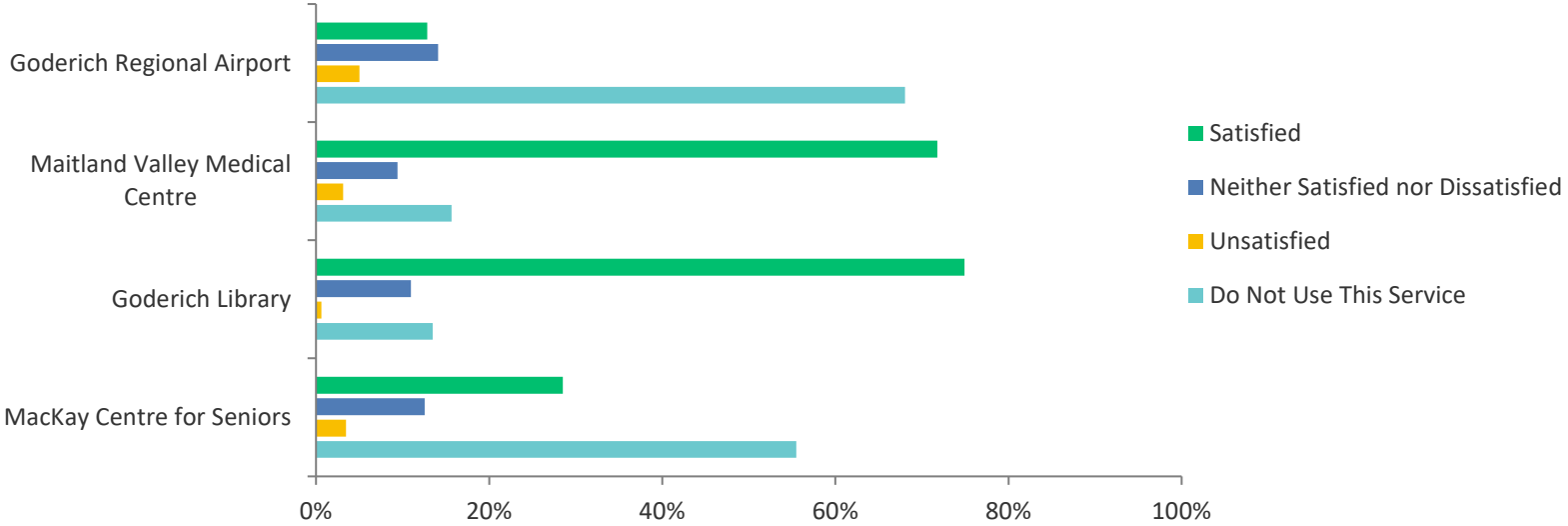



| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Increase user fees for programs used by residents | 44.55% | 143 |
| Increase taxes | 15.26% | 49 |
| Cut services | 13.40% | 43 |
| Unsure | 26.79% | 86 |
| TOTAL | | 321 |



Powered by SurveyMonkey

# Q11: How satisfied are you with the overall physical condition of the following municipal facilities?

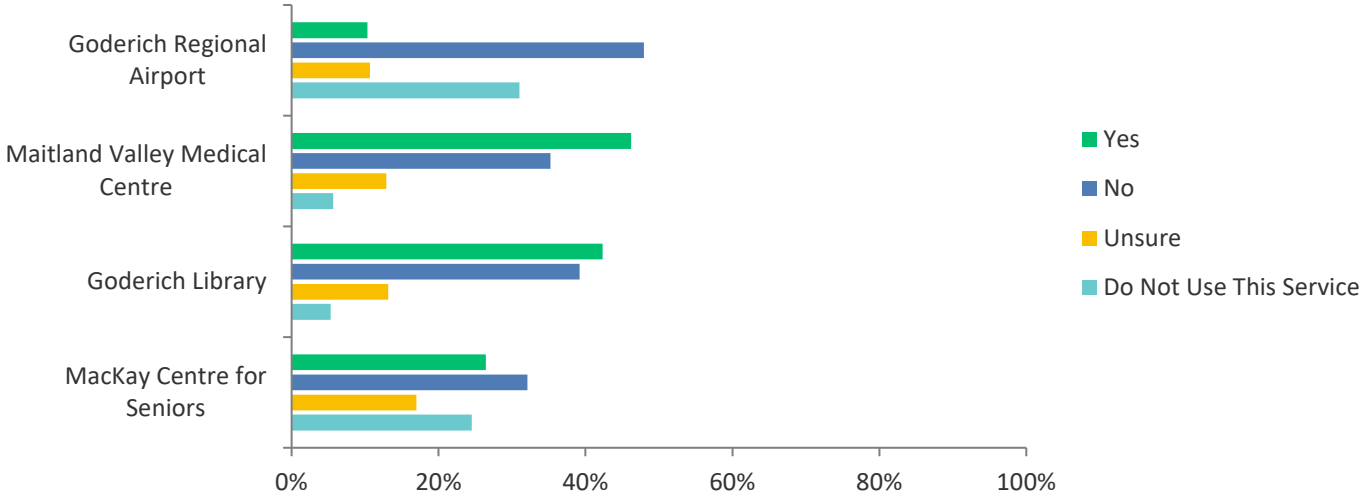



| | SATISFIED | NEITHER SATISFIED NOR DISSATISFIED | UNSATISFIED | DO NOT USE THIS SERVICE | TOTAL |
|---|---|---|---|---|---|
| Goderich Regional Airport | 12.85%<br>41 | 14.11%<br>45 | 5.02%<br>16 | 68.03%<br>217 | 319 |
| Maitland Valley Medical Centre | 71.79%<br>229 | 9.40%<br>30 | 3.13%<br>10 | 15.67%<br>50 | 319 |
| Goderich Library | 74.92%<br>239 | 10.97%<br>35 | 0.63%<br>2 | 13.48%<br>43 | 319 |
| MacKay Centre for Seniors | 28.53%<br>91 | 12.54%<br>40 | 3.45%<br>11 | 55.49%<br>177 | 319 |



Powered by SurveyMonkey

# Q12: Would you support an increase in taxation to improve the overall physical condition of the following municipal facilities?

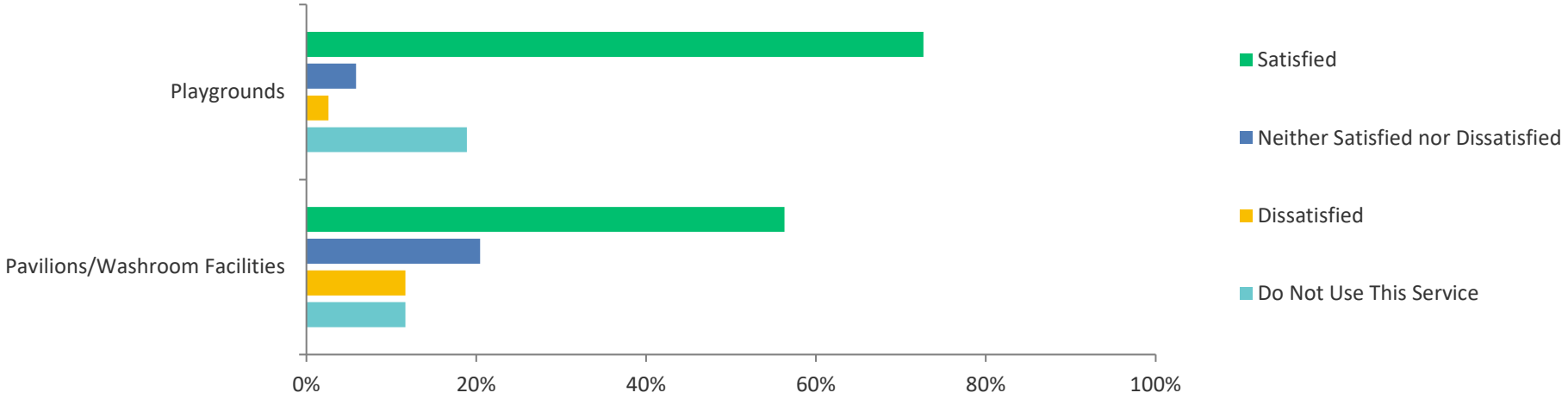



| | YES | NO | UNSURE | DO NOT USE THIS SERVICE | TOTAL |
|---|---|---|---|---|---|
| Goderich Regional Airport | 10.34%<br>33 | 47.96%<br>153 | 10.66%<br>34 | 31.03%<br>99 | 319 |
| Maitland Valley Medical Centre | 46.23%<br>147 | 35.22%<br>112 | 12.89%<br>41 | 5.66%<br>18 | 318 |
| Goderich Library | 42.32%<br>135 | 39.18%<br>125 | 13.17%<br>42 | 5.33%<br>17 | 319 |
| MacKay Centre for Seniors | 26.42%<br>84 | 32.08%<br>102 | 16.98%<br>54 | 24.53%<br>78 | 318 |



