

THE TOWNSHIP OF NORTH HURON  
COUNCIL AGENDA



Date: Monday, September 18, 2017  
Time: 7:00 p.m.  
Location: HELD IN THE TOWNSHIP COUNCIL CHAMBERS

Pages

1.	CALL TO ORDER	
2.	CONFIRMATION OF THE AGENDA	
	<i>THAT the Council of the Township of North Huron; accept the Agenda for the September 18, 2017 Council Meeting; as presented.</i>	
3.	DISCLOSURE OF PECUNIARY INTEREST	
4.	CONSENT AGENDA	
	<i>THAT the Council of the Township of North Huron hereby adopts Consent Items 4.1.1 to 4.1.3;</i>	
	<i>AND FURTHER THAT all other Consent Items be received for information.</i>	
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<b>5.</b>	<b>PUBLIC MEETINGS/HEARINGS AND DELEGATIONS</b>	
5.1	John Marshall, Huron County Economic Development Board - Growing Success Project	59
5.2	Scott Vokey, Director of Government Relations and Community Solutions - LED Streetlight Conversion	66
<b>6.</b>	<b>REPORTS</b>	
6.1	Clerks Department	
6.1.1	Tender Results - Sturdy Municipal Drain Branch 'F' 2017	80
	<i>THAT the Council of the Township of North Huron hereby award the contract on the Sturdy Municipal Drain Branch 'F' - 2017 to A.G. Hayter Contracting Ltd. subject to the third reading of By-law No. 74-2017, Being a By-law to Provide for a Drainage Works for the Sturdy Municipal Drain Branch 'F' - 2017.</i>	
6.2	Finance Department	
6.2.1	Asset Management Plan 2016	84
	<i>THAT the Council of the Township of North Huron hereby adopts the Asset Management Plan (AMP) 2016 prepared by the Public Sector Digest for information purposes;</i>	
	<i>AND FURTHER THAT the Asset Management Plan be posted on the Township website.</i>	
6.2.2	M Bennett Dormant Account	229
	<i>THAT the Council of the Township of North Huron hereby accepts the recommendation from the Director of Finance to close the Margaret Bennett Junior Citizen Award Fund in the amount of \$366.84 and round the amount up to \$375.00;</i>	
	<i>AND FURTHER THAT the Township make this one-time donation to F.E. Madill Secondary School in the form of an award to a Wingham student.</i>	
6.2.3	OCIF-Top Up Application Mill Street	230
	<i>THAT the Council of the Township of North Huron hereby authorizes an application under the OCIF Top Up Application funding for the Mill Street Project in Blyth.</i>	
6.2.4	Section 357 - Sept 2017	232
	Section 357 Applicants in attendance are asked if they wish to make comment.	
	<i>THAT the Council of the Township of North Huron hereby adopts the report in regard to tax refunds under Section 357 1 (d) of the Municipal Act in the amount of \$ 3,976.72 as presented by the Director of Finance and approves the adjustments to be made to the Collector's Roll.</i>	

6.3	Recreation and Facilities Department	
6.3.1	Almost Famous Players Memorandum of Understanding	234
	<i>THAT the Council of the Township of North Huron hereby receive the report on the Almost Famous Players Memorandum of Understanding for information purposes;</i>	
	<i>AND FURTHER THAT the Clerk be directed to prepare an authorizing by-law for the Memorandum of Understanding between the Township of North Huron and the Almost Famous Players for the use of the Wingham Town Hall Theatre.</i>	
6.4	Public Works / Utilities Department	
6.4.1	LED Streetlight Conversion Program	240
	<i>THAT the Council of the Township of North Huron hereby authorizes that a contract be entered into with LAS/RealTerm Energy to provide services to convert the Township of North Huron’s streetlights to LED units as presented in Option # 1;</i>	
	<i>AND FURTHER THAT Council directs the Clerk to prepare an authorizing by-law for the October 2<sup>nd</sup>, 2017 Council Meeting.</i>	
6.5	Fire Department of North Huron	
6.6	Building Department	
6.7	CAO	
6.7.1	Economic Development Committee Draft Terms of Reference	242
	<i>THAT the Council of the Township of North Huron hereby receives this report and provides direction to staff regarding the proposed Economic Development Committee.</i>	
7.	<b>CORRESPONDENCE</b>	
7.1	Huron Residential Hospice - Request for funding support	247
	<i>THAT the Council of the Township of North Huron hereby receive the correspondence of Huron Residential Hospice for information purposes;</i>	
	<i>AND FURTHER THAT Council directs staff to provide the Huron Residential Hospice with the necessary Donation Request forms.</i>	
8.	<b>COUNCIL REPORTS</b>	
8.1	REEVE ACTIVITY REPORT	
8.2	COUNCIL MEMBER REPORTS (Verbal or written updates from members who sit on boards/committees)	
8.3	REQUESTS BY MEMBERS	

9. NOTICE OF MOTION

9.1 Deputy Reeve Campbell - Request for delegation from OPP

*THAT the Council of the Township of North Huron hereby direct the Clerk to request that a representative of the OPP attend Council to provide information regarding call statistics as well as an update regarding criminal activity in the Blyth and East Wawanosh wards.*

10. BY-LAWS

10.1 By-law No 83-2017 249

Being a by-law to authorize the Reeve and Clerk to sign, on behalf of Council, a Sign Agreement with WVRH Holdings Inc. Huron Tractor Blyth.

*By-law No. 83-2017; being a by-law to authorize the Reeve and Clerk to sign, on behalf of Council, a Sign Agreement with WVRH Holdings Inc. Huron Tractor Blyth; be introduced, read a first, second, third and final time, signed by the Reeve and the Clerk and be engrossed in the By-law Book.*

11. ANNOUNCEMENTS

12. OTHER BUSINESS

13. CLOSED SESSION AND REPORTING OUT

*THAT the Council of the Township of North Huron hereby proceeds at ... pm. to an In-Camera Session (Closed to the Public) to discuss the following:*

- Section 239 (2) (c) A proposed or pending acquisition or disposition of land by the municipality or local board (Road widening);*
- Section 239 (2) (c) A proposed or pending acquisition or disposition of land by the municipality or local board (Wingham industrial lot);*
- Section 239 (2) (c) A proposed or pending acquisition or disposition of land by the municipality or local board (Lot enlargement).*

*THAT the Council of the Township of North Huron hereby proceed to the Regular Council meeting at ... pm.*

*THAT the Council of the Township of North Huron hereby confirm the direction given to staff, in Closed Session.*

14. CONFIRMATORY BY-LAW

14.1 By-law No. 84-2017, being a By-law of the Township of North Huron to confirm general previous actions of the Council of the Township of North Huron. 253

*THAT By-law 84-2017; being a by-law to confirm general previous actions of the Council of the Township of North Huron; be introduced, read a first, second, third and final time, signed by the Reeve and Clerk and be engrossed in the By-law book.*



**15. ADJOURNMENT**

*THAT the Council of the Township of North Huron agree that there being no further business before Council; the meeting be hereby adjourned at .... pm.*

**MINUTES OF THE TOWNSHIP OF NORTH HURON**  
**REGULAR COUNCIL MEETING**



**Date:** Tuesday, September 5, 2017  
**Time:** 7:06 p.m.  
**Location:** HELD IN THE TOWNSHIP COUNCIL CHAMBERS

**MEMBERS PRESENT:** Reeve Neil Vincent  
Deputy Reeve James Campbell  
Councillor Ray Hallahan  
Councillor Yolanda Ritsema-Teeninga  
Councillor Trevor Seip  
Councillor Brock Vodden  
Councillor Bill Knott

**STAFF PRESENT:** Dwayne Evans, CAO  
Richard Al, Clerk/Manager of IT  
Kathy Adams, Director of Corporate Services/Deputy Clerk  
Donna White, Director of Finance  
Pat Newson, Director of Recreation and Facilities  
Kirk Livingston, CBO/Property Standards/Zoning  
Ryan Ladner, Director of Fire and Emergency Services  
Larry McGregor, Interim Director of Public Works  
Laura Young, Huron County Planner

**OTHERS PRESENT:** Doug Culbert, Peter Smith, Scott Simpson, Heather  
Dubbeldam, Karen Stewart

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In the absence of Reeve Vincent, Deputy Reeve Campbell assumed the chair.

