TOWNSHIP OF
PUSLINCH
EST. 1850

# 2022-2026 Term in Review Highlights











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# Land acknowledgement

As the Township of Puslinch looks ahead, it is important to acknowledge the lands and histories that have shaped our community. This acknowledgment affirms our responsibility to the people and territories connected to this place, and to advancing respectful relationships going forward.

The lands we know today as the Township of Puslinch have been home to Indigenous peoples since time immemorial. We acknowledge that we are on the traditional territory of the Hatiwendaronk, as well as the treaty lands and traditional territory of the Anishinaabe and Haudenosaunee.

With increasing encroachment by non-Indigenous settlers in the Township of Puslinch, the Anishinaabe and Haudenosaunee could not continue their traditional lifestyle and settled in their villages along the Credit River and in the Grand River Valley. These Indigenous nations uphold their Treaty Rights within our jurisdiction.

Today, the Township of Puslinch remains home to Indigenous peoples from across Turtle Island. We are grateful to have the opportunity to share and respect Mother Earth and are committed to building constructive and cooperative relationships with the Indigenous nations.

# Township of Puslinch Council

## Mayor's Message

As we reflect on this term of Council, I am proud of the progress we have made together and the work undertaken to ensure the Township of Puslinch remains a strong, vibrant and welcoming community. It has been a privilege to serve our residents alongside my fellow Members of Council, and I would like to thank them for their commitment, collaboration and leadership throughout this term.



Our focus has been on making thoughtful, data-driven decisions that serve our community today while positioning Puslinch for the future. Through the Township's 2026–2030 Strategic Plan, Council established priorities to guide our work, protect what makes Puslinch unique and ensure that municipal services and investments reflect the needs of our residents. Puslinch's greatest strength is its people. I thank our volunteers, community organizations, local businesses, residents and Township staff for their ongoing contributions, dedication and commitment to our community. Throughout this term, we have invested in our community by hard-surfacing three gravel roads, advancing master plans to guide future growth and infrastructure, and securing approximately $1.6 million in external grant funding. Through responsible financial stewardship, we have worked to advance important projects while managing the financial impact on residents and planning for future needs.

We have also advanced important planning initiatives to help shape the Township's future. The proposed employment land study will help identify opportunities for economic development and employment growth, while the proposed Aberfoyle boundary expansion will help guide long-term community growth and planning. Resetting the rural residential severance date to 2025 also represents an important step in recognizing eligible rural residential properties and addressing longstanding severance considerations. Together, these initiatives reflect Council's commitment to thoughtful planning, supporting our local economy and ensuring Puslinch is well positioned for the future while preserving its rural character.

As we look ahead, we will continue to make responsible investments, plan for the future and protect what makes Puslinch special. It has been an honour to serve as Mayor, and I thank our residents for their trust and for the many ways they contribute to making Puslinch a wonderful place to call home.

Mayor James Seeley
jseeley@puslinch.ca | 519-763-1226

## Your Councillors



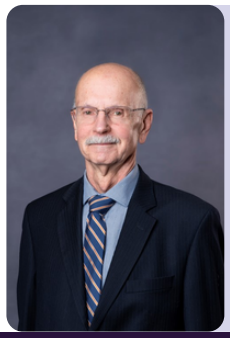
Councillor Sara Bailey
sbailey@Puslinch.ca
519-763-1226



Councillor Jessica Goyda
jgoyda@Puslinch.ca
519-763-1226



Councillor Russel Hurst
rhurst@Puslinch.ca
519-763-1226



Councillor John Sepulis
jsepulis@Puslinch.ca
519-763-1226

# Message from the Chief Administrative Officer



I would like to begin by thanking the Mayor and Members of Council for their leadership and support throughout this term. Through the Township of Puslinch's 2026–2030 Strategic Plan, Council established priorities to guide the organization's work, strengthen municipal services and support the long-term interests of our community.

Over this term, the Township has continued to modernize its operations, identify efficiencies and explore new ways to deliver enhanced, accessible and responsive services to residents. Across Corporate Services, Financial Services, Building Services, Fire and Rescue Services, Recreation and Community Services, and Public Works, staff have worked collaboratively to improve processes, leverage technology and ensure municipal services continue to evolve in response to community needs.