Powered by SurveyMonkey

# Q13: How satisfied are you with the overall physical condition of the park assets located at the waterfront?

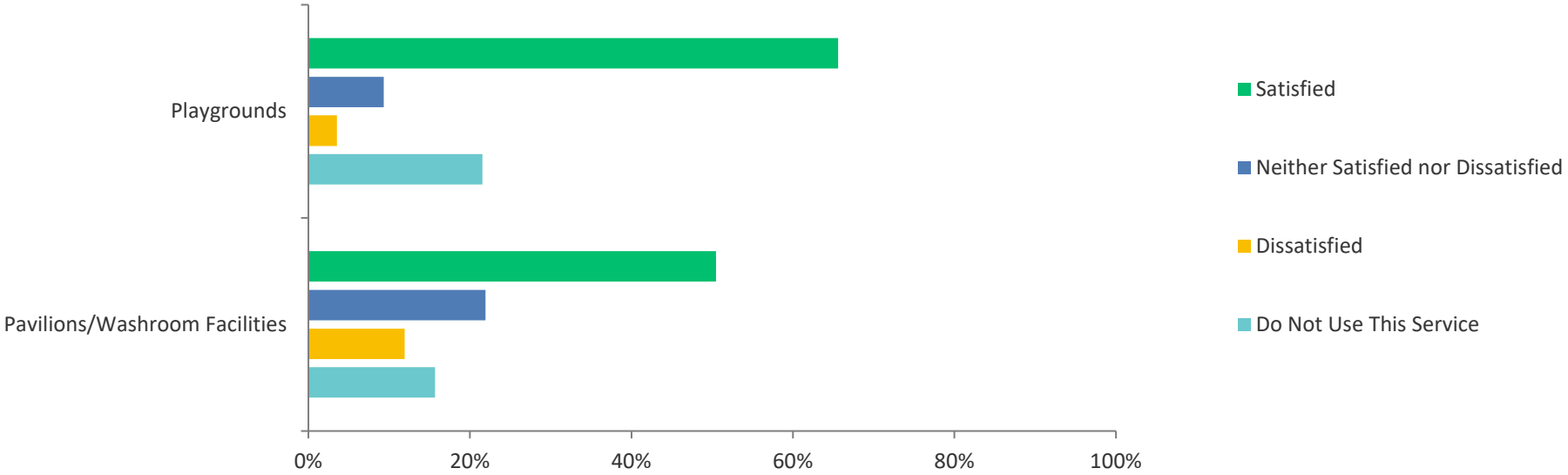



| | SATISFIED | NEITHER SATISFIED NOR DISSATISFIED | DISSATISFIED | DO NOT USE THIS SERVICE | TOTAL |
|---|---|---|---|---|---|
| Playgrounds | 72.64%<br>223 | 5.86%<br>18 | 2.61%<br>8 | 18.89%<br>58 | 307 |
| Pavilions/Washroom Facilities | 56.29%<br>179 | 20.44%<br>65 | 11.64%<br>37 | 11.64%<br>37 | 318 |



Powered by SurveyMonkey

## Q14: How satisfied are you with the overall physical condition of the park assets located throughout the Town of Goderich (excluding those located at the waterfront)?

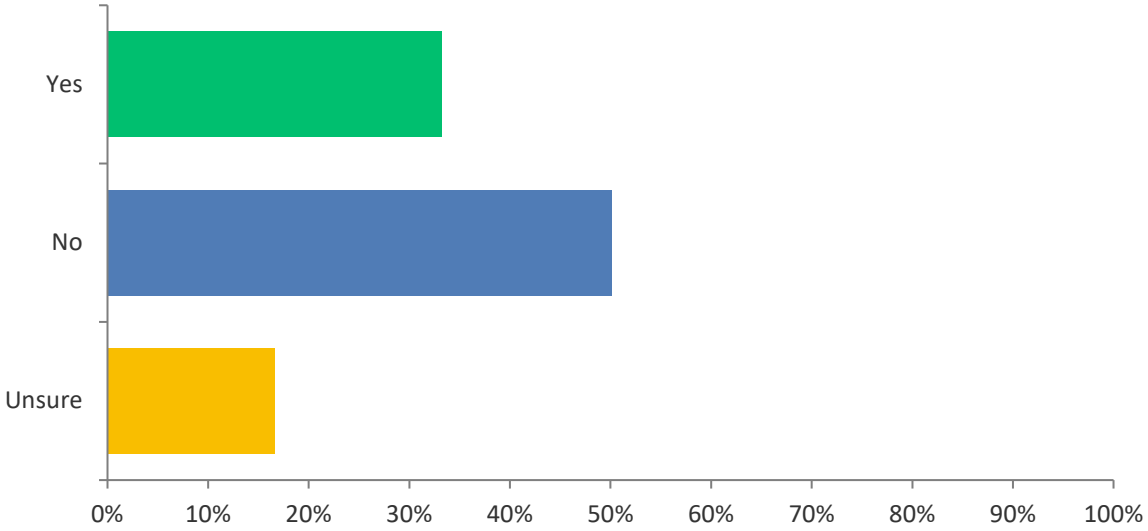



| | SATISFIED | NEITHER SATISFIED NOR DISSATISFIED | DISSATISFIED | DO NOT USE THIS SERVICE | TOTAL |
|---|---|---|---|---|---|
| Playgrounds | 65.59%<br>204 | 9.32%<br>29 | 3.54%<br>11 | 21.54%<br>67 | 311 |
| Pavilions/Washroom Facilities | 50.47%<br>161 | 21.94%<br>70 | 11.91%<br>38 | 15.67%<br>50 | 319 |



Powered by SurveyMonkey

## Q15: Would you support an increase in taxation to improve the overall physical condition of outdoor facilities (e.g., parks, pavilions, playgrounds)?

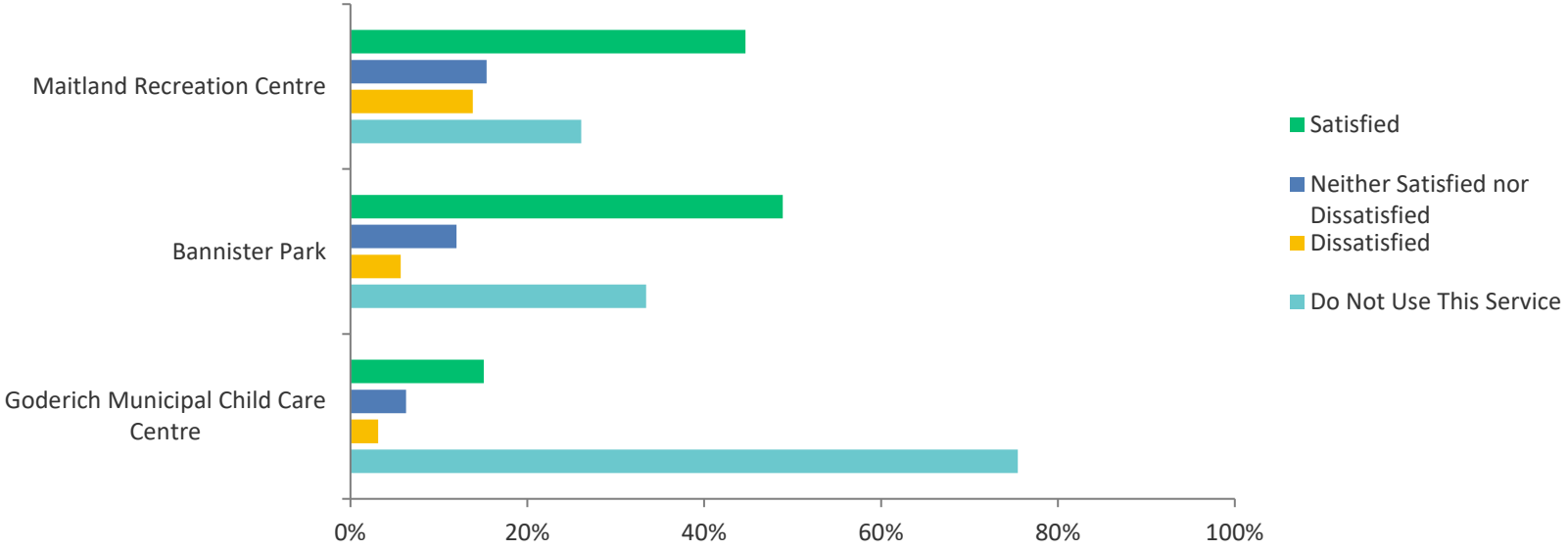



| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Yes | 33.23% | 106 |
| No | 50.16% | 160 |
| Unsure | 16.61% | 53 |
| **TOTAL** | | 319 |



Powered by SurveyMonkey

# Q16: How satisfied are you with the physical condition of the following community service facilities?




| | SATISFIED | NEITHER SATISFIED NOR DISSATISFIED | DISSATISFIED | DO NOT USE THIS SERVICE | TOTAL |
|---|---|---|---|---|---|
| Maitland Recreation Centre | 44.65%<br>142 | 15.41%<br>49 | 13.84%<br>44 | 26.10%<br>83 | 318 |
| Bannister Park | 48.90%<br>155 | 11.99%<br>38 | 5.68%<br>18 | 33.44%<br>106 | 317 |
| Goderich Municipal Child Care Centre | 15.09%<br>48 | 6.29%<br>20 | 3.14%<br>10 | 75.47%<br>240 | 318 |