**1. CALL TO ORDER**

Deputy Reeve Campbell called the meeting to order at 7:06 pm.

**1.1 Introduction of CAO, Dwayne Evans**

Deputy Reeve Campbell introduced CAO Dwayne Evans and welcomed him to North Huron.

## **2. CONFIRMATION OF THE AGENDA**

**M420/17**

**MOVED BY:** B. Vodden

**SECONDED BY:** R. Hallahan

*THAT the Council of the Township of North Huron; accept the Agenda for the September 5th, 2017 Council Meeting; as presented.*

**CARRIED**

## **3. DISCLOSURE OF PECUNIARY INTEREST**

None disclosed.

## **4. CONSENT AGENDA**

### **4.1 Minutes**

#### **4.1.1 Minutes of the Regular Council Meeting held August 21, 2017**

### **4.2 Reports**

#### **4.2.1 Bills and Accounts**

#### **4.2.2 Clerks Department Report 09-05-17 (Department Update)**

#### **4.2.3 Corporate Services Department Report 09-05-17 (2017 Museum Summer Student Report)**

#### **4.2.4 Recreation and Facilities Report 09-05-17 (Department Update)**

#### **4.2.5 Public Works Report 09-05-17 (Department Update)**

#### **4.2.6 Public Works Report 09-05-17 (LAS Realterm Energy LED Streetlight Project)**

### **4.3 Correspondence**

#### **4.3.2 Patrick Brown, MPP Simcoe North re Joint and Several Liability**

#### **4.3.3 Royal Oaks Health and Wellness Centre - Community Hub Meeting**

#### **4.3.1 Johnston Municipal Drain - 2017**

Notice of the Reading of the report to be held on September 5th, 2017 at 8:15 pm in the Morris-Turnberry Council Chambers. One member from North Huron Council to be appointed to attend reading of the report and to sit on the Court of Revision tentatively to be held October 3rd, 2017.

**M421/17**

**MOVED BY:** T. Seip

**SECONDED BY:** Y. Ritsema-Teeninga

*THAT the Council of the Township of North Huron hereby adopts Consent Items 4.1.1;*

*AND FURTHER THAT all other Consent Items be received for information.*

**CARRIED**

**M422/17**

**MOVED BY:** Y. Ritsema-Teeninga

**SECONDED BY:** R. Hallahan

*THAT the Council of the Township of North Huron hereby appoint Councillor Trevor Seip to represent the Township of North Huron at the Johnston Municipal Drain 2017 Meeting scheduled for September 5th, 2017 as well as sit on the Court of Revision for the Johnston Municipal Drain 2017 scheduled for October 3rd, 2017.*

**CARRIED**

**5. PUBLIC MEETINGS/HEARINGS AND DELEGATIONS**

**5.1 Court of Revision - Sturdy Municipal Drain Branch 'F' - 2017**

**M423/17**

**MOVED BY:** T. Seip

**SECONDED BY:** B. Vodden

*THAT the Council of the Township of North Huron hereby adjourns the Regular Council meeting at 7:10 p.m. to enter a Court of Revision meeting for the Sturdy Municipal Drain Branch 'F' - 2017.*

**CARRIED**

**M424/17**

**MOVED BY:** T. Seip

**SECONDED BY:** B. Vodden

*THAT the Council of the Township of North Huron reconvene the Regular Council meeting at 7:14 p.m.*

**CARRIED**

**5.2 Planning Advisory Committee Meeting**

Zoning By-law Amendment, Part Lot 10, Concession 1, Blyth Ward,  
Township of North Huron (237 King Street) Owner & Applicant: Blyth Arts &  
Cultural Initiative 14/19

**M425/17**

**MOVED BY:** T. Seip

**SECONDED BY:** Y. Ritsema-Teeninga

*THAT the Council of the Township of North Huron hereby adjourns the Regular Council meeting at 7:14 p.m. to enter a Planning Advisory Committee meeting.*

**CARRIED**

Councillor Seip departed the meeting.

Deputy Reeve Campbell vacated the chair.

Reeve Vincent assumed the chair.

**M426/17**

**MOVED BY:** B. Vodden

**SECONDED BY:** R. Hallahan

*THAT the Council of the Township of North Huron reconvene the Regular Council meeting at 7:48 p.m.*

**CARRIED**

**M427/17**

**MOVED BY:** R. Hallahan

**SECONDED BY:** B. Vodden

*THAT the Council of the Township of North Huron hereby accept the recommendation of the Planning Advisory Committee; that the amendment to zoning, as it applies to Part Lot 10, Concession 1, Blyth Ward, Township of North Huron (237 King Street), changing the zoning to 'Community Facility – Special Zone (CF-5)' from 'Community Facility (CF)'; be approved.*

**CARRIED**

**6. REPORTS**

**6.1 Clerks Department**

**6.1.1 Consent Application Report - B29-2017**

Owner: Kevin and Kerri Dunn

Applicant: Douglas A. Culbert

Property Description: Part Lot 4, Concession 1, Wingham Ward, Township of North Huron (208 Victoria Street East)

Laura Young, Planner, presented details of Consent Application Report B29-2017 and recommended approval with conditions as presented.

Council selected options 4A and 4B from the chart.

**M428/17****MOVED BY:** B. Vodden**SECONDED BY:** Y. Ritsema-Teeninga

*THAT the Council of the Township of North Huron hereby recommends approval of the Consent Application File #B29-2017, Owner: Kevin and Kerri Dunn; Applicant: Doug Culbert OLS; Part Lot 4, Concession 1, Wingham Ward, Township of North Huron (208 Victoria Street East) with the following conditions:*

***Expiry Period***

*✓ Conditions imposed must be met within one year of the date of notice of decision, as required by Section 53(41) of the Planning Act, RSO 1990, as amended. If conditions are not fulfilled as prescribed within one year, the application shall be deemed to be refused. Provided the conditions are fulfilled within one year, the application is valid for two years from the date of notice of decision.*

***Municipal Requirements***

*✓ All municipal requirements be met to the satisfaction of the Township including servicing connections if required, cash-in-lieu of park dedication, property maintenance, compliance with zoning by-law provisions for structures, and any related requirements, financial or otherwise.*

*✓ The sum of \$500 be paid to the Township as cash-in-lieu of parkland.*

***Survey***

*✓ Provide to the satisfaction of the County and the Township:*

- 1. a survey showing the lot lines of the severed parcel and the location of any buildings thereon, and*
- 2. a reference plan based on the approved survey*

***Merging***

*✓ The severed land merge on title with the abutting property to the east upon issuance of the certificate under Section 53(42) of the Planning Act, RSO 1990, as amended.*

*✓ A firm undertaking be provided to the satisfaction of the County from the solicitor acting for the parties, indicating that:*

- 1. the severed land and the abutting property to the east will be consolidated into one P.I.N. under the Land Titles system; or*
- 2. where consolidation is not possible as the parcels to be merged are registered in two different systems (e.g. the Registry or Land Titles system), a notice will be registered in both systems indicating that the parcels have merged with one another and are considered to be one parcel with respect to Section 50 (3) or (5) of the Planning Act, R.S.O. 1990, C P.13 as amended.*

*✓ Section 50(3) or (5) of the Planning Act, RSO 1990, as amended, applies to any subsequent conveyance or transaction of the severed land.*

**Other**

*✓ A fence along the west lot line be constructed to the satisfaction of the Township.*

**CARRIED**

## 6.1.2 Welcome to Blyth Sign Agreement

**M429/17****MOVED BY:** J. Campbell**SECONDED BY:** B. Knott

*THAT the Council of the Township of North Huron hereby authorizes the Reeve and Clerk to sign a Sign Agreement with WVRH Holdings Inc. o/a Huron Tractor for the "Welcome to Blyth" sign located on Queen Street, Village of Blyth;*

*AND FURTHER THAT the Clerk be instructed to prepare a by-law to adopt the Sign Agreement by By-law at the September 18<sup>th</sup>, 2017 Council Meeting.*