The Township has also advanced important long-term planning initiatives through the completion of several master plans and studies, providing a foundation for future decision-making, infrastructure investment and service delivery. These plans help ensure that growth, recreation opportunities, infrastructure needs and organizational capacity are considered through a coordinated and forward-looking approach.

Strong financial stewardship has remained central to the Township's approach. Through responsible financial planning, service delivery modernization and a continued focus on operational efficiencies, the Township has worked to keep annual tax increases modest while maintaining healthy reserves to support long-term capital investments and future infrastructure needs. The Township has also continued its hard-surfacing program, converting three existing gravel roads to a paved surface, improving road conditions and making strategic investments in our transportation network. In addition, the Township secured approximately $1.6M in external grant funding to support a range of municipal projects and reduce the financial burden on local taxpayers.

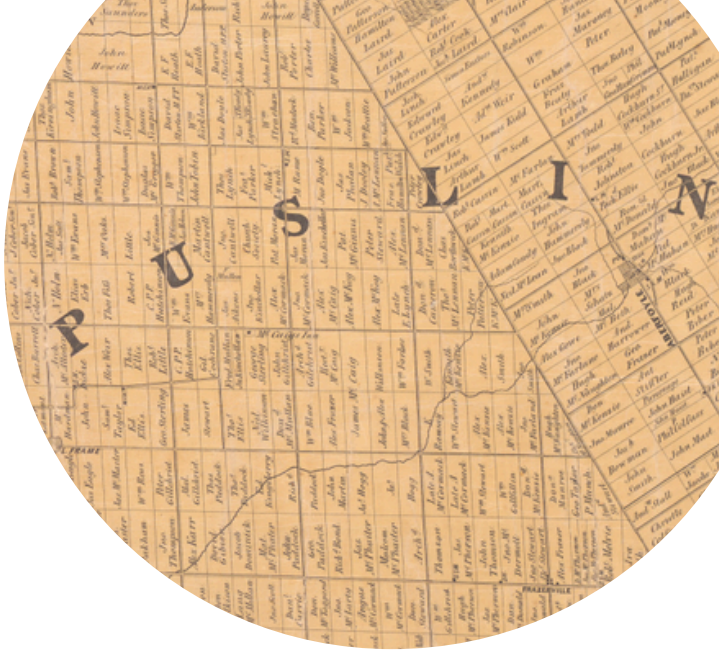
These accomplishments reflect a commitment to delivering value for residents today while planning responsibly for the future. They would not have been possible without the dedication, expertise and professionalism of Township staff, who work every day to deliver essential services and continually improve municipal operations.

I would also like to thank our volunteers, community organizations, local businesses and residents for their contributions, collaboration and ongoing commitment to Puslinch. Their involvement helps strengthen our community and plays an important role in shaping the Township's future. I am grateful for the opportunity to work alongside Council, staff and our community partners in advancing the priorities that matter to our residents.

I am proud of the progress the Township has made during this term. As we look ahead, we remain focused on implementing Council's strategic priorities, strengthening organizational capacity, investing responsibly in our infrastructure and finding practical, innovative ways to serve our community.

Courtenay Hoytfox
Chief Administrative Officer
Township of Puslinch

# Puslinch At-A-Glance




## Location & Size

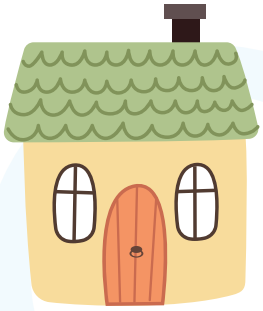
The Township of Puslinch (Township) is located in the south end of Wellington County, approximately 60 minutes west of Toronto. The Township spans 215 square kilometres and includes approximately 2,949 households and 3,473 properties across a mix of hamlet communities, villages, industrial corridor, and rural lands.