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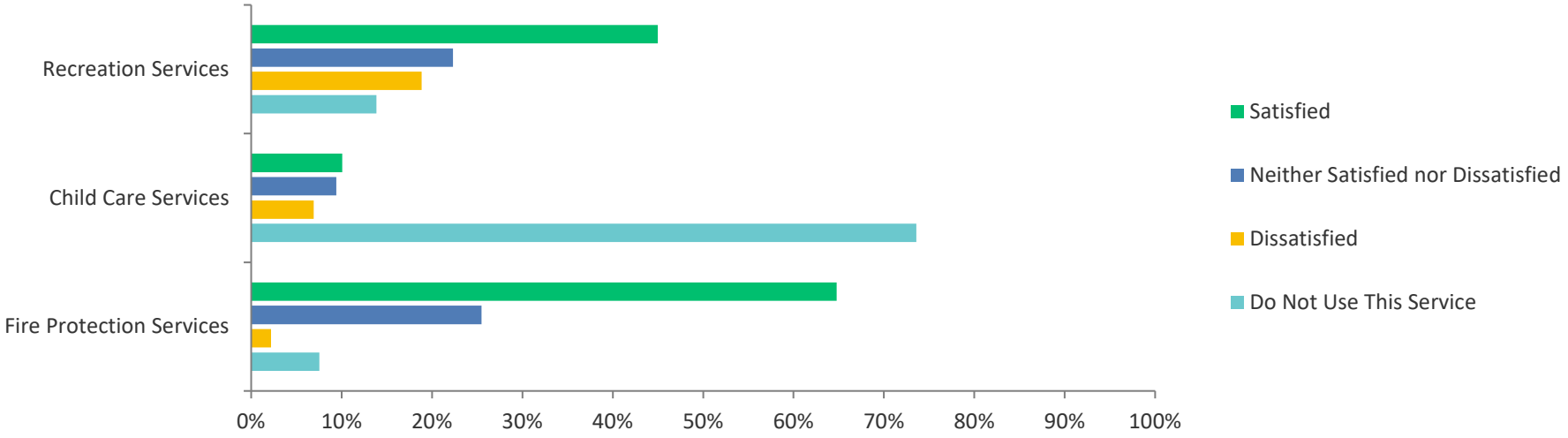
# Q17: How satisfied are you with the availability of the following community services?




| | SATISFIED | NEITHER SATISFIED NOR DISSATISFIED | DISSATISFIED | DO NOT USE THIS SERVICE | TOTAL |
|---|---|---|---|---|---|
| Recreation Services | 44.97%<br>143 | 22.33%<br>71 | 18.87%<br>60 | 13.84%<br>44 | 318 |
| Child Care Services | 10.06%<br>32 | 9.43%<br>30 | 6.92%<br>22 | 73.58%<br>234 | 318 |
| Fire Protection Services | 64.78%<br>206 | 25.47%<br>81 | 2.20%<br>7 | 7.55%<br>24 | 318 |



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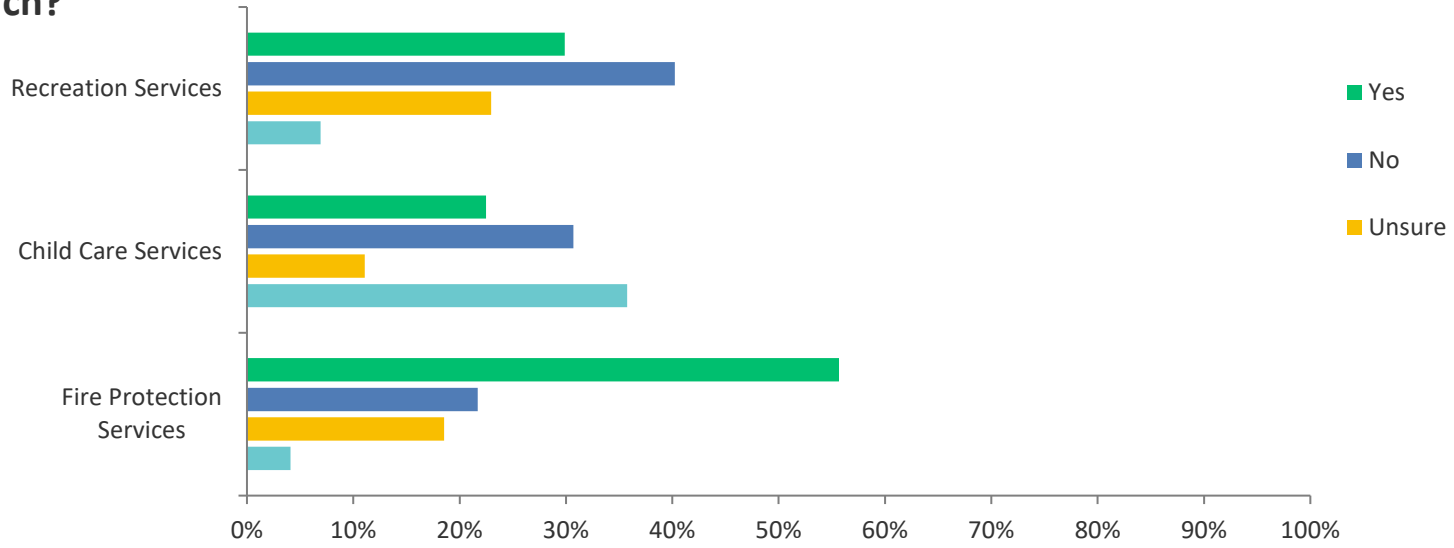
# Q18: Would you support an increase in taxation to improve community services within the Town of Goderich?




| | YES | NO | UNSURE | DO NOT USE THIS SERVICE | TOTAL |
|---|---|---|---|---|---|
| Recreation Services | 29.87%<br>95 | 40.25%<br>128 | 22.96%<br>73 | 6.92%<br>22 | 318 |
| Child Care Services | 22.47%<br>71 | 30.70%<br>97 | 11.08%<br>35 | 35.76%<br>113 | 316 |
| Fire Protection Services | 55.66%<br>177 | 21.70%<br>69 | 18.55%<br>59 | 4.09%<br>13 | 318 |



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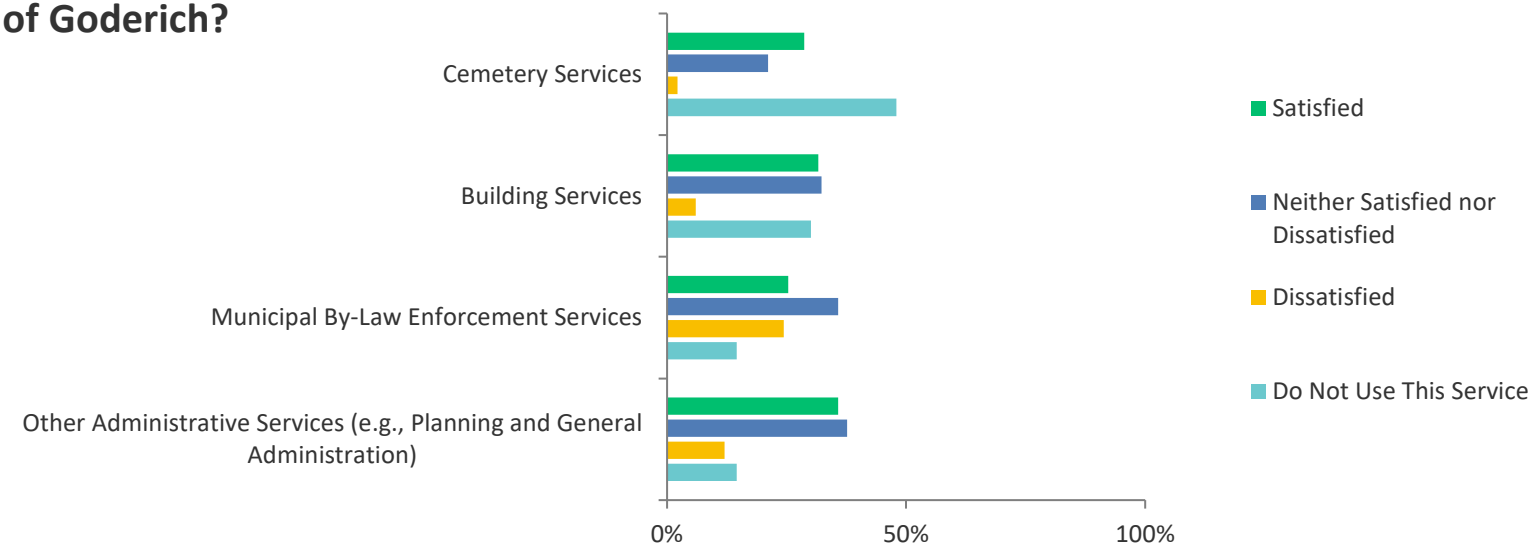
# Q19: How satisfied are you with the availability of the following administrative services provided by the Town of Goderich?




| | SATISFIED | NEITHER SATISFIED NOR DISSATISFIED | DISSATISFIED | DO NOT USE THIS SERVICE | TOTAL |
|---|---|---|---|---|---|
| Cemetery Services | 28.71%<br>91 | 21.14%<br>67 | 2.21%<br>7 | 47.95%<br>152 | 317 |
| Building Services | 31.65%<br>100 | 32.28%<br>102 | 6.01%<br>19 | 30.06%<br>95 | 316 |
| Municipal By-Law Enforcement Services | 25.32%<br>80 | 35.76%<br>113 | 24.37%<br>77 | 14.56%<br>46 | 316 |
| Other Administrative Services (e.g., Planning and General Administration) | 35.76%<br>113 | 37.66%<br>119 | 12.03%<br>38 | 14.56%<br>46 | 316 |