**CARRIED**

## 6.2 Corporate Services Department

## 6.3 Finance Department

## 6.4 Recreation and Facilities Department

## 6.4.1 Blyth Rail Trail Overpass on Greenway Trail

**M430/17****MOVED BY:** B. Knott**SECONDED BY:** R. Hallahan

*THAT the Council of the Township of North Huron hereby accept the report of the Director of Recreation and Facilities for information purposes;*

*AND FURTHER THAT the Council of the Township of North Huron supports re-opening the Blyth Rail Trail Overpass for one year, and consider the required repairs during the 2018 budget deliberations, and direct staff to discuss with G to G Trail Committee and the Snowmobile Club opportunities for financial support for the repair project.*

**CARRIED**

## 6.5 Public Works / Utilities Department

## 6.5.1 CCTV and Sewer Flushing Award

**M431/17****MOVED BY:** B. Knott**SECONDED BY:** J. Campbell

*THAT the Council of the Township of North Huron hereby received the CCTV & Sewer Flushing Award Report for information purposes;  
AND FURTHER THAT RFT-2017-007 for the provision of CCTV & Sewer Flushing be awarded to CT Environmental Ltd. at the amount of \$ 95,600.00 excluding HST as attached.*

**CARRIED**

## 6.5.2 OCIF Funding Update

**M432/17****MOVED BY:** R. Hallahan**SECONDED BY:** B. Knott

*THAT the Council of the Township of North Huron hereby accepts the OCIF Funding Update Report for information purposes;  
AND FURTHER THAT the Council of the Township of North Huron approves a reallocation of the Surface Treatment Project included in the 2017 OCIF Formula based funding program to include a Crack Sealing Project for North Huron up to a maximum of \$ 40,000.00;  
AND FURTHER THAT the Council of the Township of North Huron accepts quotations from Terra Nova Paving Inc. and Terrance Waugh o/s Waughtertite for the proposed Crack Sealing Project.*

**CARRIED****M433/17****MOVED BY:** B. Vodden**SECONDED BY:** J. Campbell

*THAT the Council of the Township of North Huron hereby receive the report OCIF Formula Funding Application Endorsement and Pre-Budget Approvals for information;  
AND FURTHER THAT the Council of the Township of North Huron hereby endorse the Surface Treatment capital project; Public Works Facility Condition Assessment and Space Needs; and the Financial Analyst position for funding under the Ontario Community Infrastructure Fund (OCIF) – Formula Component Project;  
AND FURTHER THAT the Council of the Township of North Huron hereby grant pre-budget approval for the surface treatment capital project and the Westmoreland reconstruction capital project to initiate the procurement process.*

**CARRIED**



6.6 Fire Department of North Huron

6.7 Building Department

6.8 CAO

6.8.1 CAO Update / Police Service Costing

**M434/17**

**MOVED BY:** B. Knott

**SECONDED BY:** Y. Ritsema-Teeninga

*THAT the Council of the Township of North Huron hereby receive this report for information, and instruct staff to advertise the upcoming meeting scheduled to take place September 25th, 2017 at 7:00pm in the Wingham Town Hall Theatre, at which time representatives from the OPP will present a Police Service Costing to service the Town of Wingham. Members of the public are welcome to attend and hear the presentation.*

**CARRIED**

**7. CORRESPONDENCE**

7.1 Wingham & District Hospital Foundation request to formally proclaim November 28, 2017 as Giving Tuesday in the Township of North Huron.

**M435/17**

**MOVED BY:** J. Campbell

**SECONDED BY:** R. Hallahan

*THAT the Council of the Township of North Huron hereby supports the Reeve in proclaiming November 28, 2017 as Giving Tuesday.*

**CARRIED**

7.2 Huron County Economic Development Board - Partnering together in Growing Success

**M436/17**

**MOVED BY:** B. Vodden

**SECONDED BY:** Y. Ritsema-Teeninga

*THAT the Council of the Township of North Huron hereby directs the Clerk to request the Huron County Economic Development Board to attend as a delegation, an upcoming Council Meeting to present details of the Growing Success Project.*

**CARRIED**

**8. COUNCIL REPORTS****8.1 REEVE ACTIVITY REPORT**

Reeve Vincent reported that the 2017 International Plowing Match and Rural Expo Beautification Gala was held August 31, 2017 and noted that various properties in North Huron were recognized.

**8.1.1 Float Your Thing Event - Howson Dam****M437/17**

**MOVED BY:** B. Knott

**SECONDED BY:** J. Campbell

*THAT the Council of the Township of North Huron does not sanction or support the proposed "Float Your Thing" event as advertised on Facebook by the Howson Dam Committee to be held September 10th, 2017 from 1:00pm to 3:00pm.*

**CARRIED**

**8.2 COUNCIL MEMBER REPORTS (Verbal or written updates from members who sit on boards/committees)**

Councillor Knott reported receiving a comment from the public regarding a deceased animal on Queen Street in Blyth for an extended period of time.

**8.3 REQUESTS BY MEMBERS****9. NOTICE OF MOTION****10. BY-LAWS****10.1 By-law No 81-2017**

Being a by-law to amend the zoning on Part Lot 10, Concession 1, Blyth Ward, Township of North Huron (237 King Street), changing the zoning to 'Community Facility – Special Zone (CF-5)' from 'Community Facility (CF)'.

**M438/17**

**MOVED BY:** B. Vodden

**SECONDED BY:** Y. Ritsema-Teeninga

*THAT By-law No. 81-2017; being a by-law to amend the zoning on Part Lot 10, Concession 1, Blyth Ward, Township of North Huron (237 King Street), changing the zoning to 'Community Facility – Special Zone (CF-5)' from 'Community Facility (CF)'; be introduced, read a first, second, third and final time, signed by the Reeve and the Clerk and be engrossed in the By-law book.*

**CARRIED**

**11. ANNOUNCEMENTS****12. OTHER BUSINESS****13. CLOSED SESSION AND REPORTING OUT****M439/17****MOVED BY:** R. Hallahan**SECONDED BY:** J. Campbell

*THAT the Council of the Township of North Huron hereby proceeds at 8:32 pm. to an In-Camera Session (Closed to the Public) to discuss the following:*

- *A proposed or pending acquisition or disposition of land by the municipality or local board (Wingham property);*
- *Personal matters about an identifiable individual, including municipal or local board employees (Administrative Personnel).*

**CARRIED****M440/17****MOVED BY:** B. Vodden**SECONDED BY:** Y. Ritsema-Teeninga

*THAT the Council of the Township of North Huron hereby proceed to the Regular Council meeting at 9:07 pm.*

**CARRIED****M441/17****MOVED BY:** R. Hallahan**SECONDED BY:** Y. Ritsema-Teeninga

*THAT the Council of the Township of North Huron hereby confirm the direction given to staff, in Closed Session.*

**CARRIED****14. CONFIRMATORY BY-LAW**

- 14.1 By-law No. 82-2017, being a By-law of the Township of North Huron to confirm generally previous actions of the Council of the Township of North Huron.

**M442/17****MOVED BY:** B. Vodden**SECONDED BY:** Y. Ritsema-Teeninga

*THAT By-law 82-2017; being a by-law to confirm generally previous actions of the Council of the Township of North Huron; be introduced, read a first, second, third and final time, signed by the Reeve and Clerk and be engrossed in the By-law book.*

**CARRIED**

**15. ADJOURNMENT**

**M443/17**

**MOVED BY:** R. Hallahan

**SECONDED BY:** J. Campbell

*THAT the Council of the Township of North Huron agree that there being no further business before Council; the meeting be hereby adjourned at 9:08 pm.*

**CARRIED**

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Neil Vincent, Reeve

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Richard Al, Clerk

**MINUTES OF THE TOWNSHIP OF NORTH HURON**  
**COURT OF REVISION**  
**FOR THE STURDY MUNICIPAL DRAIN BRANCH 'F' - 2017**



**Date:** Tuesday, September 5, 2017  
**Time:** 7:11 p.m.  
**Location:** HELD IN THE TOWNSHIP COUNCIL CHAMBERS

**MEMBERS PRESENT:** Reeve Neil Vincent  
Deputy Reeve James Campbell  
Councillor Ray Hallahan  
**STAFF PRESENT:** Dwayne Evans, CAO  
Richard Al, Clerk/Manager of IT  
Kathy Adams, Director of Corporate Services/Deputy Clerk  
Donna White, Director of Finance  
Pat Newson, Director of Recreation and Facilities  
Ryan Ladner, Director of Fire and Emergency Services  
Larry McGregor, Interim Director of Public Works  
Laura Young, Huron County Planner  
**OTHERS PRESENT:** Councillor Yolanda Ritsema-Teeninga  
Councillor Trevor Seip  
Councillor Brock Vodden  
Councillor Bill Knott  
Doug Culbert, Peter Smith, Scott Simpson, Heather  
Dubbeldam, Karen Stewart

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**1. Members of the Court of Revision**

Members of the Court of Revision for the Sturdy Municipal Drain Branch 'F' - 2017 shall consist of the following three members: Councillor Ray Hallahan, Deputy Reeve James Campbell and Councillor Brock Vodden.