## Population & Growth



Approximately 8,344 Residents

Approaching 10,000 by 2051 (27% increase)



Approaching 3,560 Households by 2051

## A Strong Local Economy




1,685 Businesses in Puslinch

6 Top Employers in the County

## Rural Character & Community

395 Hectares of Public Recreation and Conservation Lands

33km of Public Trail Systems

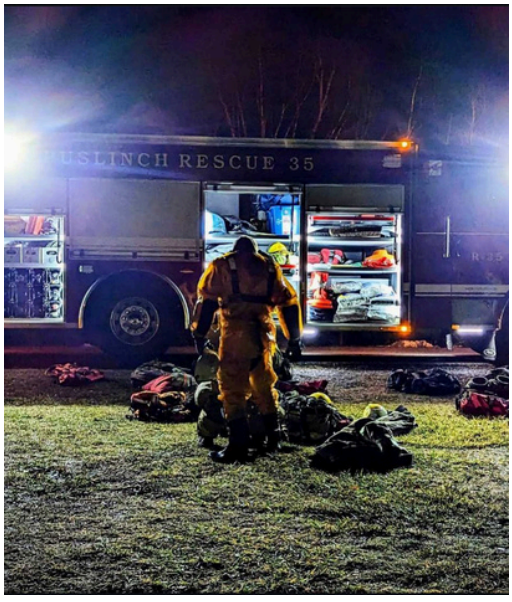


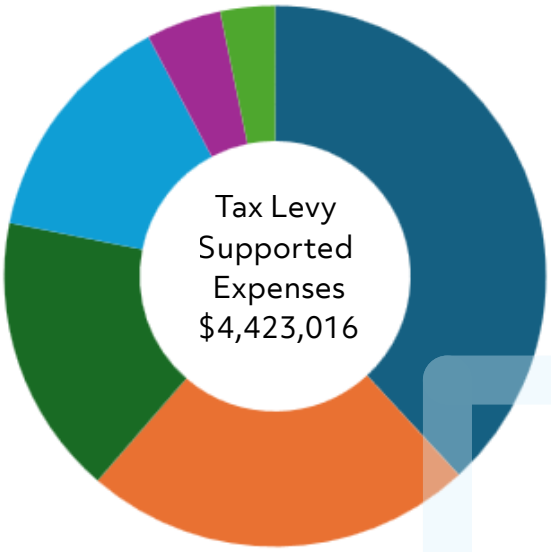
# Financial Services At-A-Glance

Financial Services plays a vital role in the responsible management of the Township's resources, supporting long-term financial sustainability and the delivery of municipal services. The department oversees budgeting, taxation, accounts payable and receivable, payroll, financial reporting, asset management and financial planning. Through sound financial management, careful monitoring of expenditures and a focus on maintaining healthy reserves, the department helps ensure public funds are managed responsibly and that the Township is well positioned to meet future infrastructure and service needs. Financial Services are delivered by a dedicated team of 4.5 staff.







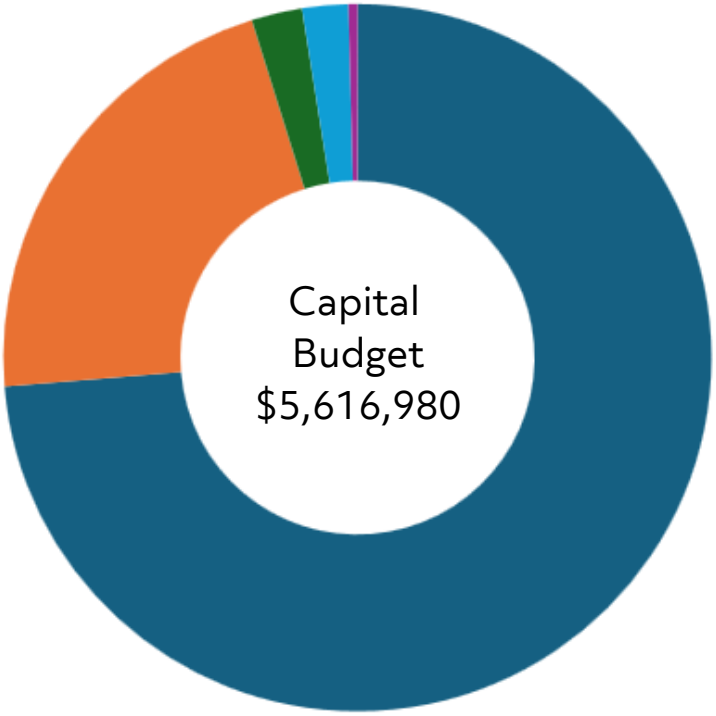




## Tax Levy Supported Expenses (2026)

| | | |
|---|---|---|
| 1 | Public Works | $1,690,362 |
| 2 | Fire and Rescue | $1,030,019 |
| 3 | Parks and Recreation | $744,717 |
| 4 | General Government | $624,985 |
| 5 | By-law | $198,652 |
| 6 | Planning | $144,281 |
| 7 | Building | $0 |