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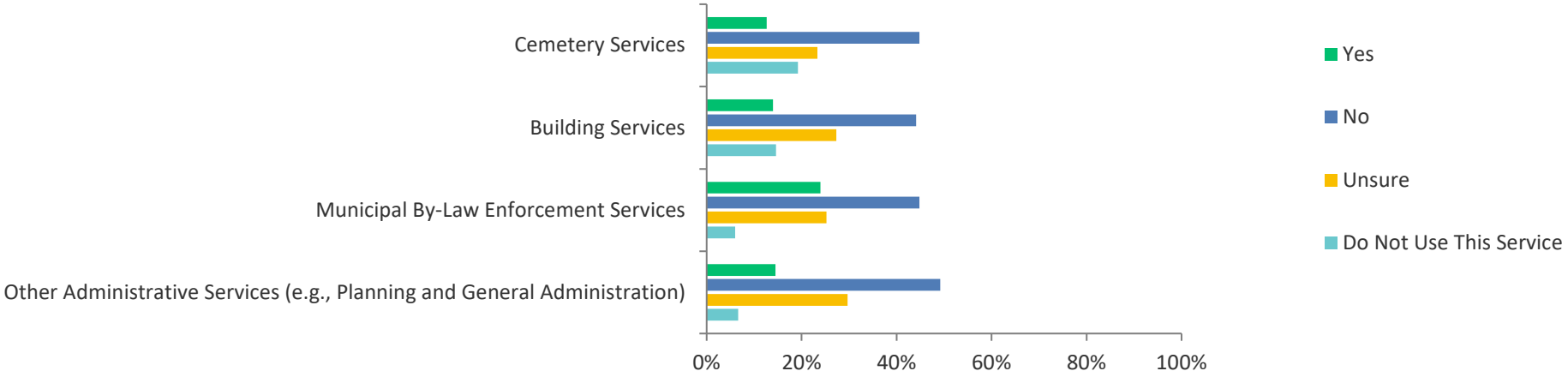
# Q20: Would you support an increase in taxation to improve the below administrative services provided by the Town of Goderich?




| | YES | NO | UNSURE | DO NOT USE THIS SERVICE | TOTAL |
|---|---|---|---|---|---|
| Cemetery Services | 12.62%<br>40 | 44.79%<br>142 | 23.34%<br>74 | 19.24%<br>61 | 317 |
| Building Services | 13.97%<br>44 | 44.13%<br>139 | 27.30%<br>86 | 14.60%<br>46 | 315 |
| Municipal By-Law Enforcement Services | 23.97%<br>76 | 44.79%<br>142 | 25.24%<br>80 | 5.99%<br>19 | 317 |
| Other Administrative Services (e.g., Planning and General Administration) | 14.51%<br>46 | 49.21%<br>156 | 29.65%<br>94 | 6.62%<br>21 | 317 |



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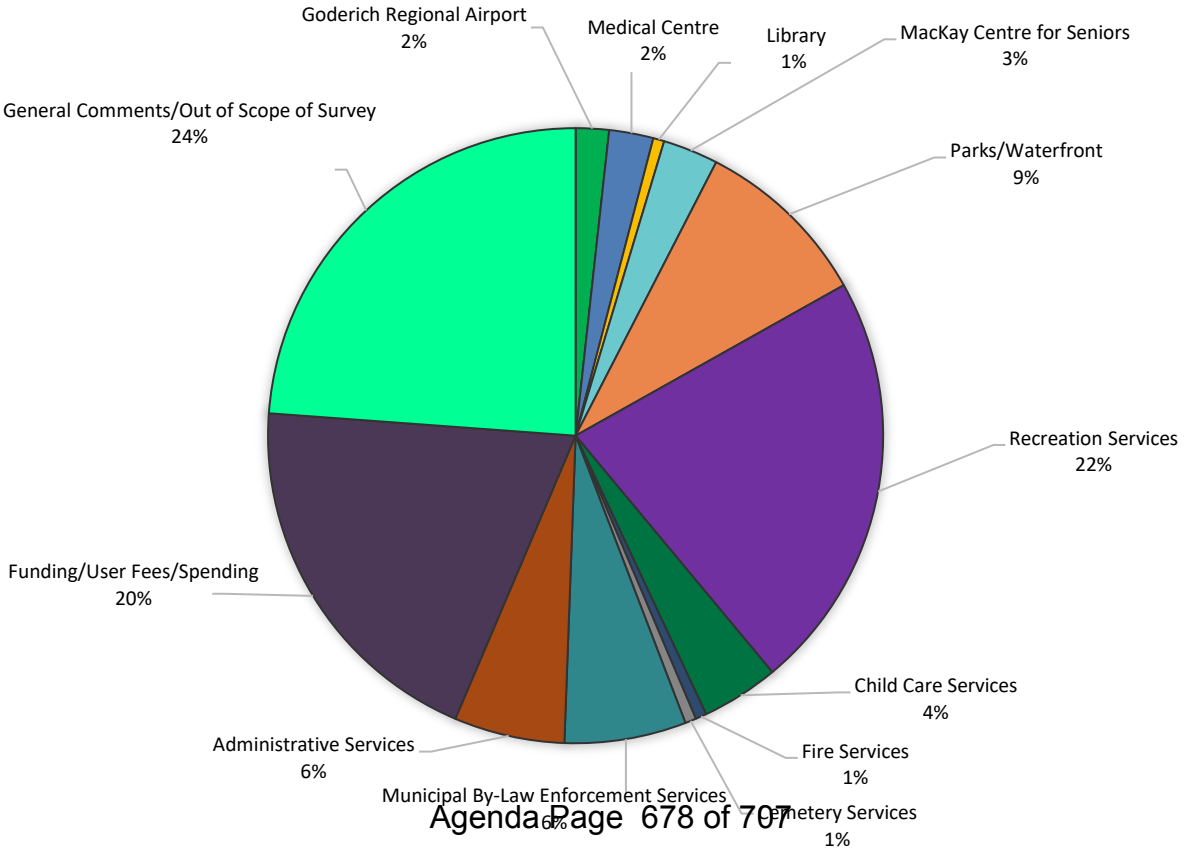
## Q21: Is there anything else you would like to comment on with respect to the municipality's non-core infrastructure assets (e.g., municipal facilities, community services, administrative services, etc.)?



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**THE CORPORATION OF THE TOWN OF GODERICH**

**BY-LAW NO. 57 OF 2026**

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**BEING A BY-LAW TO AUTHORIZE THE MAYOR AND CLERK TO EXECUTE AND AFFIX THE CORPORATE SEAL TO AN EXTENSION OF 2023 SUBSCRIPTION AGREEMENT BETWEEN ESCRIBE SOFTWARE LIMITED AND THE CORPORATION OF THE TOWN OF GODERICH**

---

**WHEREAS** the Council of the Corporation of the Town of Goderich deems it necessary and desirable to execute an Extension of 2023 Subscription Agreement with eScribe Software Limited;

**AND WHEREAS** this Extension of 2023 Subscription Agreement is attached hereto and forms part of this By-Law;

**AND WHEREAS** the Corporation of the Town of Goderich is agreeable to the terms of this Extension of 2023 Subscription Agreement.

**NOW, THEREFORE, THE COUNCIL OF THE CORPORATION OF THE TOWN OF GODERICH ENACTS AS FOLLOWS:**

1. That the Mayor and Clerk are hereby authorized to execute and affix the Corporate Seal to an Extension of 2023 Subscription Agreement between eScribe Software Limited and the Corporation of the Town of Goderich.

**READ A FIRST, SECOND, AND THIRD TIME AND FINALLY PASSED THIS 13TH DAY OF APRIL 2026.**

_____

**MAYOR, Trevor Bazinet**

_____

**CLERK, Andrea Fisher**

Docusign Envelope ID: DB36B345-CEFA-83C0-822E-BF30808CB52C

# Extension of 2023 Subscription Agreement

Attention:
Town of Goderich
57 West St, Goderich, ON N7A 2K5
April 7, 2026

**RE: Subscription Agreement between eScribe Software Ltd. ("eScribe") and Township of Goderich ("Customer").**

Township of Goderich (The Customer") and eScribe Software Ltd. ("eScribe"), collectively referred to as ("The Parties"), entered into a Subscription Agreement ("Agreement") dated 15 May 2023.

Such Agreement is hereby extended to November 30, 2026. The new Agreement will be effective from December 1, 2026, and will align with the invoice.

The undersigned parties hereby enter into this Agreement,

| eScribe Software Ltd. | Township of Goderich |
|---|---|
| Signed by: Tara Astbury 07A3494967214AE... | |
| Signature | Signature |
| 07-Apr-2026 \| 13:18:30 EDT | |
| Date | Date |
| Tara Astbury, Senior Director, Customer Experience | |
| Authorizing Officer, Title | Authorizing Officer, Title |

I have the authority to bind the organization.

| | | | |
|---|---|---|---|
| **Area:** | CL - Clerk | | |
| **Policy Number:** | CL-2026-01 | | |
| **By-Law Number:** | 58 of 2026 | | |
| **Effective Date:** | April 13, 2026 | **Revision Date:** | |
| **Subject:** | Corporate Social Media Policy | | |

## 1. Purpose:

The purpose of this policy is to guide the appropriate, consistent, and responsible use of social media on behalf of the Town of Goderich.

Social media is one of several tools the Town uses to share timely and accurate information, promote transparency, support informed public dialogue through appropriate municipal channels, and strengthen trust between the Town and the community.

This policy provides a framework to help staff and Council communicate clearly, consistently, and respectfully in a changing public environment. It reflects the Town's commitment to transparency while recognizing the need for realistic, sustainable communication practices.

## 2. Scope and Application:

This policy applies to all official Town of Goderich social media accounts and to employees, volunteers, and contractors acting on behalf of the Town.

It also provides guidance for Members of Council and employees when referencing Town business on personal social media platforms, as outlined in Schedule C.

This policy does not replace or override the Employee Code of Conduct Policy, Civil and Respectful Workplace Policy, Code of Conduct for Members of Council, emergency management protocols within the Town's Emergency Response Plan, or legislative requirements under the Municipal Act, MFIPPA, or the Accessibility for Ontarians with Disabilities Act.

## 3. Authority and Governance

All official Town social media accounts are corporate assets of the Town of Goderich.

Overall administrative authority for corporate communications rests with the Cief Administrative Officer. Day-to-day oversight of social media operations is delegated to the Clerk or their designate.

This policy is approved by Council and administered by staff. Supporting tools, templates, and guidelines may be updated administratively to reflect evolving platforms, risks, and best practices.