**2. Appoint Chairperson**

Councillor Ray Hallahan nominated Deputy Reeve James Campbell to Chair the meeting.

**COR06/17**

**MOVED BY:** R. Hallahan

**SECONDED BY:** B. Vodden

*THAT the Chairperson for the Court of Revision for the Sturdy Municipal Drain Branch 'F' - 2017 be Deputy Reeve James Campbell.*

**CARRIED**

**3. Chairperson - Open the Court of Revision**

Chair Deputy Reeve James Campbell declared the Court of Revision to be opened at 7:11 pm.

**4. Appeals**

**4.1 Review of Written Appeals (read by the Clerk)**

No written appeals were received.

**4.2 Verbal Appeals**

No verbal appeals were received.

**5. Decision of the Court**

- To deny appeal or;
- To amend the Assessment Schedule

If the assessment schedule is to be amended, all Landowners affected by the decision must be present. If the Landowners are all not in attendance, the Court must be adjourned to a date to reconvene the hearing.

**COR07/17**

**MOVED BY:** R. Hallahan

**SECONDED BY:** B. Vodden

*THAT that Members of the Court of Revision support the Engineer's Report for the Sturdy Municipal Drain Branch 'F' - 2017, based on the assessments as presented in the Engineer's Report.*

**CARRIED**

**6. Adjournment**

**COR08/17**

**MOVED BY:** B. Vodden

**SECONDED BY:** R. Hallahan

*THAT the Court of Revision for the Sturdy Municipal Drain Branch 'F' - 2017 be hereby Closed.*

**CARRIED**

\_\_\_\_\_  
Neil Vincent, Reeve

\_\_\_\_\_  
Richard Al, Clerk

**MINUTES OF THE TOWNSHIP OF NORTH HURON**  
**PLANNING ADVISORY COMMITTEE MEETING**



**Date:** Tuesday, September 5, 2017  
**Time:** 7:15 p.m.  
**Location:** HELD IN THE TOWNSHIP COUNCIL CHAMBERS

**MEMBERS PRESENT:** Reeve Neil Vincent  
Deputy Reeve James Campbell  
Councillor Ray Hallahan  
Councillor Bill Knott  
Councillor Yolanda Ritsema-Teeninga  
Councillor Trevor Seip  
Councillor Brock Vodden

**STAFF PRESENT:** Dwayne Evans, CAO  
Richard Al, Manager of Employee and Business Services  
Kathy Adams, Director of Corporate Services/Deputy Clerk  
Donna White, Director of Finance  
Pat Newson, Director of Recreation and Facilities  
Ryan Ladner, Director of Fire and Emergency Services  
Larry McGregor, Interim Director of Public Works  
Laura Young, Planner

**OTHERS PRESENT:** Doug Culbert, Peter Smith, Scott Simpson, Heather  
Dubbeldam, Karen Stewart

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**1. Call to Order**

Deputy Reeve Campbell called the meeting to order at 7:15 pm.

**2. Disclosure of Pecuniary Interest**

None disclosed.

**3. File**

Zoning By-law Amendment  
Part Lot 10, Concession 1, Blyth Ward, Township of North Huron (237 King  
Street)  
Owner & Applicant: Blyth Arts & Cultural Initiative 14/19



**4. Purpose of this Public Meeting**

The purpose of this public meeting is for the Planning Advisory Committee of the Township of North Huron to consult with the public on the zoning amendment identified above.

**5. Requirement for the Public Meeting**

This Public Meeting is required to be held pursuant to The Planning Act, R.S.O. 1990, as amended, which requires that Council shall hold at least one Public Meeting and that all property owners within 120 metres (400 feet) of the area affected shall be given Notice of the Meeting by the Clerk of the municipality.

Pursuant to The Planning Act, R.S.O. 1990, as amended, Council shall forward to such boards, commissions, authorities, or other agencies as Council considers may have an interest in the proposal sufficient information to enable them to understand it generally.

**6. Purpose of the Zoning Amendment**

This Zoning By-law Amendment proposes to change the zoning on 237 King Street to Community Facility – Special Zone (CF-5) from Community Facility (CF) to permit the proposed accessory structures and redesigned parking area for the proposed multi-use community centre known as the Grant and Mildred Sparling Centre, or the Canadian Centre for Rural Creativity (CCRC). The special zone permits a maximum of 4 single detached residential units with a maximum floor area of 50m<sup>2</sup> and that the minimum required number of parking spaces is 48. The residential units are proposed to be short-term housing for individuals participating in the Blyth Festival or through the CCRC.

**7. Comments of the Huron County Planner**

See attached report from the Huron County Planning & Development Department dated August 30, 2017 prepared by Laura Young, Planner.

Laura Young, Planner, presented details of the proposed Zoning By-law Amendment.

**8. Comments of the Applicant and/or Agent**

No comments were received from the public.

**9. Comments of Others**

Comments from the Chief Building Official indicated that the proposed size for the single detached residential units meet the square footage minimum as required by the Ontario Building Code.

**10. Planning Advisory Committee Members' Questions and/or Comments**

A question was received from Councillor Hallahan requesting clarification regarding boulevard parking spots.

A question was received from Councillor Seip regarding responsibility for clearing boulevard parking spots in the winter months.

A question was received from Councillor Seip regarding parking capacities during larger events.

A comment was received from Councillor Knott that parking capacity may be a concern during events particularly if other events are taking place in Blyth at the same time.

A question was received from Deputy Reeve Campbell regarding the use of other accommodations in the area and the impact of this new facility on their business.

A comment was received from Councillor Seip that the accommodations being proposed are unlikely to address the need and current accommodations would should still be well used.

A question was received from Councillor Knott regarding the wording of the notice for this meeting.

**11. Zoning By-law Procedure Following Public Meeting**

- This is a Public Meeting of the Planning Advisory Committee, not a Council Meeting; thus a decision of Council may or may not be made this evening.

- If the By-law is passed by Council, the Clerk is required to send Notice of the Passing of the By-law to all persons and agencies notified of this Public Meeting.

- There is a 20 day objection period from the time Notice of Passing of the By-law has been mailed by first class post, wherein submissions/letters of objection or support in respect to the passing of the by-law, will be received by the Clerk.
- If an objection is received, an Appeal is lodged with the Ontario Municipal Board (OMB) and at that point the Township no longer has any control over the time factor involved.
- If Council does not pass the by-law, the applicant may Appeal to the Ontario Municipal Board (OMB).
- If the by-law is passed and no objections are received within the objection period, the Clerk certifies that the by-law is in force and of effect as of the date of its passing and Notice is forwarded to the Huron County Planning & Development Department.

**12. Recommendation of the Huron County Planning & Development Department**

Laura Young, Planner, recommended approval of the proposed Zoning By-law Amendment.

**13. Recommendation to Council from the Planning Advisory Committee**

	A. Effect of Public Comments on Decision of Council	B. Effect of Agency Comments on Decision of Council (e.g. Planning, Public Works, Health Unit)
1. Council agrees with effects of input as contained in the planning report	Council concurs with the planning report regarding the effect of public and agency comments on the decision.	Council concurs with the planning report regarding the effect of public and agency comments on the decision.
2. No comments received	No public comments were received on this application so there was no effect on the decision.	No agency comments were received on this application so there was no effect on the decision.
3. Supportive comments received	Public comments were received in support of the application, the effect of which resulted in a decision to approve the application.	Agency comments were received in support of the application, the effect of which resulted in a decision to approve the application.