# Financial Services At-A-Glance

The Township's capital budget supports strategic investments in roads, infrastructure, facilities, equipment and other municipal assets to maintain service levels, address community needs and plan responsibly for the future.




## Capital Projects and Initiatives (2026)

| | | |
|---|---|---|
| 1 | Public Works | $4,139,583 |
| 2 | General Government | $1,206,553 |
| 3 | Parks and Recreation | $130,000 |
| 4 | Fire and Rescue | $117,751 |
| 5 | By-law | $23,093 |
| 6 | Planning | $0 |
| 7 | Building | $0 |









# Financial Services At-A-Glance



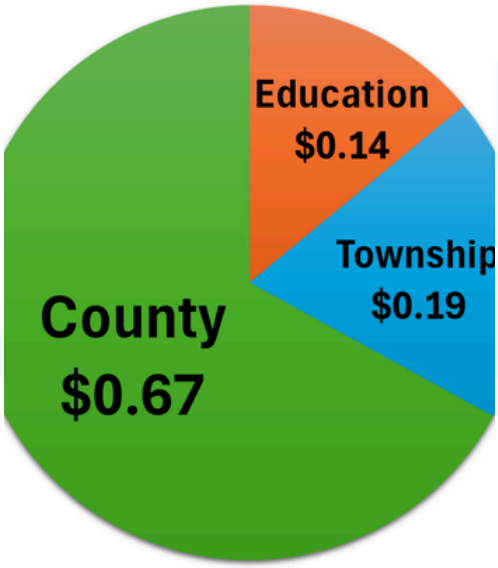

## Notable Grants

The following are the grants the Township has successfully secured over the 2022-2026 term. Awarded through competitive, application-based processes, these funds have supported enhancements to local programs and services for the community.

**Pothole Prevention and Repair Program**
**$38,000**
Supports the repair and prevention of road damage

**Community Emergency Preparedness Grant**
**$50,000**
Supports readiness for emergencies and natural disasters

**County Community Housing Development Fund**
**$1,000,000**
Supports affordable housing projects




**Young Canada Works**
**$25,484**
Provides wage subsidies to employers hiring current students aged 16–30 in the heritage, arts and culture sectors.

**Ontario Trillium Foundation Funding**
**$150,000**
Supports community-based, non-profit organizations

**Mental Health Supports for Public Safety Personnel Grant Program**
**$25,000**
Supports targeted mental health and wellbeing services to frontline workers

**County of Wellington Grant Funding**
**$120,000**
Supports BR&E and Accessibility

**Rural Ontario Development**
**$109,331**
Supports economic growth and infrastructure in rural communities



**Firehouse Subs Public Safety Foundation of Canada**
**$41,701**
Provides funding, lifesaving equipment, and resources to first responders

**Hydro One Community Partnership Grant**
**$25,000**
Supports local emergency preparedness, critical infrastructure, and community well-being initiatives

**Fire Protection Grant**
**$24,592**
Supports municipal firefighter health, safety, and operational readiness

# Corporate Services At-A-Glance





Corporate Services supports the effective governance and day-to-day operations of the Township through a broad range of administrative and regulatory functions. Responsibilities include Council and Committee support, legislative services, by-law enforcement, planning and development coordination, information technology, corporate communications, economic development, licensing, legal services, customer service, records management, municipal elections and administrative support to other departments. The department helps ensure transparent decision-making, regulatory compliance, accessible public services and the efficient delivery of municipal programs. Corporate Services are delivered by a team of 6.5 dedicated staff.