## 4. Guiding Principles

The Town's use of social media is guided by the following principles:

- Information shared must be accurate, verified, and kept current.
- Content should be written in clear, plain language and made accessible to residents wherever possible.
- Engagement should remain professional, respectful, and consistent with the Town's role as a public institution.
- Messaging should align with Council decisions, Town priorities, and approved corporate communications.
- Social media is a tool for information-sharing and awareness, and does not replace formal public engagement, Council decision-making, or legislated public processes.
- Posting expectations should align with available staff capacity and operational priorities to ensure sustainable, effective communication practices.

## 5. Roles and Responsibilities

### Council

Members of Council play an important role in reinforcing public understanding and confidence through their use of social media. In doing so, Council members are expected to:

- Act as ambassadors for the Town by sharing accurate, Town-issued information on personal social media platforms where appropriate, supporting public understanding of Council decisions and municipal initiatives.
- Redirect resident or business inquiries received through personal social media accounts to Town Hall or appropriate service channels to support proper records management, coordinated follow-up, and consistent service delivery.
- Represent Council decisions and processes consistently on social media, recognizing Council's collective governance role, even where individual votes or perspectives may differ.
- Use personal social media in a manner that aligns with Council decisions, approved information, and official Town sources, and participate in training or briefings related to constructive online engagement, including responding appropriately to misinformation and disengaging from unproductive interactions.

### Mayor

As Head of Council, the Mayor has an important leadership role in communicating about the Town's priorities, decisions, and direction. Communication related to Town business shared through personal social media accounts can have a wider public reach and influence.

- Share accurate, Town-issued information and highlight Council decisions, priorities, and municipal initiatives, helping residents better understand the Town's work and direction.
- Communicate about Council decisions and municipal matters in a way that reflects Council's collective governance role and supports public confidence in the Town's decision-making processes.
- Approach communication related to Town business with an awareness of the Town's broader communications approach, including how timing, tone, and clarity can support informed and constructive public dialogue.
- For complex, sensitive, or high-profile municipal matters, coordinate with the CAO or their designate to help ensure publicly shared information is accurate, timely, and aligned with available Town updates.
- Redirect resident inquiries or service-related concerns received through personal social media accounts to Town Hall or appropriate service channels to support proper records management, coordinated follow-up, and consistent service delivery.
- Engage residents online respectfully and apply the principles of constructive dialogue, including addressing misinformation appropriately and disengaging from unproductive interactions, as outlined in this policy and supporting tools.
- During a community crisis or declared emergency, adhere to the Incident Management System (IMS) and support centralized, coordinated communications. In these situations:
    - Information shared on personal social media accounts will be based solely on verified updates provided through the Community Emergency Management Coordinator or Incident Commander.
    - Major announcements and official updates will be coordinated through the designated Emergency Information Officer (EIO) or their designate.
    - Independent statements or updates related to the emergency will not be issued outside the IMS structure on external media or social media channels.

**Chief Administrative Officer**

- The CAO provides overall leadership and oversight for corporate communications and supports alignment between Council and staff messaging.
- The CAO ensures social media use aligns with governance, emergency, and operational protocols.

**Clerk and Designated Moderators**

- The Clerk or their designate(s) manage the Town's official corporate and service-based social media accounts.
- Responsibilities include monitoring comments and messages during regular business hours, responding to or redirecting inquiries as appropriate, escalating issues when required, and ensuring records are maintained in compliance with legislative requirements.

## 6. Accessibility and Records Management

The Town is committed to meeting accessibility requirements. Reasonable efforts will be made to ensure social media content is accessible, including the use of plain language, alternative text, and captions where appropriate.

All social media content is subject to records retention, privacy, and access legislation.

## 7. Emergencies

During declared emergencies or emergency situations, social media communications will follow the direction of the Community Emergency Management Coordinator or Incident Commander and will be coordinated through approved channels indicated in the Town's Emergency Response Plan.

## 8. Elections

During municipal election periods, Town social media accounts will be used solely for operational and informational purposes, in accordance with legislation and policy.

## 9. Compliance

Failure to comply with this policy may result in corrective action in accordance with applicable Town policies and procedures.

**"Schedule A"**
**Corporate Social Media Governance & Account Management**

## 1. Purpose

This Schedule establishes clear governance, approval, and management practices for all corporate social media accounts operated on behalf of the Town of Goderich. It ensures that corporate accounts are authorized, secure, consistently managed, and aligned with Council decisions, Town priorities, and approved communications.

This Schedule supports accountability, continuity, and effective use of municipal resources, recognizing the Town's size, operational capacity, and governance responsibilities.

## 2. Account Approval

All corporate social media accounts representing the Town of Goderich, its departments, services, or programs must be approved prior to creation or use.

Requests to establish, modify, or discontinue a corporate social media account are submitted to the Clerk or their designate for review.

Approval considers:

- The purpose and audience of the account.
- Alignment with Town priorities and services.
- Staffing capacity to maintain the account.
- Records management and accountability requirements.

Council approval is required when creating an account that represents a new corporate communication channel or has policy implications.

## 3. Account Ownership

All corporate social media accounts are owned by the Corporation of the Town of Goderich.

Accounts are not owned by individual employees, contractors, Council Members, or third parties.

The Town retains full authority over account content, administration, access, and continuity, including the right to suspend or close accounts as needed.

## 4. Account Administration

The use of all social media sites by the Town will adhere to:

- Applicable provincial and federal laws and regulations.
- The Terms of Service of each social media platform.
- All applicable corporate policies, guidelines, and By-laws, including, but not limited to, applicable administrative and human resources policies, information security policies and records management policies and By-laws.

Corporate social media accounts are administered by staff authorized by the Clerk or their designate.

Authorized staff are responsible for:

- Posting approved content.
- Ensuring accuracy and consistency.
- Monitoring accounts in accordance with Schedule B.
- Escalating issues as required.

Where applicable, departmental leads remain accountable for the accuracy of service-specific content, while overall governance remains centralized.

**5. Access and Password Management**

Access to corporate social media accounts is restricted to authorized staff approved by the Clerk or their designate.

Login credentials, passwords, and administrative permissions are managed centrally to ensure continuity, security, and operational oversight.

Passwords must be updated when:

- Staff roles change.
- Authorized users leave the organization.
- There is a risk of unauthorized access.
- Shared or informal password practices are not permitted.

**6. Service-Based and Program Accounts**

Service-based or program-specific accounts (e.g., Tourism, recreation, special initiatives) must follow the same approval, ownership, and access requirements as other corporate accounts.

These accounts must:

- Clearly identify their connection to the Town.
- Align with corporate messaging and priorities.
- Coordinate with the Clerk or designate on key messaging, issues, or emerging risks.

Temporary or campaign-based accounts must have a defined purpose and sunset plan at the time of approval.

**7. Account Review and Sunset**

All corporate social media accounts are subject to periodic review to ensure they remain relevant, active, and aligned with Town priorities and capacity.

Accounts may be consolidated, paused, or discontinued where:

- The original purpose is no longer relevant.

- Content is no longer regularly maintained.
- Resources are no longer available to support effective use.
- Platform dynamics or public discourse present increased reputational or moderation risks.

When an account is discontinued, content and records are managed in accordance with the Town's records retention requirements.

**8. Records Management**

Information posted to or received through corporate social media accounts forms part of the Town's official records and is subject to MFIPPA and the Town's Records Retention By-law.

Corporate accounts must be managed to support record-keeping, transparency, and accountability.

**9. Relationship to Other Schedules**

This Schedule establishes governance and account management requirements.

Schedule B addresses moderation and engagement practices for corporate accounts.

Schedule C addresses personal use of social media by employees and Council.

Together, these schedules form an integrated framework for responsible, consistent, and effective use of social media on behalf of the Town of Goderich.

**"Schedule B"**
**Corporate Social Media Use and Moderation**

## 1. Purpose

This schedule provides practical guidance for staff responsible for managing the Town's social media accounts. It is intended to support clear, consistent, and professional communication and to help staff share information with the community in a respectful, informative, and aligned manner with the Town's communications approach.

## 2. Monitoring and Response

Official Town social media accounts are monitored during regular business hours to ensure information shared is accurate, current, and appropriate.

The Town uses social media primarily as an information-sharing and awareness tool, supporting transparency and public understanding. To ensure consistency, accountability, and effective use of municipal resources, Town social media platforms are not intended to operate as discussion forums or as a primary channel for two-way service delivery. Residents are encouraged to direct questions, service requests, or feedback through established Town channels, such as Town Hall, the Town's website, or formal engagement opportunities, to support timely, coordinated, and trackable responses.

## 3. Engagement Approach

The Town's approach to social media engagement focuses on sharing clear, reliable information and guiding residents to the appropriate channels for questions, feedback, or participation.

Where inaccurate or unclear information appears on a Town social media channel, reasonable efforts may be made to correct or clarify it in a timely and proportionate manner through appropriate Town channels.

As a general practice:

- Town social media platforms are used to communicate information and raise awareness and are not intended to host ongoing public dialogue or debate.
- Where comments are visible on social media platforms, staff monitor content to ensure it aligns with the Town's Social Media Terms of Use (Appendix A).
- When appropriate, staff may contact individuals privately to redirect inquiries, provide guidance on how to engage, or address content that does not align with the Terms of Use.

This approach supports consistent, accurate communication and ensures that public inquiries are handled through channels designed to provide coordinated, trackable, and timely responses.

## 4. Publishing Content

Town social media content is developed and published through an established internal process to support accuracy, consistency, and alignment with approved communications.

