



Innovative Solutions for a Sustainable Future



Mapleton Township's Journey to Establishing an MSC
November 13, 2025



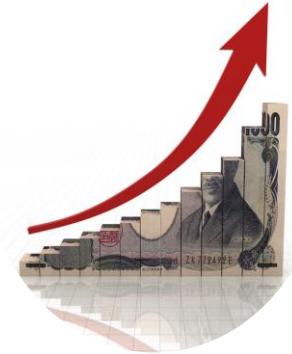
About Mapleton



Strategic
Location



Infrastructure
Expansion



Economic
Strength



Population
Growth



A History of Success



Strategic
Planning



Sustainable
Growth



Operational
Excellence



Community
Focused



Mapleton | Quality of Life

- Agricultural community
- Strong entrepreneurial culture
- Stunning rural destination

“Mapleton ranked
as one of Canada’s
best communities
by Maclean’s”



About Graham...



1 Project Validation & Feasibility

We determine your project's financial viability by exploring various financial solutions and leveraging our construction expertise to ensure accuracy and reliability of project costs

- Preliminary cost estimates by construction experts
- Identification of potential financing sources
- Financial feasibility analysis

2 Comprehensive Project Development

We manage and drive the entire project development process, ensuring a clear roadmap to construction alongside you in an equal partnership for joint governance

- Full-service project planning and management
- Coordination of all workflows and stakeholders
- Optimization of cost and design with constructability and operational considerations

3 Financial Advisory

We structure and secure financing in the most cost-effective way we can, ensuring it aligns with your financial constraints

- Public/private financing solutions
- Competitive access to debt and equity financing
- Ongoing management and financial advisory support

4 Construction

We plan, budget, schedule, and build your project to the highest industry standards

- Collaboration between design, construction, and operations
- Construction execution with our extensive inventory of in-house resources
- Smooth transition into operations

Graham Capital is a fully integrated project financing subsidiary of **Graham Construction**.

Experienced, innovative and capable of providing a full lifecycle approach to project delivery, we're well versed in every facet of project development, financing and whole-life asset management.

COMMITMENT - INTEGRITY - RELIABILITY

We **REDUCE UNCERTAINTY**, and **MAXIMIZE VALUE** by planning and executing **AFFORDABLE, QUALITY WORK TOGETHER**

GRAHAM

OUR VALUE



Develop, Finance, Deliver

Our partnership approach provides end-to-end support for all your project needs, while **you retain control and ownership** of your assets. With everything managed and executed by our in-house team, we ensure continuity, accountability, and a streamlined process that keeps your project on track.

Cost Certainty & Increase Value

Our collaborative approach ensures your project is designed for constructability, efficiency, and long-term operational success. By engaging our in-house construction team early, we **proactively manage risks and optimize value** – providing a high degree of cost certainty.

Affordable Financing Solutions

Our financial expertise and unique approach enables us to secure **affordable financing** to help you overcome financial barriers, ensuring your project moves forward in a cost-effective manner that **preserves your municipal borrowing capacity**.





Municipal Asset Partnership™

Graham Capital has developed a unique partnership model that overcomes the drawbacks of traditional infrastructure financing solutions for water and wastewater projects, called the Municipal Asset Partnership (MAP).





Municipal Service Corporation (MSC)

MSCs are established to provide services that a municipality could provide itself but may be better suited to deliver through a separate corporate structure.

Ownership is typically held by the municipality, or the municipality and other public sector entities.

Legislation

Section 203 of the Ontario Municipal Act, 2001, allows municipalities to create municipal service corporations (MSCs) to deliver services. These corporations are distinct entities, owned by the municipality or a combination of public sector entities, and can operate within the municipality's boundaries with its consent.



O. Reg 599/06 governs how municipalities in Ontario can establish and manage municipal services corporations.

Mandatory requirements include:

- Adoption of a **business case study**;
- Approval of **asset transfer policies**; and
- **Public Consultation**



Why an MSC? Why Now

	Funding Options for the Township	Funding Options for the MSC	
External Grant Funding	Not enough to cover required capital project	Bring available funds to the MSC to help fund the capital project	Benefit #1: Financial Flexibility Can combine grant funds, development charge revenues, and financing to pay for capital project
Development Charges	Lack of upfront revenue for capital project		
Financing	Constraints due to municipal borrowing limit	Leverage both private capital and investment grade debt to finance the balance of the capital stack	Benefit #2: Overcome Financial Restrictions Bring in gap financing that does not consolidate to the municipalities balance sheet (removes municipal borrowing limitations, increasing overall borrowing capacity)