**Heritage Designations**
**50**
Heritage designations help protect and preserve properties and structures of cultural, historical and architectural significance

**Planning Act Applications**
**212**
Consents: 68
Zoning By-law Amendments: 30*
Minor Variances: 83
Site Plan Control: 31

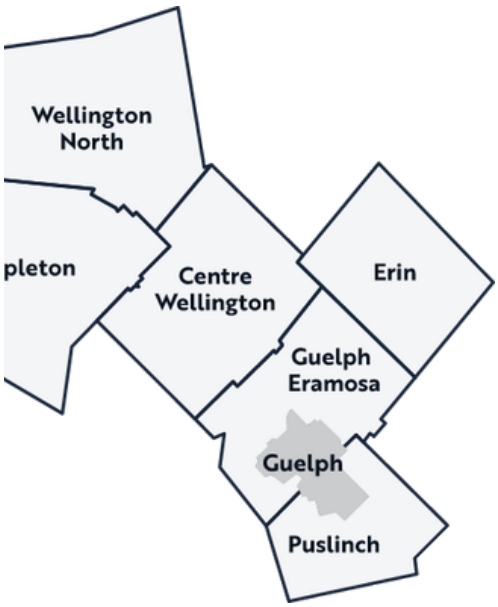
**15 applied for in 2026*

**Record Requests**
**504**
Routine Disclosure: 432
FOI: 72

**Puslinch Profile Features**
**25**
Established in 2024 and highlights local businesses on monthly basis

**Puslinch Community Showcase**
**3rd annual event**
Introduced in 2024 to support local businesses

**Mayor's Breakfast**
**2nd annual event**
Introduced in 2025 to provide business community with broad economic development supports and networking

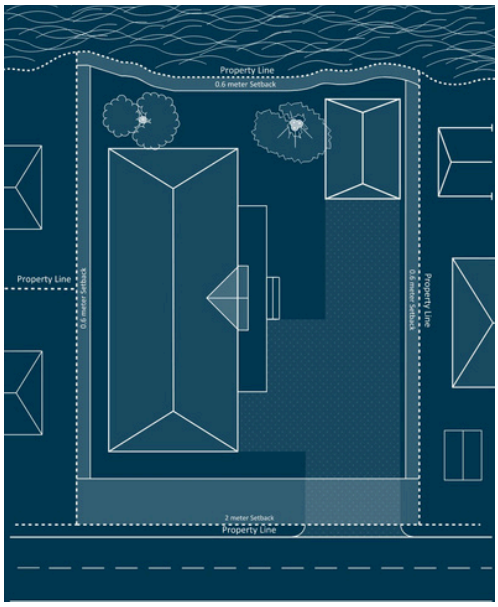



**Community Guide and Business Directory**
**3rd annual issue**
Established in 2024 and provides Township information and business directory

**Council & Committee Agendas**
**280**
Number of meetings attended and agendas and associated minutes prepared

**Township Social Media Total Followers**
**2,709**
Established and grown social media presence since 2021 to increase community awareness

# Building Services At-A-Glance




Building Services supports safe and responsible development throughout the Township by administering and enforcing the Ontario Building Code and applicable law. The department reviews building permit applications, conducts inspections and works with property owners, builders and developers to help ensure construction meets required safety and compliance standards. Through its role in the development process, the department helps facilitate growth while protecting public safety and supporting the long-term interests of the community. Building Services are delivered by a dedicated team of three staff.