- Town departments and staff may identify information suitable for social media and submit content through the Town's established internal process for review and scheduling.
- Social media content is reviewed prior to publication to confirm accuracy, appropriateness, and alignment with Council decisions, Town priorities, and the Town's communications approach.
- Publishing access to official Town social media accounts is limited to designated staff, and publishing permissions are managed centrally to support accountability and records management.
- Social media content is scheduled and coordinated, where appropriate, with related website updates, public notices, or announcements to ensure clarity and consistency for residents.
- Content related to complex, sensitive, or high-profile municipal matters is coordinated with the Clerk or their designate prior to publication.
- Social media content is written in clear, plain language and developed with accessibility and inclusive communication practices in mind.

## 5. Moderation and Escalation

The Town is committed to maintaining a respectful and informative online presence. Social media platforms are monitored within available staff capacity.

When content raises concerns about safety, harassment, persistent misinformation, or potential public impact, staff should escalate the issue to the Clerk or CAO in accordance with the authority and governance framework outlined in this policy.

Moderation actions are taken to support a respectful, safe, and informative online environment. Decisions are guided by staff judgment, informed by this policy and supporting administrative tools, and applied in a proportionate and consistent manner.

## 6. Sharing and Reposting Third-Party Content

The Town may share or repost content from external organizations, partners, agencies, or community groups where the information is relevant, accurate, and aligned with Town priorities.

When sharing or reposting third-party content, staff should ensure that:

- The content supports municipal programs, services, initiatives, or community awareness and aligns with Council decisions, Town priorities, or approved communications.
- Information is factual, current, and sourced from credible and reliable organizations, and does not rely on speculation, opinion, or unverified claims.

- Sharing or reposting does not imply endorsement of the views, positions, or activities of the external organization, and captions clearly explain the purpose of sharing where context may be needed.
- Content related to other levels of government, agencies, or third parties remains informational in nature and avoids advocacy, commentary, or policy positions outside the Town's mandate.
- Shared content meets accessibility requirements where possible and is accompanied by plain-language context to support public understanding.
- The timing and potential impact of shared content are considered, and coordination with the Clerk or their designate occurs in advance for sensitive, high-profile, or emerging issues.

The Town generally avoids sharing or reposting content that:

- Promotes political advocacy or partisan positions
- Involves ongoing disputes, litigation, or enforcement matters
- Could reasonably create confusion about the Town's role or position
- Amplifies misinformation, unverified claims, or emotionally charged commentary

These practices help ensure that shared content adds value for residents, supports public understanding, and reinforces the Town's role as a trusted source of local information.

**7. Supporting Tools**

Designated moderators may rely on approved internal tools, including response charts, rules of engagement, guidelines for managing anger, and sample response language, to support consistent communication practices.

These tools are intended to support staff judgment and confidence and may be updated administratively to reflect evolving needs, platforms, and capacity.

**8. Emergency Communications**

In the event of a community crisis or declared emergency, the Town of Goderich activates its Emergency Response Plan. Social media content during emergencies is limited to verified public safety information, service impacts, and official instructions.

During these situations, public communication must be coordinated to ensure the information shared is accurate, timely, and consistent.

When an emergency is declared:

- Corporate social media channels are used to share official emergency-related updates approved through the Town's emergency communications structure.
- Emergency-related content is coordinated by the Emergency Information Officer (EIO) in consultation with the Community Emergency Management Coordinator (CEMC), Incident Commander, and the Municipal Emergency Control Group, as outlined in the Emergency Response Plan.

- Designated social media moderators post and share only verified information provided through the emergency communications process.
- Social media content during emergencies focuses on public safety information, service impacts, and official instructions relevant to municipal operations.

This coordinated approach supports public safety, reduces the spread of misinformation, and ensures residents receive clear, reliable information during emergencies.

**9. Elections and Corporate Social Media Channels**

During a municipal, provincial, or federal election period, the Town's corporate social media channels must remain impartial and non-partisan, focusing on municipal operations and public information.

The Town's official social media accounts will continue to be used for business-as-usual communications, including service updates, emergency information, public notices, and factual municipal information.

Corporate social media channels will not be used to:

- Promote or oppose any candidate, political party, or third-party advertiser;
- Feature individual Members of Council in a campaign-related context; or
- Share content that could reasonably be interpreted as influencing an election.

Where appropriate, the timing, tone, or frequency of non-essential content may be adjusted during an election period to avoid the perception of advantage or endorsement.

The Clerk is responsible for providing guidance on the appropriate use of corporate social media channels during an election period.

This section is intended to support neutrality and public confidence and does not replace the requirements of the Municipal Elections Act, or any future Town policy related to the use of corporate resources during elections.

**"Schedule C"**
**Personal Use of Social Media**
**(Employees and Council)**

## 1. Purpose

This schedule outlines expectations for the personal use of social media by Town employees and Members of Council. It recognizes that personal social media activity can affect public trust, workplace relationships, and the Town's reputation when individuals are identifiable as representatives of the municipality.

These guidelines are intended to support professionalism, accountability, and respectful conduct, while protecting the Town's ability to deliver services effectively and maintain public confidence.

## 2. Employees

### General Expectations

Employees are expected to always conduct themselves professionally when using personal social media, particularly where their employment with the Town of Goderich is known or reasonably identifiable.

Personal use of social media must not:

- Interfere with job responsibilities or performance;
- Compromise the Town's reputation or operations; and,
- Conflict with Town policies, legislation, or codes of conduct.

### Use of Social Media During Working Hours

- Employees shall not use personal social media accounts during working hours except during designated breaks or where explicitly required as part of their job duties.
- Use of Town equipment, systems, or networks for personal social media activity is not permitted unless authorized for business purposes.
- Excessive or inappropriate use of social media during work time may be addressed through performance management processes.

### Posting, Commenting, and Engagement

- Employees who are not designated social media moderators shall not post, comment, or respond on social media regarding Town business, services, programs, or issues.
- Employees shall not engage in online discussions, debates, or commentary about Town operations, Council decisions, or internal matters using personal social media accounts.
- Employees shall not respond to resident complaints, service requests, or inquiries through personal social media accounts.

- Employees who receive inquiries related to Town business through personal social media should direct the individual to appropriate Town service channels.

**Representation and Identification**

- Employees shall not represent themselves as speaking on behalf of the Town unless expressly authorized.
- Use of Town logos, crests, branding, uniforms, or official imagery on personal social media accounts is not permitted.
- Employees should exercise caution when referencing their role, title, or employment with the Town on personal social media accounts, recognizing that posts may be interpreted as reflecting the Town's position.

**Confidentiality, Privacy, and Records**

- Employees shall not post confidential, privileged, or non-public information related to the Town, its employees, Council, residents, or third parties.
- Employees must comply with MFIPPA and the Town's records management requirements.
- Information related to Town business shared or received through personal social media accounts may be subject to records retention and disclosure obligations.

**Conduct and Tone**

Employees are expected to always communicate respectfully and professionally when using personal social media, particularly where their employment with the Town is known or reasonably identifiable.

Personal social media activity must not include:

- Harassment, discrimination, or offensive language, including conduct that is contrary to the Ontario Human Rights Code.
- Content that could reasonably be perceived as bullying, threatening, defamatory, or intimidating.
- Commentary that undermines public confidence in the Town, its services, its employees, or its governance.
- Statements or behaviour that conflict with the Town's workplace policies, codes of conduct, or human rights obligations.

Employees are reminded that personal social media conduct may be subject to review if it relates to the workplace or affects the Town's reputation, operations, or civil and respectful working relationships.

**Compliance**

Failure to comply with this schedule or related Town policies may result in corrective or disciplinary action, up to and including termination, in accordance with applicable employment agreements, legislation, and Town policies.

## 3. Members of Council

Members of Council are governed by the Town's Code of Conduct and are guided by the Corporate Communications Plan and Corporate Social Media Policy, which together establish a shared approach to clear, respectful, and effective communication.

When using personal social media accounts in relation to Town business, Council members are encouraged to:

- Act as ambassadors for the Town by sharing accurate, Town-issued information and communicating Council decisions in a way that reflects Council's collective governance role and supports public confidence.
- Respect the distinction between governance and administration by avoiding commentary on operational matters or staff performance.
- Guide service requests and operational inquiries to appropriate Town staff or service channels to support effective follow-up and records management.
- Engage respectfully and professionally, particularly when discussing complex or contentious municipal issues.

## 4. Emergency Communications

In the event of a community crisis or declared emergency, the Town of Goderich activates its Emergency Response Plan. During these situations, public communication must be coordinated to ensure the information shared is accurate, timely, and consistent.

Employees and Members of Council are expected to:

- Refrain from sharing independent or unverified emergency-related information on personal social media accounts.
- Rely on official information provided through the Town's emergency communications structure, including updates coordinated by the Emergency Information Officer (EIO) in consultation with the Community Emergency Management Coordinator (CEMC), Incident Commander, and Municipal Emergency Control Group.
- Share or amplify official Town-issued emergency updates, where appropriate, rather than creating original emergency-related content.
- Direct questions or concerns related to emergency situations to official Town channels to ensure consistent and accurate responses.

This approach supports public safety, reduces confusion, and ensures emergency communications remain coordinated and aligned with the Town's Emergency Response Plan.

## 5. Elections and Personal Social Media Use

The Town recognizes that employees and Members of Council may participate in elections as private individuals. During an election period, personal social media use must remain clearly separate from the use of Town resources and municipal authority.