4. Concerns raised were addressed through conditions to approval or changes to mapping or text amendment	Public comments were received on the issue(s) of _____. The comments were address through (conditions to approval/changes to the mapping or text of the amendment).	Comments were received from agencies on the issue(s) of _____. The comments were address through (conditions to approval/changes to the mapping or text of the amendment).
5. Concerns raised did not influence the decision	Public comments were received on the issue(s) of _____. Comments were thoroughly considered but the effect did not influence the decision of Council to (approve/deny) the application.	Comments were received from agencies identifying the issue(s) of _____. Comments were thoroughly considered but the effect did not influence the decision of Council to (approve/deny) the application.
6. Concerns raised did influence the decision	Public comments were received on the issue(s) of _____, the effect of which influenced the decision of Council to (approve/deny) the application.	Comments were received from agencies identifying the issue(s) of _____. Comments were thoroughly considered but the effect did not influence the decision of Council to (approve/deny) the application.
7. Comments received in support and opposition to the application	Options from above 1A/3A/4A/5A/6A	Options from above 1B/3B/4B/5B/6B
8. Other	Additional wording deemed appropriate by Council	Additional wording deemed appropriate by Council

**PAC09/17**  
**MOVED BY:** B. Vodden  
**SECONDED BY:** Y. Ritsema-Teeninga  
*THAT the Planning Advisory Committee hereby recommends to North Huron Council that the Zoning By-law Amendment, Part Lot 10, Concession 1, Blyth Ward, Township of North Huron (237 King Street) Owner & Applicant: Blyth Arts & Cultural Initiative 14/19; be approved.*

**CARRIED**

Council selected options 2A and 3B from the chart.

**14. Adjournment**

**PAC10/17**

**MOVED BY:** T. Seip

**SECONDED BY:** R. Hallahan

*THAT there being no further business before the Planning Advisory Committee, the Public Meeting be hereby Adjourned at 7:46 pm.*

**CARRIED**

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Neil Vincent, Reeve

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Richard Al, Clerk

**MINUTES**  
**OF THE BLYTH BIA BOARD MEETING**  
**HELD AT THE BLYTH ARENA MEETING ROOM**  
**WEDNESDAY, August 2**  
**, 2017 AT 8:00 A.M.**

**Board Members Present:**

Rick Elliott, Chair  
Peter Gusso, Vice Chair  
Gary Vanleeuwen, Treasurer  
Vacant - Secretary  
Crystal Taylor  
Irene Kellins  
John McHenry

**Others in Attendance:**

Connie Goodall, North Huron Economic Development Officer  
Bill Knott, North Huron Counillor for Blyth Ward  
Larry McGregor, Acting CAO, North Huron Township  
Richard Al, Deputy Clerk, North Huron Township  
Karen Stewart, Blyth 1419  
Dan Bailey, Maitland Transportation  
Deb Sholdice, North Huron Publishing  
Natasha Fritzley, Cowbell Brewing  
Bev Elliott, Maple and Moose  
Sharon Davis

**Call to Order, Welcome & Opening Remarks**

Chair Rick Elliott called the meeting to order at 8:11 a.m. and welcomed everyone.

Declaration of Pecuniary Interests            -            None Declared

**Adoption of the Agenda**

**MOTION      BBIA37/17**  
**MOVED:**      John McHenry  
**SECONDED:** Irene Kellin

*That the Blyth BIA Board hereby adopts the Agenda as presented.*

**DISPOSITION:** Motion Carried

Delegations/Invited Guests            -            None in Attendance

**Minutes of the Previous Meeting**

**MOTION      BBIA38/17**

MOVED:      Crystal Taylor

SECONDED: Gary Vanleeuwen

*That the Blyth BIA Board hereby adopts the Minutes of the Board Meeting held July 5<sup>th</sup>, 2017 as printed and circulated.*

DISPOSITION: Motion Carried

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Treasurer's Report

**MOTION      BBIA39/17**

MOVED:      Irene Kellins

SECONDED: Bill Knott

*That the Blyth BIA Board hereby adopts the Treasurer's Report as presented.*

DISPOSITION: Motion Carried

Business Arising From Previous Meetings

Nothing to Report

Correspondence

Nothing to Report

Committee Reports

(a) Streetfest

The Board reviewed the Minutes of the Committee meeting. The event was successful again this year with a small surplus to be reported at the September meeeting See report attached for more details

(b) Friends of the Village

Nothing to report

(c) Golden Ticket

Nothing to report

(d) Marketing Committee

Nothing to Report

(e) Blyth's 140<sup>th</sup> Anniversary

Crystal Taylor reported on the progress of the committee to date and advised that there will be a meeting tonight as they are meeting weekly now. Please presented Treasurer Gary with the funds from the Calendar sales to date.

A discussion was held and confirmed by motion that the profits, if any from the committee are to be donated to the Blyth Lions Club

**MOTION      BBIA40/17**

MOVED:      Crystal Taylor

SECONDED: Gary VanLeuwen

*That the Blyth BIA Board hereby adopts the Blyth 140<sup>th</sup> Anniversary Committees recommendation that the surplus funds, if any, be donated to the Blyth Lions Club.*

DISPOSITION: Motion Carried

(f) Strategic Planning  
Nothing to report

(g) Family Day  
Nothing to Report

(h) Winter Fest  
Nothing to Report

**North Huron Economic Development Officer's Report**

Connie Goodall stated that there were still discussions being held with Nathan Swartz who is wishing to hold the "Festival of Wizardry" in Blyth this fall, and that the event will be proceeding with Councils approval.

Further correspondence will follow in the weeks to come and members are recommended to communicate with the Festival of Wizardry event planners to more details.

**North Huron Council Report**

Councillor Bill Knott advised that Dwayne Evans has been hired as CAO of the Township of North Huron and it was recommended that he be invited to a future BIA meeting, Rick Elliott agreed to prepare an invitation.

Councillor Knot also advised that the Mill Street Drain reconstruction is to commence in September and that it will disrupt the traffic at the intersection of Westmoreland and Mill Streets. He confirmed that the effected business's have been notified of the construction and that every attempt to minimize disruption is being done.

Discussions were held regarding parking for the Festival of Wizardy, etc as the Bainton parking Lot would not be available, and Councillor Knott advised that the organizers would be notified.



R.E.D. Funding Co-Application update:

Natasha Fritzley advised that the Province has granted us the funds for our Accommodation Review as of July 24<sup>th</sup>.

Larry McGregor, CAO, advised that the funds would flow through and be managed by the municipality.

**MOTION BBIA41/17**

MOVED: Bill Knott

SECONDED: Gary VanLeuwen

*That the Blyth BIA Board hereby adopts the proceed with the R.E.D. Project and fund as outlined on the Application.*

DISPOSITION: Motion Carried

Councillor Knott brought a request from council regarding the branded intersection signs to the board as there are now a total of five (5) signs missing. Since these signs are custom shape and the cost was more than the council wished to spend and it was recommended that the BIA absorb the costs of sign replacement. They had obtained an estimate from Cox Signs, Walkerton for a single replacement sign at a cost of \$245.00. Rick Elliott advised that we should consider getting an estimate on multiple sign blanks as the costs would reduce dramatically and would be easily obtainable for the municipality to reorder.

Councillor Knott recommended that the BIA Executive add to their 2018 Budget a line item for Sign Replacements of \$500.00.

Larry McGregor, CAO, suggested in the interim that the Municipality could obtain the Blue or Green Street signs to assist in the street markings until the estimates and decision were made by the BIA Board.

**MOTION BBIA42/17**

MOVED: Gary VanLeuwen

SECONDED: Bill Knott

*That the Blyth BIA Board hereby adopts the Municipality place the order for Blue Temporary Street Signs and investigate the costs of the branded replacement Signs.*

DISPOSITION: Motion Carried

Festival of Wizardy Decorating,

Bev Elliott advised that since the colours of the Festival are Red, Blue, Green, Yellow and Orange, she wondered if we could augment/add the additional colours to the bows that were done for the 140<sup>th</sup> Anniversary Weekend. This was agreed by all present that it was a good use of resources. Irene Kellins and Sharon Davis advised that there were still some left over bows that could be used.