**Total Revenues***
**$2.26M**
Includes building permit fees

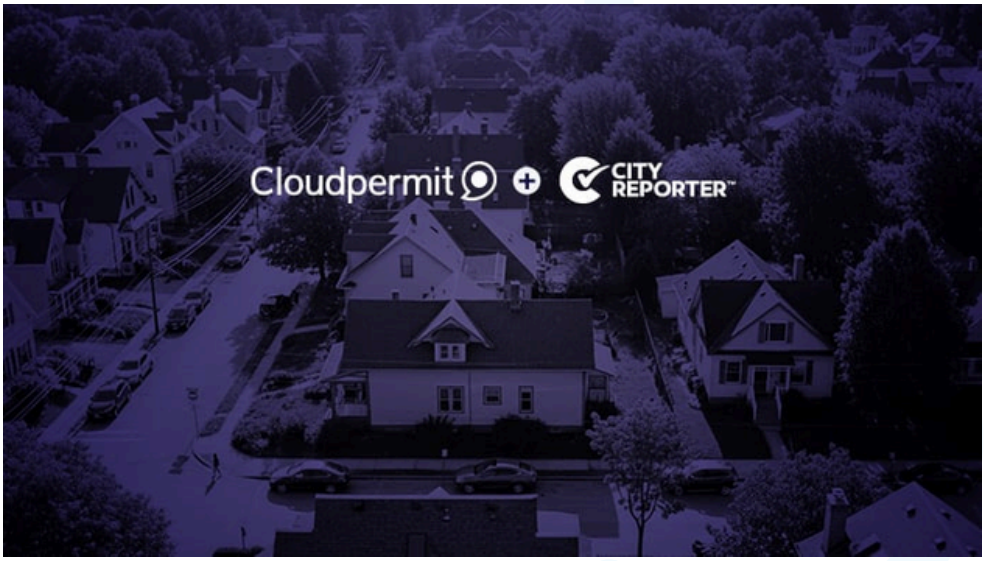
**2022 -2025*

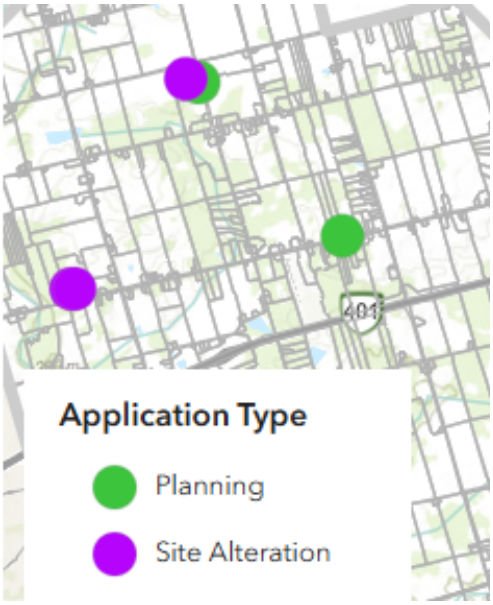
**Total Building Permits Issued ***
**976**

**2022 to date*

**Total Inspections Performed***
**1,966**

**2022 to date*



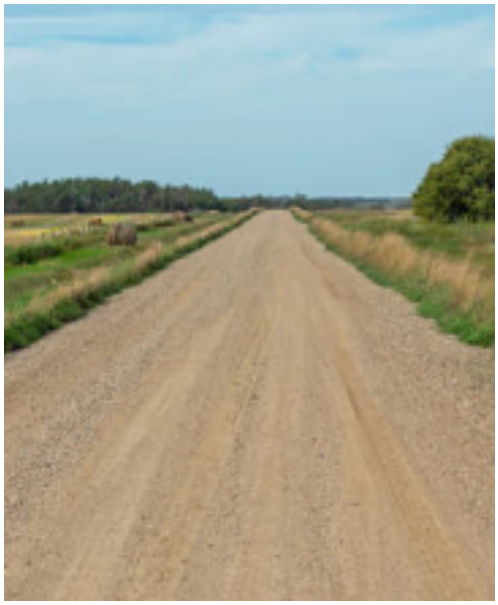



# Public Works Services At-A-Glance

Public Works is responsible for maintaining the Township's essential infrastructure, helping ensure safe and reliable services for residents. The department oversees road maintenance and rehabilitation, winter operations, drainage, fleet and equipment, and other municipal infrastructure assets. Through ongoing maintenance, infrastructure improvements and long-term asset planning, Public Works supports the Township's transportation network, protects public safety and helps maintain the quality of life in Puslinch. The department operates with a dedicated team of six staff (two shared with Parks Services seasonally) and one seasonal winter operations employee.