**Members of Council**

- Members of Council may use personal social media accounts for campaign-related purposes. Town social media accounts, logos, branding, or other municipal resources must not be used to promote or support an election campaign.
- Campaign-related content must be clearly distinguishable from Town business and must not imply municipal endorsement, approval, or official status.
- When referencing municipal matters during an election period, Members of Council are encouraged to rely on Town-issued information (such as content shared through official Town channels) and to avoid framing Town initiatives, decisions, or activities as campaign messaging.
- Questions regarding appropriate social media use during an election period should be directed to the Integrity Commissioner.

**Employees**

- Employees must not use Town systems, equipment, accounts, or working time to support or oppose any candidate, political party, or third-party advertiser.
- Employees must not reference their Town position, title, or affiliation on social media in a way that could reasonably be interpreted as municipal endorsement during an election period.
- Participation in elections as a private citizen must remain consistent with the Employee Code of Conduct and applicable legislation.
- Questions regarding appropriate social media use during an election period should be directed to the Clerk.

## Appendix A – Town of Goderich Social Media Terms of Use

### 1. Town of Goderich – Social Media Terms of Use

The Town of Goderich uses social media to share timely information, service updates, and important notices with the community. These channels support transparency, public awareness, and understanding of municipal programs, services, and decisions.

By interacting with the Town of Goderich on social media, you agree to follow these Terms of Use.

The Town monitors its social media accounts during regular business hours (Monday to Friday, 8:00 a.m. to 4:00 p.m.) and during declared community emergencies. Social media is not intended to replace formal engagement processes, service requests, or official consultation opportunities such as surveys, public meetings, or delegations to Council.

**How the Town Uses Social Media**

The Town's approach to social media is guided by the following principles:

- Respectful interaction – The Town supports civil, inclusive, and constructive interaction.
- Accurate and reliable information – Content shared reflects verified, up-to-date information from official Town sources.
- Clarity and consistency – Information aligns with Council decisions, Town priorities, and approved communications.
- Appropriate use of channels – Social media is primarily used for information-sharing and awareness. Residents are encouraged to use established Town channels for service requests, feedback, or formal input to ensure timely, coordinated, and trackable responses.
- Clarifying information when helpful – Where misinformation may affect public understanding, the Town may provide factual clarification or direct residents to reliable sources.

The Town focuses its social media presence on sharing clear, helpful information and may redirect questions or concerns to more appropriate channels when dialogue is better addressed through formal processes.

**Commenting Visibility and Moderation**

The Town's social media platforms are not intended to function as discussion forums. While commenting features are generally limited, comments may appear in certain circumstances (such as from public user accounts or platform-specific settings).

Where comments are visible, the Town may hide or remove content that does not align with these Terms of Use.

**Commenting Guidelines**

To help maintain a safe, respectful, and inclusive online environment, the Town may hide or remove comments that:

- Contain abusive, threatening, defamatory, or offensive language;
- Promote hatred, harassment, or discrimination against individuals or groups protected under the Ontario Human Rights Code;
- Include personal, confidential, or identifying information about individuals without consent;
- Contain misinformation or disinformation presented as fact, or content intended to mislead;
- Are repetitive, spam-related, or unrelated to the original post;
- Promote illegal activity, infringe on copyright or intellectual property, or advertise commercial products or services; or
- Compromise public safety or the security of Town staff, facilities, or residents.

Accounts that repeatedly disregard these Terms of Use may be restricted or blocked from the Town's social media platforms.

**Emergencies and Community Safety**

In the event of a community crisis or declared emergency, the Town follows the Incident Management System (IMS) to ensure accurate, timely, and coordinated public communication.

During these situations:

- Official public updates are coordinated through the designated Emergency Information Officer (EIO) or their designate.
- Information shared on social media reflects verified updates approved through the Municipal Emergency Control Group.
- During emergencies, residents should refer to the Town of Goderich's social media channels for official updates on municipal operations and public safety.

**Questions or Concerns**

If you have questions about these Terms of Use or wish to report content that may not align with them, please contact the Town through the online Customer Service Feedback Form.

The Town of Goderich is committed to fostering a respectful, informed, and inclusive online environment. Thank you for helping us maintain a constructive space for sharing information and updates.

**THE CORPORATION OF THE TOWN OF GODERICH**

**BY-LAW NO. 58 OF 2026**

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**BEING A BY-LAW TO ADOPT A CORPORATE SOCIAL MEDIA POLICY FOR THE CORPORATION OF THE TOWN OF GODERICH**

---

**WHEREAS** the Council of the Corporation of the Town of Goderich deems it necessary and desirable to execute a Corporate Social Media Policy;

**AND WHEREAS** this Corporate Social Media Policy is attached hereto and forms part of this By-Law**;**

**AND WHEREAS** the Corporation of the Town of Goderich is agreeable to the terms of this Corporate Social Media Policy.

**NOW, THEREFORE, THE COUNCIL OF THE CORPORATION OF THE TOWN OF GODERICH ENACTS AS FOLLOWS:**

1. That the Mayor and Clerk be and are hereby authorized to execute and affix the Corporate Seal to a Corporate Social Media Policy.

**READ A FIRST, SECOND, AND THIRD TIME AND FINALLY PASSED THIS 13TH DAY OF APRIL 2026.**

_____

**MAYOR, Trevor Bazinet**

_____

**CLERK, Andrea Fisher**

**THE CORPORATION OF THE TOWN OF GODERICH**

**BY-LAW NO. 59 OF 2026**

---

**BEING A BY-LAW TO AUTHORIZE THE MAYOR AND CLERK TO EXECUTE AND AFFIX THE CORPORATE SEAL TO A FIREWORKS DISPLAY AGREEMENT BETWEEN SUPERNOVA FIREWORKS INCORPORATED AND THE CORPORATION OF THE TOWN OF GODERICH FOR THE PURPOSE OF THE CANADA DAY FIREWORKS CELEBRATION**

---

**WHEREAS** the Council of the Corporation of the Town of Goderich deems it necessary and desirable to execute a Fireworks Display Agreement between Supernova Fireworks Incorporated and the Corporation of the Town of Goderich for the purpose of the Canada Day Fireworks Celebration;

**AND WHEREAS** this Fireworks Display Agreement is attached hereto and forms part of this By-Law;

**AND WHEREAS** the Corporation of the Town of Goderich is agreeable to the terms of this Fireworks Display Agreement.

**NOW, THEREFORE, THE COUNCIL OF THE CORPORATION OF THE TOWN OF GODERICH ENACTS AS FOLLOWS:**

1. That the Mayor and Clerk are hereby authorized to execute and affix the Corporate Seal to a Fireworks Display Agreement between Supernova Fireworks Incorporated and the Corporation of the Town of Goderich for the purpose of the Canada Day Fireworks Celebration.

**READ A FIRST, SECOND, AND THIRD TIME AND FINALLY PASSED THIS 13TH DAY OF APRIL 2026.**

_____

**MAYOR, Trevor Bazinet**

_____

**CLERK, Andrea Fisher**

# FIREWORKS DISPLAY AGREEMENT

## CLIENT INFORMATION

**Client:** Town of Goderich
**Contact:** Andrew Bouck, Tourism Events & Marketing Coordinator
**Address:** 33 St. David Street, Goderich, Ontario, Canada N7A 1L4

## SERVICE PROVIDER

**Company:** Supernova Fireworks Inc.
**Representative:** Matthew Hutchinson, Owner & Lead Fireworks Specialist
**Phone:** 705-934-1313

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## EVENT DETAILS

- **Event:** Canada Day Fireworks Celebration
- **Date:** June 30, 2026
- **Rain Date:** July 2 or July 3, 2026 (or alternate date within 60 days if required)
- **Location:** Goderich Waterfront (Lake Huron)
- **Show Time:** Approximately 10:15 PM (at dusk)
- **Duration:** Approximately 15–20 minutes

---

## SCOPE OF SERVICES

Supernova Fireworks Inc. agrees to provide a complete, professionally executed fireworks display, including:

- Supply of all fireworks product
- Electronic firing system (COBRA or equivalent)
- Licensed Display Supervisor and certified crew
- Setup, execution, and post-show cleanup
- Coordination with municipal staff and emergency services
- Compliance with the Natural Resources Canada Display Fireworks Manual (2010)
- $5,000,000 Commercial General Liability Insurance
- All required equipment, materials, and safety infrastructure

---

# CONTRACT VALUE

**Total Contract Price (including HST): $20,000.00 CAD**

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# PAYMENT TERMS

- **Deposit:** $10,000.00 CAD due upon execution of this agreement (within the current month)
- **Final Payment:** $10,000.00 CAD due on the day of the event (June 30, 2026)

**Payment Method:**

- Final payment to be made by cheque payable to *Supernova Fireworks Inc.* on the day of the show prior to firing.

---

## CANCELLATION & POSTPONEMENT (Revised)

- In the event of unsafe weather conditions (e.g., high winds), the display will be postponed to **July 1, 2026 at no additional cost to the client**.
- If conditions remain unsuitable on July 1, the display may be rescheduled to **July 2 or July 3, 2026, or an alternate date within 60 days**, subject to mutual agreement.
- All payments will be applied to the rescheduled date.
- Cancellation within 14 days of the event may result in forfeiture of deposit due to committed product and logistics.

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# SAFETY & COMPLIANCE

- A site inspection will be conducted prior to the event to confirm safety distances and firing locations.
- All operations will adhere strictly to federal regulations and industry best practices.
- The client agrees to assist in securing the fallout zone and maintaining public safety barriers.

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# LIABILITY & INSURANCE

Supernova Fireworks Inc. carries $5,000,000 liability insurance and will provide proof of insurance upon request. The client agrees to cooperate with all safety requirements.

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# AGREEMENT TERM

This agreement is valid for the 2026 Canada Day fireworks display. Optional multi-year renewal terms may be discussed and appended separately.