Benefits of the MSC Model



Sustainability



Skills-Based
Board



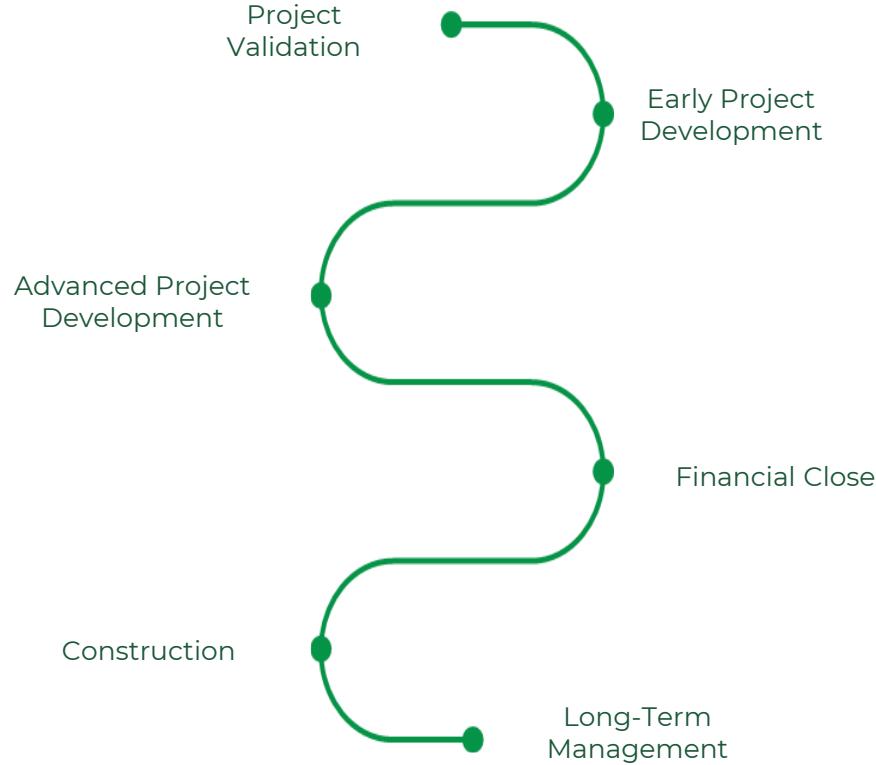
Overcome
Financial
Restrictions



Financial
Flexibility



Phased Approach





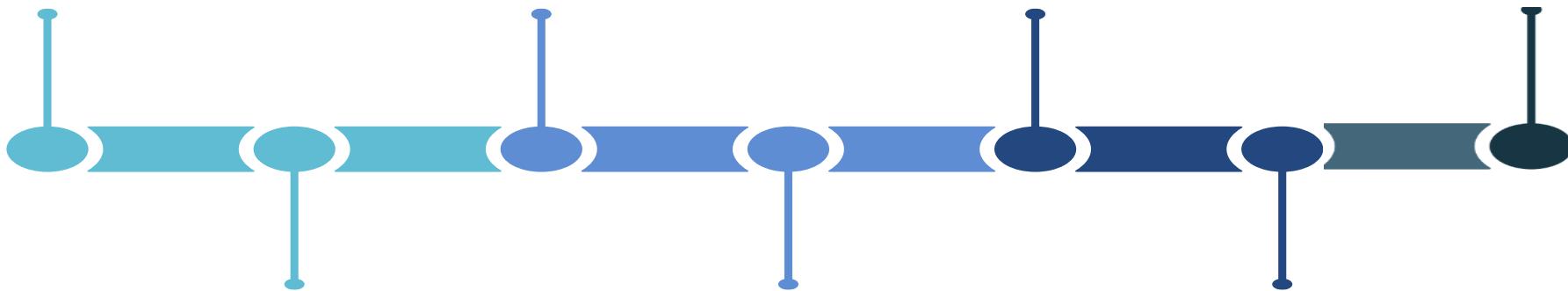
Our Journey

Request for Proposal
(RFP) issued
November 2023

Project Validation
Phase Completed
October 2024

Business Case and
Public Consultation
January 2025

Financial Close
May 2025



Letter of Intent (LOI)
with Graham Capital
May 2024

Early Works
Agreement with
Graham Capital
November 2024

Council Approvals
April 2025



Legal Framework



Letter of Intent



Early Works Agreement



Operating Lease



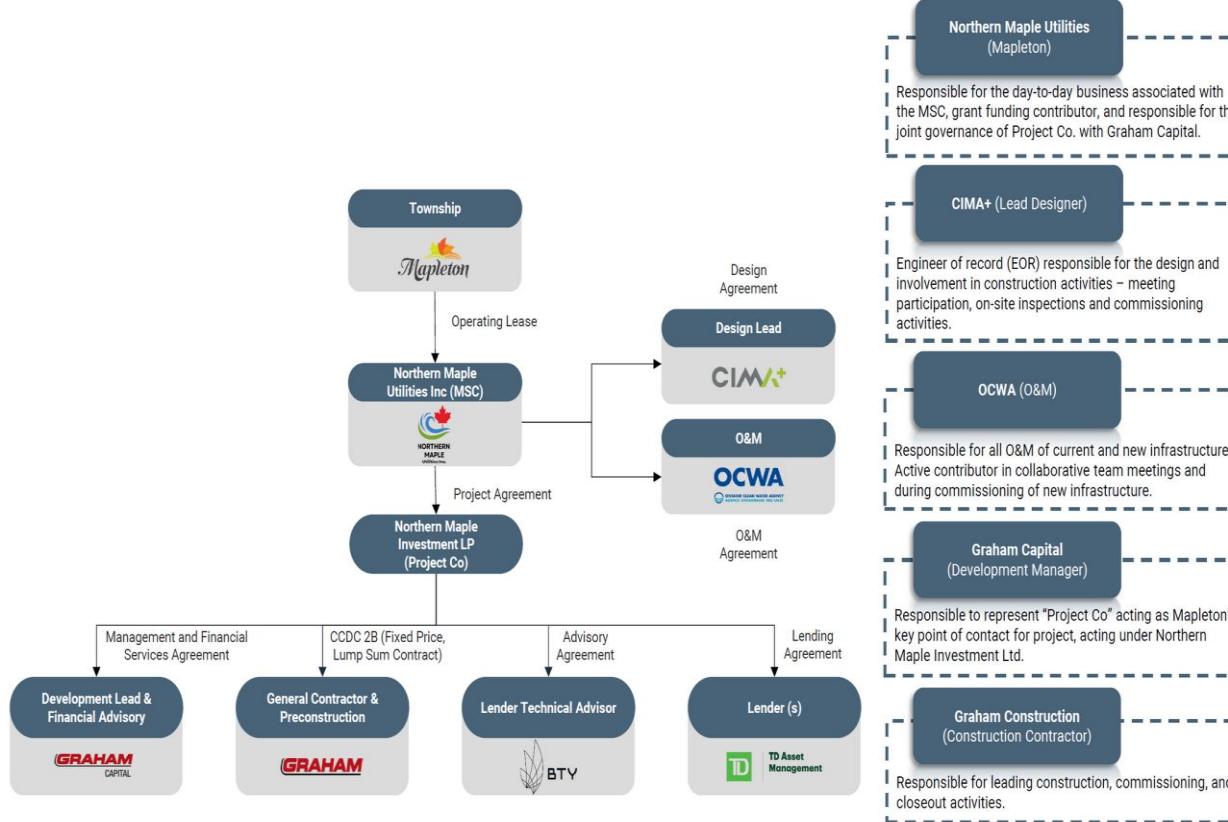
Project Agreement



Operating Agreement(s)



Delivery Structure





Professional Services

MEA | ACEC-Ontario Standard Agreement for Professional Consulting Services (2022 – 2025)

- In 2022, the Township of Mapleton retained CIMA+ under the MEA | ACEC-Ontario Standard Agreement for Professional Services to develop a Water and Wastewater Master Servicing Plan. This plan was intended to support projected population growth and new housing development in Mapleton through to 2041.
- The Master Plan was completed in 2023, resulting in the establishment of a 10-year Water and Wastewater Capital Works Program for the Township.
- Following this, the Township engaged CIMA+ under separate MEA | ACEC Agreements to provide professional consulting services for individual projects aligned with the Capital Works Program.

CCDC 31 Service Contract Between Owner and Consultant (2025 – 2029)

- As part of the new delivery structure, Northern Maple Utilities Inc. (MSC) has entered into a Master Service Agreement (CCDC 31) with CIMA+ for professional services related to ongoing water and wastewater infrastructure upgrades in the Township of Mapleton.
- The scope of professional services for each project will be detailed in individual Work Authorizations. These documents will specify the services to be provided, project schedule, associated fees, and any applicable terms and conditions.
- Each Work Authorization must be signed by both MSC and CIMA+. Once executed, it becomes an integral component of the CCDC 31 Contract.