Nominations for Board of Management:

**MOTION BBIA43/17**

MOVED: Rick Elliott

SECONDED: Gary VanLeuwen

*That the Blyth BIA Board hereby reopens the Nominations for the Board of Management for the 2017 year.*

DISPOSITION: Motion Carried

Karen Stewart, was nominated and accepted  
Natasha Fritzley, was nominated and accepted  
Deb Sholdice, was nominated and accepted

**MOTION BBIA43/17**

MOVED: Gary VanLeuwen  
SECONDED: Irene Kellins

*That the Blyth BIA Board hereby closes the Nominations for the Board of Management for the 2017 year.*

DISPOSITION: Motion Carried

**MOTION BBIA44/17**

MOVED: Crystal Taylor  
SECONDED: Gary VanLeuwen

*That the Blyth BIA Board hereby Appoints and Recognizes the following executive*

*Chair: Karen Stewart  
Vice Chair: Gary VanLeuwen  
Treasurer: Deb Sholdice  
Secretary: John McHenry*

DISPOSITION: Motion Carried

**MOTION BBIA45/17**

MOVED: Rick Elliott  
SECONDED: Gary VanLeuwen

*That the Blyth BIA Board hereby appoint as signing officers on the CIBC General Bank Account any two of the following: Karen Stewart  
Deb Sholdice  
Gary VanLeuwen*

DISPOSITION: Motion Carried

Coming Events

- (a) To be updated at our September meeting
- (b) Blyth Festival's Bonanza Weekend was fast approaching.
- (c) Festival of Wizardy,

Adjournment

**MOTION     BBIA46/17**

MOVED:     Irene Kellin

SECONDED: Peter Gusso

*That there being no further business before the Blyth BIA Board, the meeting be hereby Adjourned at 9:10 a.m.*

DISPOSITION: Motion Carried

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Rick Elliott, Chairperson

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Peter Gusso, Vice Chair

## Accounts Payable

Paid Invoice History By Cheque Report - CIBC GENERAL ACCOUNT 9801014

Cheque Date 09/01/2017 to 12/31/2017

Vendor 000000 to 999999

Vendor Number Name	Invoice Number	Invoice Date	Invoice Description	Invoice Amount
<b>Cheque 044362 Date 09/11/2017 Amount 100.00</b>				
003071 PETTY CASH - RECREATION DEPT	9-8-2017	09/08/2017	FLOAT FOR LEGENDS CASH	100.00
		Invoice Count	1 Total	100.00
<b>Cheque 044363 Date 09/15/2017 Amount 635.18</b>				
000003 ACKLANDS GRAINGER	9502678544	07/18/2017	ESTC-FIRE B- BATTERY, KEY	367.80
000003 ACKLANDS GRAINGER	9502678551	07/18/2017	CAMPGROUND B- PAINT STR	123.43
000003 ACKLANDS GRAINGER	9537078876	08/23/2017	CAMPGROUND B- BULB CHAI	122.75
000003 ACKLANDS GRAINGER	95385998450	08/24/2017	ARENA W- DRILL DRIVEN PUI	21.20
		Invoice Count	4 Total	635.18
<b>Cheque 044364 Date 09/15/2017 Amount 22.60</b>				
002763 ADEL DODDS	8-23-2017	08/23/2017	DAY CAMP - GROUP PICTUR	22.60
		Invoice Count	1 Total	22.60
<b>Cheque 044365 Date 09/15/2017 Amount 1,438.01</b>				
003310 CIBC MORTGAGES	9044183.1	09/05/2017	PAYMENT MADE TO WRONG	1,438.01
		Invoice Count	1 Total	1,438.01
<b>Cheque 044366 Date 09/15/2017 Amount 862.31</b>				
000151 COCA COLA REFRESHMENTS CANADA	75854112	08/24/2017	HALL/CONC B- SUPPLIES	468.28
000151 COCA COLA REFRESHMENTS CANADA	25867413	08/31/2017	CONC W- SUPPLIES FOR BO	394.03
		Invoice Count	2 Total	862.31
<b>Cheque 044367 Date 09/15/2017 Amount 8,575.57</b>				
002886 CULLIGAN WATER	2367662	09/01/2017	MEM HALL- WATER SYSTEM	8,575.57
		Invoice Count	1 Total	8,575.57
<b>Cheque 044368 Date 09/15/2017 Amount 562.85</b>				
000885 DEAN'S VALU-MART	642-1168	07/11/2017	AQUATICS- COKE, SPRITE	8.99
000885 DEAN'S VALU-MART	641-1677	08/28/2017	EL- FOOD SUPPLIES	102.54
000885 DEAN'S VALU-MART	641-1160	08/30/2017	DAY CARE- FOOD SUPPLIES	185.51
000885 DEAN'S VALU-MART	641-2482	09/01/2017	BA-MR FOOD SUPPLIES	177.05
000885 DEAN'S VALU-MART	641-3002	09/04/2017	DAY CARE FOOD SUPPLIES	66.79
000885 DEAN'S VALU-MART	641-4126	09/05/2017	BA-MR- FOOD SUPPLIES	21.97
		Invoice Count	6 Total	562.85
<b>Cheque 044369 Date 09/15/2017 Amount 400.02</b>				
003637 FRED DEAN	8-28-2017	08/28/2017	ADMIN- WEBINARS	400.02
		Invoice Count	1 Total	400.02
<b>Cheque 044370 Date 09/15/2017 Amount 108.45</b>				
000281 HURON BAY COOPERATIVE INC	64432	08/22/2017	CAMPGROUND B- CALCIUM C	108.45
		Invoice Count	1 Total	108.45
<b>Cheque 044371 Date 09/15/2017 Amount 150.86</b>				
004443 ICD LITES	T4315	06/07/2017	ARENA B- BALLAST	115.26

## Accounts Payable

Paid Invoice History By Cheque Report - CIBC GENERAL ACCOUNT 9801014

Cheque Date 09/01/2017 to 12/31/2017

Vendor 000000 to 999999

Vendor Number Name	Invoice Number	Invoice Date	Invoice Description	Invoice Amount
004443 ICD LITES	T4347	08/30/2017	ARENA B- LIGHT BULBS	35.60
		Invoice Count	2 Total	150.86
<b>Cheque 044372</b>	<b>Date 09/15/2017</b>	<b>Amount</b>		<b>100.00</b>
004721 JAMES ELSTON	9-9-2017	09/09/2017	PW- BOOT ALLOWANCE	100.00
		Invoice Count	1 Total	100.00
<b>Cheque 044373</b>	<b>Date 09/15/2017</b>	<b>Amount</b>		<b>287.82</b>
002829 KETCHUM MANUFACTURING INC.	402443	09/08/2017	ANIMAL CONTROL- 2018 DOC	287.82
		Invoice Count	1 Total	287.82
<b>Cheque 044374</b>	<b>Date 09/15/2017</b>	<b>Amount</b>		<b>3,334.13</b>
004718 KGS GROUP	81269	07/31/2017	HOWSON DAM- SAFETY ASS	3,334.13
		Invoice Count	1 Total	3,334.13
<b>Cheque 044375</b>	<b>Date 09/15/2017</b>	<b>Amount</b>		<b>113.00</b>
003952 LOCAL AUTHORITY SERVICES LTD	EW000772	09/08/2017	ADMIN-ENERGY TRAINING	113.00
		Invoice Count	1 Total	113.00
<b>Cheque 044376</b>	<b>Date 09/15/2017</b>	<b>Amount</b>		<b>2,814.27</b>
002608 MILLER THOMSON LLP	3070086	07/31/2017	ADMIN- EMPLOYEMENT MAT	2,737.43
002608 MILLER THOMSON LLP	3070087	07/31/2017	ADMIN- EMPLOYMENT MATTI	76.84
		Invoice Count	2 Total	2,814.27
<b>Cheque 044377</b>	<b>Date 09/15/2017</b>	<b>Amount</b>		<b>31,654.11</b>
000431 MINISTER OF FINANCE	17230817054	08/22/2017	POLICE- OPTIC- 2ND 1/4 BILL	1,736.54
000431 MINISTER OF FINANCE	17070917142	08/31/2017	POLICE- JULY OPP BILLING	27,010.00
000431 MINISTER OF FINANCE	SEP2017 16 2015-10	09/01/2017	DRAIN- TILE DEBENTURE- 20	2,907.57
		Invoice Count	3 Total	31,654.11
<b>Cheque 044378</b>	<b>Date 09/15/2017</b>	<b>Amount</b>		<b>500.00</b>
004720 NATALIA BALDO	2815	09/05/2017	DAY CARE- REFUND- SUBSIC	500.00
		Invoice Count	1 Total	500.00
<b>Cheque 044379</b>	<b>Date 09/15/2017</b>	<b>Amount</b>		<b>726.59</b>
000748 ONTARIO ASSOCIATION OF POLICE SE	2017 Membership	09/05/2017	POLICE- OAPSB 2017 MEMBE	726.59
		Invoice Count	1 Total	726.59
<b>Cheque 044380</b>	<b>Date 09/15/2017</b>	<b>Amount</b>		<b>5.82</b>
000520 PUROLATOR COURIER LTD	435750256	09/08/2017	ADMIN- COURIER SERVICE	5.82
		Invoice Count	1 Total	5.82
<b>Cheque 044381</b>	<b>Date 09/15/2017</b>	<b>Amount</b>		<b>827.52</b>
004609 RADAR AUTO PARTS- BRUSSELS	5341205150	08/01/2017	PW- SET OF 4 BELTS	247.03
004609 RADAR AUTO PARTS- BRUSSELS	5341-206040	08/14/2017	PW- BATTERY	190.63
004609 RADAR AUTO PARTS- BRUSSELS	5341-206083	08/15/2017	PW- HEATER CORE	154.83