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# ACCEPTANCE

By signing below, both parties agree to the terms and conditions outlined in this agreement.

**SERVICE PROVIDER (Supernova Fireworks Inc.)**
Name: Matthew Hutchinson
Signature: Matthew Hutchinson
Date: April 8th 2026

**CLIENT (Town of Goderich)**
Name: Trevor Bazinet, Mayor
Signature: _____
Date: _____

Name: Andrea Fisher, Clerk
Signature: _____
Date: _____

**THE CORPORATION OF THE TOWN OF GODERICH**

**BY-LAW NO. 60 OF 2026**

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**BEING A BY-LAW TO TEMPORARILY STOP UP TRAFFIC ON WEDNESDAY, JULY 1, 2026, ELGIN AVENUE WEST FROM SOUTH STREET TO WELLINGTON STREET, SOUTH STREET FROM COURTHOUSE SQUARE TO ELGIN AVENUE WEST, WELLINGTON STREET FROM ELGIN AVENUE WEST TO WEST STREET, WEST STREET FROM WELLINGTON STREET TO COURTHOUSE SQUARE, AND THE ENTIRETY OF COURTHOUSE SQUARE, FOR THE PURPOSE OF THE CANADA DAY PARADE**

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**WHEREAS** Section 35 of the Municipal Act, R.S.O., 2001, c. 25, s. 35 provides that a Municipality may pass By-Laws removing or restricting the common law right of passage by the public over a highway and common law right of access to the highway by an owner of land abutting a highway;

**AND WHEREAS** Council requires that Goderich Tourism notify all emergency services accordingly, i.e. Police, Fire, EMS;

**AND WHEREAS** Council feels it is desirable to allow the temporary stop up of traffic on Elgin Avenue West from South Street to Wellington Street, South Street from Courthouse Square to Elgin Avenue West, Wellington Street from Elgin Avenue West to West Street, West Street from Wellington Street to Courthouse Square, and the entirety of Courthouse Square.

**AND WHEREAS** a map outlining the closure is attached hereto.

**NOW, THEREFORE, THE COUNCIL OF THE CORPORATION OF THE TOWN OF GODERICH ENACTS AS FOLLOWS:**

1. That the roads on Elgin Avenue West from South Street to Wellington Street, South Street from Courthouse Square to Elgin Avenue West, Wellington Street from Elgin Avenue West to West Street, West Street from Wellington Street to Courthouse Square, and the entirety of Courthouse Square, be temporarily closed from 2 PM to 4 PM on Wednesday, July 1, 2026.

2. That the Mayor and Clerk are hereby authorized to execute and affix the Corporate Seal.

**READ A FIRST, SECOND, AND THIRD TIME AND FINALLY PASSED THIS 13TH DAY OF APRIL 2026.**

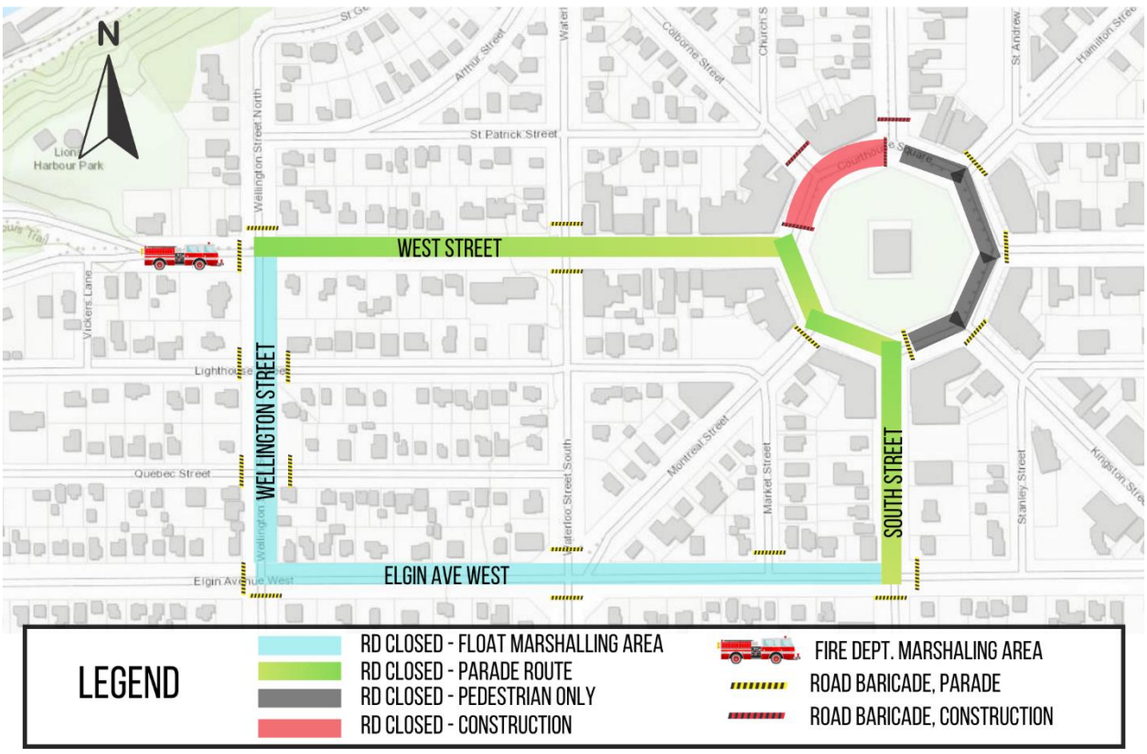
_____

**MAYOR, Trevor Bazinet**

_____

**CLERK, Andrea Fisher**

# 2026 Canada Day Parade Route



**THE CORPORATION OF THE TOWN OF GODERICH**

**BY-LAW NO. 61 OF 2026**

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**BEING A BY-LAW TO AUTHORIZE THE MAYOR AND CLERK TO EXECUTE AND AFFIX THE CORPORATE SEAL TO AN ACKNOWLEDGEMENT LETTER REGARDING DRAFT PLAN OF SUBDIVISION 40T21004, 40T13002, AND MINISTRY OF TRANSPORTATION ONTARIO CLEARANCE**

---

**WHEREAS** Section 9 of the Municipal Act, 2001 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 or regulation;

**AND WHEREAS** the Municipal Act, 2001, as amended permits the Councils of all municipalities to enter into certain agreements;

**AND WHEREAS** the Council of the Corporation of the Town of Goderich deems it necessary and desirable to execute this Acknowledgement Letter;

**AND WHEREAS** this Acknowledgement Letter is attached hereto and forms part of this By-Law;

**AND WHEREAS** the Corporation of the Town of Goderich is agreeable to the terms of this Acknowledgement Letter.

**NOW, THEREFORE, THE COUNCIL OF THE CORPORATION OF THE TOWN OF GODERICH ENACTS AS FOLLOWS:**

1. That the Mayor and Clerk are hereby authorized to execute and affix the Corporate Seal to an Acknowledgement Letter regarding Draft Plan of Subdivision 40T21004, 40T13002, and Ministry of Transportation Ontario Clearance.

**READ A FIRST, SECOND, AND THIRD TIME AND FINALLY PASSED THIS 13TH DAY OF APRIL 2026.**

_____

**MAYOR, Trevor Bazinet**

_____

**CLERK, Andrea Fisher**

April 9, 2026
Ministry of Transportation MTO West Operations
659 Exeter Road, London Ontario N6E 1L3

**RE: Draft Plan of Subdivision 40T21004, 40T13002, and MTO clearance.**

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In consideration of the Ministry of Transportation (MTO) clearing MTO conditions for Draft Plan of Subdivision 40T21004 & 40T13002 for the entire subdivision in lieu of revising the draft plan to reflect the phased approach, THE CORPORATION OF THE TOWN OF GODERICH (the "Municipality") hereby acknowledges and agrees to the following:

1. Developer Driven Highway Improvements are required to facilitate the development of the Sarah Properties and The Coast Subdivision, Goderich (40T21004 & 40T13002) as identified by the traffic impact study addendum signed and dated by Matt Brouwer on September 10, 2025, for the Sarah Properties and The Coast Subdivisions.

2. MTO reviewed and accepted the traffic impact study addendum signed and dated by Matt Brouwer on September 10, 2025. Subject to the terms and conditions in this acknowledgement, MTO agree with the conclusions of the TIS that the number of units included in Figure 1 can be built and occupied prior to the completion of the required highway improvements.

3. Highway improvements are required to facilitate the development of Sarah Properties (40T21004) and The Coast (40T13002) beyond that specified in Figure 1.

4. The developer has requested that MTO clear draft plan conditions for additional phases to allow additional flexibility to apply for the applicable building permits within the plan of subdivision in lieu of revising the draft plan to reflect different boundaries for the existing phases.

5. The Municipality acknowledges that building or occupancy permits beyond that specified in Figure 1 be split between Sarah Properties (40T21004) and The Coast Subdivision (40T13002) will not be issued without the prior written permission from the MTO.

**THE CORPORATION OF THE TOWN OF GODERICH**

Signature:
Name:
Title:
I have the authority to bind the Municipality.
Date:

**WITNESS**

Signature:
Name:
Title:
Date:

**Figure 1 – Development to be accommodated prior to improvements being warranted**

| | SF/SD | TOWN | STACKED TOWN | LTC | TOTAL |
|---|---|---|---|---|---|
| **TOTAL UNITS SUPPORTED IN TIS 4.0 – Final 2025-09 (Submission Copy)** | 210[1] | 97 | 24 | 160 | 491 |

1. As specified in Section 5.4 of TIS, 192 SF/SD with an additional 18 SF/SD houses or 32 townhouses can be accommodated before improvements are warranted. The former is considered in this table.