CCDC Considerations

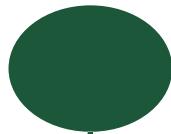
Under the CCDC 31 Contract, CIMA+ may provide a range of professional services to support water and wastewater infrastructure upgrades in the Township of Mapleton. The specific services required for each project will be determined through individual Work Authorizations and may include:

1. Advisory Services
2. Project Initiation Services
3. Conceptual Design and Review Services
4. Preliminary Design and Review Services
5. Detailed Design and Review Services
6. Construction Administration Professional Services
7. On-site Professional Services
8. Post Construction Professional Services.

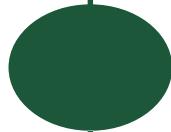
Not all services listed above will be applicable to every project; only those identified in the relevant Work Authorization will be provided.



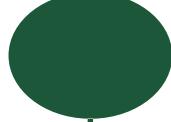
Bundled Projects



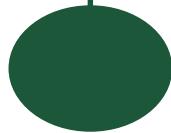
Mapleton Wastewater Treatment Plant Expansion and Force main Upgrades - \$13.5M



Moorefield Pumphouse and Standpipe Upgrades - \$6.3M



Drayton Sewage Pumping Station - \$12.9M



Various Water / Wastewater System Upgrades - \$3.6M



Construction Phase

The construction phase of the project has commenced, with earthworks initiated in July 2025.

Construction is taking place under a CCDC 2 - Stipulated Price Contract from 2025-2027

Appropriate due diligence is required for any supplementary conditions, insurance provisions, contract admin / inspection and payment certificate verification.





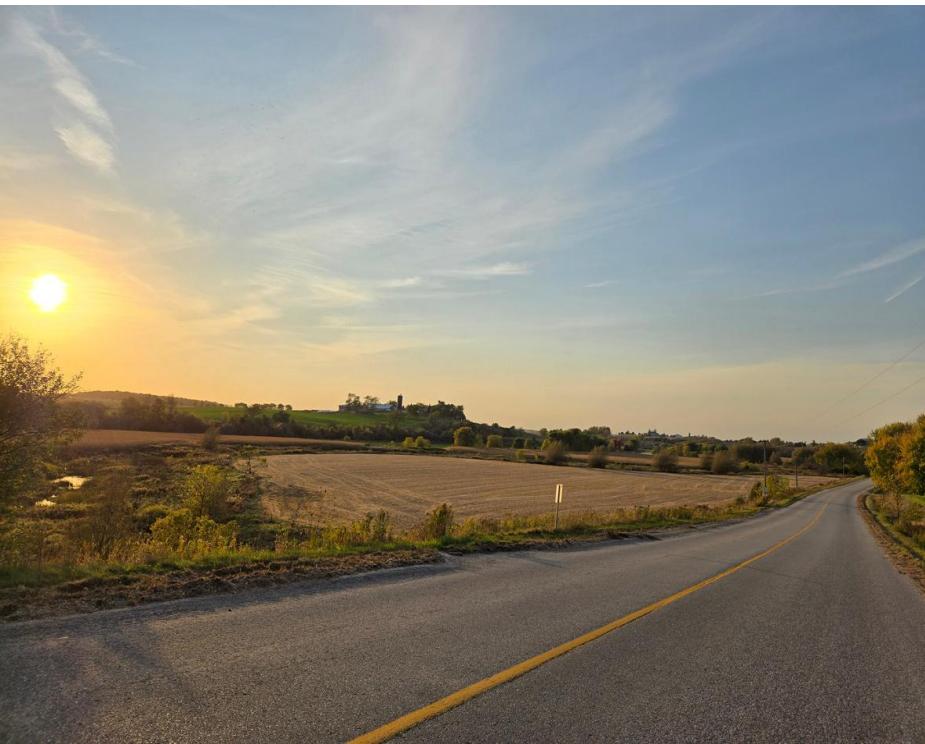
Northern Maple Utilities Inc.

- Formally established as a legal entity April 23, 2025
- Articles of Incorporation
- Board of Directors
- CCDC with Graham
- CCDC with CIMA+
- Work Authorizations
- Collaboration, Commitment and Trust





Thank you



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