## Accounts Payable

Paid Invoice History By Cheque Report - CIBC GENERAL ACCOUNT 9801014

Cheque Date 09/01/2017 to 12/31/2017

Vendor 000000 to 999999

Vendor Number Name	Invoice Number	Invoice Date	Invoice Description	Invoice Amount
004609 RADAR AUTO PARTS- BRUSSELS	5341-206239	08/16/2017	CORE RETURN- PW	-12.00
004609 RADAR AUTO PARTS- BRUSSELS	5341-207192	08/29/2017	PW-SET OF 4 BELTS	247.03
Invoice Count 5 Total				827.52
<b>Cheque 044382 Date 09/15/2017 Amount 169.50</b>				
004723 REMAX LAND EXCHANGE LTD.	8-29-2017	08/29/2017	ADMIN- OPINION OF VALUE	169.50
Invoice Count 1 Total				169.50
<b>Cheque 044383 Date 09/15/2017 Amount 1,102.02</b>				
000567 SCHOLAR'S CHOICE	S9679244.001	09/01/2017	DAY CARE- PLAY EQUIPMEN'	1,102.02
Invoice Count 1 Total				1,102.02
<b>Cheque 044384 Date 09/15/2017 Amount 100.00</b>				
000568 SCOTT PRICE	9-9-2017	09/09/2017	PW- BOOT ALLOWANCE	100.00
Invoice Count 1 Total				100.00
<b>Cheque 044385 Date 09/15/2017 Amount 56.64</b>				
000569 SCRIMGEOUR'S FOOD MARKET	03011604598	09/08/2017	HALL B- SUPPLIES	56.64
Invoice Count 1 Total				56.64
<b>Cheque 044386 Date 09/15/2017 Amount 420.02</b>				
000642 THE CITIZEN	92851	08/31/2017	AUGUST ADVERTISING	420.02
Invoice Count 1 Total				420.02
<b>Cheque 044387 Date 09/15/2017 Amount 23,348.79</b>				
004722 WAUGHTERTITE	351	09/14/2017	P/W - CRACK SEALING	23,348.79
Invoice Count 1 Total				23,348.79
Report Total				78,416.08

## Accounts Payable

Paid Invoice History By Cheque Report - CIBC WATER ACCOUNT 6902413

Cheque Date 09/01/2017 to 12/31/2017

Vendor 000000 to 999999

Vendor Number Name	Invoice Number	Invoice Date	Invoice Description	Invoice Amount
<b>Cheque 004836 Date 09/15/2017 Amount 57.85</b>				
000100 CANADA POST CORPORATION	9629314446	08/28/2017	WATER- E-POST BILLS	57.85
		Invoice Count	1 Total	57.85
<b>Cheque 004837 Date 09/15/2017 Amount 44.07</b>				
000421 MICROAGE BASICS	411626	08/29/2017	WATER- PAPER FOR FLYERS	44.07
		Invoice Count	1 Total	44.07
<b>Cheque 004838 Date 09/15/2017 Amount 31,815.77</b>				
000444 MUNICIPALITY OF MORRIS TURNBERR 5612		08/31/2017	2017 BELGRAVE WATER USE	31,815.77
		Invoice Count	1 Total	31,815.77
<b>Cheque 004839 Date 09/15/2017 Amount 58.73</b>				
004384 ONTARIO ONE CALL	201781633-W	08/31/2017	WATER-LOCATES	58.73
		Invoice Count	1 Total	58.73
<b>Cheque 004840 Date 09/15/2017 Amount 8,659.56</b>				
000542 R.J. BURNSIDE & ASSOCIATES	300037113.1000-10	08/29/2017	BLYTH WELL-ADDITIONAL W	8,659.56
		Invoice Count	1 Total	8,659.56
<b>Cheque 004841 Date 09/15/2017 Amount 1,290.00</b>				
000656 TOWNSHIP OF HURON-KINLOSS	26862	08/21/2017	WATER- WHITECHURCH WA1	1,290.00
		Invoice Count	1 Total	1,290.00
Report Total				41,925.98

## Accounts Payable

Paid Invoice History By Cheque Report - SEWER GENERAL TD CANADA TRUST

Cheque Date 09/01/2017 to 12/31/2017

Vendor 000000 to 999999

Vendor Number Name	Invoice Number	Invoice Date	Invoice Description	Invoice Amount
<b>Cheque 003373 Date 09/15/2017 Amount 310.75</b>				
004719 LEN SCARBOROUGH	21- The plumber	09/12/2017	SEWER- AUGER SEWER	310.75
		Invoice Count	1 Total	310.75
<b>Cheque 003374 Date 09/15/2017 Amount 58.73</b>				
004384 ONTARIO ONE CALL	201781633-S	08/31/2017	SEWER- LOCATES	58.73
		Invoice Count	1 Total	58.73
Report Total				369.48