### Snow Fall Accumulation Cleared from Roads and Sidewalks

**7.41 metres**

2022: 161cm
2023: 107cm
2024: 70cm
2025:290cm
2026:113cm

### Hard-Surfacing Gravel Roads

**3**

Three gravel road sections were hard-surfaced through Council's Gravel Roads Program

### Rehabilitated Paved Roads

**20 paved road sections**

27.5km of paved roads were rehabiliated

### Local Road Network

**179 km**

Paved: 128km
Gravel: 51km

# Fire and Rescue Services At-A-Glance

Fire and Rescue Services plays a vital role in protecting the safety and well-being of the Puslinch community through emergency response, fire prevention, public education and community risk reduction. The department responds to fires, motor vehicle collisions and other emergencies, while providing fire safety education and promoting preparedness throughout the Township. Through training, prevention initiatives and collaboration with neighbouring emergency services, the department works to protect residents, properties and the community. Fire and Rescue Services is supported by two full-time staff and a dedicated team of 36 volunteer firefighters whose commitment and service are essential to the safety of Puslinch residents.





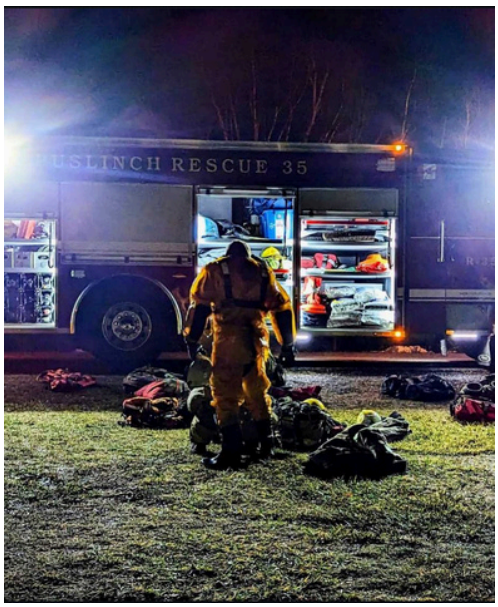

**Full Time Fire Chief**
**2024**
The Township hired its first full-time Fire Chief in the history of the department

**Leadership Development Program Membership**
**4**
Established in 2026 to support the succession planning of officers

**Total Fire Calls**
**1562**
**2022 to date*

**Auxiliary Recruit Program Membership**
**8**
Established in 2025 to support operational readiness through a pipeline of trained VFF

**New Mandatory Minimum Firefighter Certifications**
**100%**
Fully compliant with Ontario Regulation 343/22






# Community and HR Services At-A-Glance





Community Services and Human Resources support the Township's quality of life and organizational effectiveness through the management of municipal facilities, parks and recreation opportunities, alongside employee recruitment, development, health and safety, and workplace support. The department helps maintain welcoming and accessible community spaces, supports recreational programming and community events, and works to ensure the Township attracts, develops and retains a capable and engaged workforce. Through these services, the department contributes to community well-being and a positive, safe and supportive workplace. The department operates with seven staff, including two who are shared seasonally with Public Works, and three part-time students.

| Soccer Pitches | Community Centre | Basketball Court | Gymnasium | Baseball Diamonds | Tennis Courts |
|---|---|---|---|---|---|
| 3 | 1 | 1.5 | 1 | 4 | 3 |
| | | | | Playground Areas | Outdoor Ice Rink |
| | | | | 3 | 1 |








# Council and Committees of Council At-A-Glance

Council provides leadership and direction for the Township, establishing strategic priorities, making decisions on municipal policies and services, and ensuring responsible governance on behalf of the community. Supported by Township staff, Council works to address community needs, manage public resources and plan for the Township's future. The Township's advisory committees provide opportunities for community members to contribute their knowledge, experience and perspectives on matters affecting the municipality. These include the Committee of Adjustment, Planning and Development Advisory Committee, Youth Advisory Committee, Heritage Advisory Committee, and Recreation and Community Wellness Advisory Committee. Together, Council and its committees support informed decision-making, community engagement and the continued development of the Township.

**Council and Public Information Meetings**

**118**

Council Meetings: 87
Public Information Meeting: 31

Meetings promote transparency, keep residents informed about municipal decisions and proposed developments, and provide opportunities for community members to ask questions, share feedback and participate in local decision-making.

**By-laws Passed by Council**

**304**

By-laws establishes local rules to regulate, govern, and protect public interests, and support effective governance.

**Council Reports Considered**

**536**

Staff reports provide Council with analysis, background information, recommendations, and options to support informed decision-making, policy development, and municipal operations.

**Committee Meetings**

**162**

Statutory and advisory committees provide specialized advice, recommendations, and community input to Council, supporting informed decisions on municipal programs, policies, and services.

**Resolutions Passed by Council**

**1745**

Council resolutions, document decisions, provide direction to administration, demonstrate accountability, and create an official record.







# Provincial Trends At-A-Glance

Throughout the 2022–2026 term, municipalities have operated within an evolving provincial legislative and regulatory environment. Changes to planning legislation, development charges, housing policy, municipal governance and infrastructure approvals have required municipalities to continually assess new requirements and adapt their policies, processes and long-term plans.

The pace of change is reflected in provincial legislative data. Ontario reported **597 regulations** filed in 2022 and a further **427** in 2023, demonstrating the substantial volume of regulatory activity municipalities must monitor and assess.

For Puslinch, responding to these changes has been an important part of municipal governance. Council and staff have continued to evaluate legislative requirements, consider their implications for the community and align municipal policies, financial planning and service delivery with the evolving provincial framework.

Through this work, the Township has remained focused on responsible decision-making, effective service delivery and protecting the long-term interests of the Puslinch community.

**In 2024, Ontario municipalities spent $5.4 billion subsidizing services that are provincial responsibilities in the rest of Canada.**

## Notable Provincial Legislation Changes

### More Homes Built Faster Act, 2022 (Bill 23)

Changed aspects of land-use planning, development charges, conservation authority responsibilities and municipal planning processes.

### Strong Mayors, Building Homes Act, 2022 (Bill 3)

Introduced new powers and responsibilities for designated municipal heads of council.

### Planning Statute Law Amendment Act, 2023 (Bill 97)

Made changes affecting land-use planning and development processes.

### Cutting Red Tape to Build More Homes Act, 2024 (Bill 185)

Introduced further changes to planning approvals, development charges and municipal planning processes.

### Protect Ontario by Building Faster and Smarter Act, 2025 (Bill 17)

Amended multiple statutes, including legislation affecting building standards and infrastructure approvals.



# Provincial Trends At-A-Glance







## How much infrastructure funding are municipalities carrying?

Throughout the 2022–2026 term, municipalities across Ontario have faced significant legislative changes, increasing service demands and rising infrastructure costs. According to the Association of Municipalities of Ontario (AMO), municipalities continue to fund approximately **72% of infrastructure costs** with the remaining 28% of costs shared by the provincial and federal levels of government. Across the province, municipalities own and operate approximately **$1 trillion** in public infrastructure and are planning more than **$250 billion** in capital expenditures over the next decade.

According to AMO's 2026 pre-budget submission, construction costs increased by **86%** between the first quarter of 2018 and the fourth quarter of 2023. This is based on Statistics Canada's residential building construction price index.

AMO has also modelled the impact of construction cost pressures on municipal capital programs. Its 2025 analysis estimated that increased costs could add approximately **$1 billion** to municipal capital expenditures across the 2025–26 and 2026–27 fiscal years.

These pressures reinforce the importance of responsible financial stewardship, long-term planning and pursuing external funding opportunities. Throughout this term, the Township has remained focused on maintaining essential services, investing in infrastructure, securing approximately **$1.6 million** in grant funding and managing the financial impact on local taxpayers.

# Looking Ahead

As the Township looks to the future, the work completed during this term provides a strong foundation for continued progress. With Council's strategic priorities guiding the way, the Township will continue to focus on responsible financial management, infrastructure investment, thoughtful growth and the delivery of effective, accessible municipal services.

The years ahead will bring new opportunities and challenges as the Township responds to changing provincial legislation, evolving community needs and increasing demands on municipal infrastructure and resources. Through long-term planning, collaboration and a commitment to continuous improvement, the Township will continue to make informed decisions that balance the needs of today with the interests of future generations.

Above all, Puslinch's future will continue to be shaped by the people who call it home. By working together with residents, community organizations, local businesses, volunteers and community partners, the Township will build on the progress made during this term while preserving the rural character, community spirit and quality of life that make Puslinch unique.

The Term in Review reflects the collective efforts of Council, staff and the community. As we look ahead, the Township remains committed to building on these accomplishments and ensuring Puslinch continues to be a community where people are proud to live, work and participate.