## Accounts Payable

Paid Invoice History By Cheque Report - INTERNET/PRE-AUTHORIZED PAYMENTS GENERAL

Cheque Date 09/01/2017 to 12/31/2017

Vendor 000000 to 999999

Vendor Number Name	Invoice Number	Invoice Date	Invoice Description	Invoice Amount
<b>Cheque 000874 Date 09/01/2017 Amount 400.99</b>				
000053 BELL MOBILITY	8-8-2017	08/08/2017	POLICE- CELL PHONES	400.99
		Invoice Count	1 Total	400.99
<b>Cheque 000875 Date 09/01/2017 Amount 18,247.45</b>				
003888 EQUITABLE LIFE OF CANADA	9-1-2017	09/01/2017	SEPTEMBER 2017 PREMIUM	18,247.45
		Invoice Count	1 Total	18,247.45
<b>Cheque 000876 Date 09/05/2017 Amount 25.74</b>				
000665 UNION GAS LIMITED	July 2017-1186	08/15/2017	6.3 M3- 425 MILL STREET	25.74
		Invoice Count	1 Total	25.74
<b>Cheque 000877 Date 09/05/2017 Amount 7,401.17</b>				
000687 WESTARIO POWER INC.	300242546	08/17/2017	26103 KWH- WINGHAM ST LIC	7,401.17
		Invoice Count	1 Total	7,401.17
<b>Cheque 000878 Date 09/08/2017 Amount 35,993.02</b>				
000535 RECEIVER GENERAL FOR CANADA	7-9-2017-Council	09/07/2017	COUNCIL PAYROLL REMITTA	159.98
000535 RECEIVER GENERAL FOR CANADA	9-7-2017-FT	09/07/2017	FT- PAYROLL REMITTANCE	28,218.20
000535 RECEIVER GENERAL FOR CANADA	9-7-2017-PT	09/07/2017	PT PAYROLL REMITTANCE	7,614.84
		Invoice Count	3 Total	35,993.02
<b>Cheque 000879 Date 09/11/2017 Amount 2,466.08</b>				
000294 HYDRO ONE NETWORKS INC	July 2017-0523	08/21/2017	10951 KWH- 103 QUEEN STRI	2,466.08
		Invoice Count	1 Total	2,466.08
<b>Cheque 000880 Date 09/11/2017 Amount 522.09</b>				
000665 UNION GAS LIMITED	July 2017- 7408	08/21/2017	24.9 M3-445 JOSEPHINE ST	31.65
000665 UNION GAS LIMITED	July 2017-0458	08/21/2017	996.7 M3- COMPLEX	389.43
000665 UNION GAS LIMITED	July 2017-4108	08/21/2017	19.4 M3- TOWN HALL	29.82
000665 UNION GAS LIMITED	July 2017-5109	08/21/2017	0.00 M3- LIBRARY	23.73
000665 UNION GAS LIMITED	July 2017-5340	08/21/2017	0.00 M3- POLICE STN	23.73
000665 UNION GAS LIMITED	July 2017-5467	09/11/2017	0.00 M3- DAY CARE	23.73
		Invoice Count	6 Total	522.09
<b>Cheque 000881 Date 09/12/2017 Amount 3,293.93</b>				
000294 HYDRO ONE NETWORKS INC	July 2017-4216	08/24/2017	14400 KWH- BLYTH COMMUN	3,293.93
		Invoice Count	1 Total	3,293.93
<b>Cheque 000882 Date 09/12/2017 Amount 47.46</b>				
000665 UNION GAS LIMITED	July 2017-8454	08/23/2017	0.00 M3- FIRE W	23.73
000665 UNION GAS LIMITED	July 2017-9991	08/23/2017	0.00 M3- MUSEUM	23.73
		Invoice Count	2 Total	47.46
<b>Cheque 000883 Date 09/13/2017 Amount 123.27</b>				

## Accounts Payable

Paid Invoice History By Cheque Report - INTERNET/PRE-AUTHORIZED PAYMENTS GENERAL

Cheque Date 09/01/2017 to 12/31/2017

Vendor 000000 to 999999

Vendor Number Name	Invoice Number	Invoice Date	Invoice Description	Invoice Amount
000294 HYDRO ONE NETWORKS INC	August 2017-8337	08/25/2017	540 KWH- #8 CAMP ENTRANC	123.27
			Invoice Count 1 Total	123.27
<b>Cheque 000884 Date 09/13/2017 Amount 6,182.53</b>				
000427 MINISTER OF FINANCE	August 2017	08/31/2017	EHT-AUGUST 2017 REMITTAN	6,182.53
			Invoice Count 1 Total	6,182.53
<b>Cheque 000885 Date 09/13/2017 Amount 13,246.81</b>				
000687 WESTARIO POWER INC.	2103683718	08/25/2017	12600 KWH - COMPLEX	13,246.81
			Invoice Count 1 Total	13,246.81
<b>Cheque 000886 Date 09/15/2017 Amount 7,424.81</b>				
000140 CIBC VISA	Child Care Licensing	07/24/2017	DC/EL/BA-MR- LICENSING	430.00
000140 CIBC VISA	AMCTO 41089	07/26/2017	ADMIN- TRAINING	1,638.50
000140 CIBC VISA	Apple Store-7256	07/26/2017	DAY CARE- 3 IPAD MINI	1,250.91
000140 CIBC VISA	ORFA-19941	07/27/2017	ARENA W- CIT RECERTIFICA	271.20
000140 CIBC VISA	HiMama 5137	07/28/2017	DAY CARE- MONTHY SUBSCI	65.54
000140 CIBC VISA	Survey Monkey 7-28-7	07/28/2017	EC DEV- SUBSCRIPTION REN	25.00
000140 CIBC VISA	Const Contact 7-29	07/29/2017	ESTC- EMAIL MARKETING	57.97
000140 CIBC VISA	J & J Crafts 89913	07/31/2017	REC PROG- DAY CAMP SUPP	117.12
000140 CIBC VISA	East Park 1516060	08/04/2017	REC PROGRAM- CAMP	366.97
000140 CIBC VISA	Event Brite	08/04/2017	FIRE- INVISIBLE WOUNDS TR	80.11
000140 CIBC VISA	Microsoft store6089	08/04/2017	FITNESS- PUBLISHER 2016	134.47
000140 CIBC VISA	AMCTO 41426	08/10/2017	REC ADMIN- COURSE	395.50
000140 CIBC VISA	Little Bowl- 8-18	08/18/2017	DAY CAMP- BOWLING	385.88
000140 CIBC VISA	Medieval Times 1983	08/18/2017	REC PROG- DAY CAMP	1,973.24
000140 CIBC VISA	CNE 0005	08/23/2017	REC PROG- PARKING	60.00
000140 CIBC VISA	Dean's VM- 9981	08/23/2017	PW- BBQ SUPPLIES	57.96
000140 CIBC VISA	Grant's independent	08/23/2017	PW- BBQ SUPPLIES	114.44
			Invoice Count 17 Total	7,424.81
Report Total				95,375.35

## Accounts Payable

Paid Invoice History By Cheque Report - WATER INTERNET/PRE-AUTHORIZED PAYMENTS

Cheque Date 09/01/2017 to 12/31/2017

Vendor 000000 to 999999

Vendor		Invoice	Invoice	Invoice	Invoice
Number	Name	Number	Date	Description	Amount
<b>Cheque 000523</b>		<b>Date 09/13/2017</b>	<b>Amount</b>	<b>1,678.33</b>	
000687	WESTARIO POWER INC.	2103683719	08/25/2017	1440 KWH- WELL #4	1,678.33
				Invoice Count 1	Total 1,678.33
					Report Total 1,678.33

## Accounts Payable

Paid Invoice History By Cheque Report - GENERAL DIRECT DEPOSIT 9801014

Cheque Date 09/07/2017 to 12/31/2017

Vendor 000000 to 999999

Vendor Number Name	Invoice Number	Invoice Date	Invoice Description	Invoice Amount
<b>Cheque 501434 Date 09/19/2017 Amount 2,102.03</b>				
003597 ADVANTAGE DATA COLLECTION	1311	07/14/2017	PW- SIGN INSPECTION	2,102.03
		Invoice Count	1 Total	2,102.03
<b>Cheque 501435 Date 09/19/2017 Amount 115.46</b>				
001987 ALLSTREAM BUSINESS INC.	18521387	08/28/2017	CEMETERY - PHONE	54.79
001987 ALLSTREAM BUSINESS INC.	18521388	08/28/2017	PW EW-PHONE	60.67
		Invoice Count	2 Total	115.46
<b>Cheque 501436 Date 09/19/2017 Amount 25,629.57</b>				
000073 B M ROSS AND ASSOCIATES LTD	13448	09/08/2017	DEVELOPMENT- RECOVERA	220.16
000073 B M ROSS AND ASSOCIATES LTD	13455	09/11/2017	ADMIN/PW-CAO, DPW STAFF	25,409.41
		Invoice Count	2 Total	25,629.57
<b>Cheque 501437 Date 09/19/2017 Amount 98.93</b>				
004525 BALAKLAVA AUDIO	13976	08/17/2017	COMPLEX- REPAIRED AMP	98.93
		Invoice Count	1 Total	98.93
<b>Cheque 501438 Date 09/19/2017 Amount 1,084.24</b>				
000065 BLYTH DECOR SHOPPE	9-10-2017	09/10/2017	LIBRARY B- RENT	1,084.24
		Invoice Count	1 Total	1,084.24
<b>Cheque 501439 Date 09/19/2017 Amount 34.20</b>				
002066 BROCK VODDEN	August 2017	08/31/2017	COUNCIL- AUGUST MILEAGE	34.20
		Invoice Count	1 Total	34.20
<b>Cheque 501440 Date 09/19/2017 Amount 104.24</b>				
000086 BROPHY TIRE	43396	06/20/2017	PARKS W- REPAIR TIRE	30.45
000086 BROPHY TIRE	43581	08/18/2017	P/W- TRAILER TIRE	73.79
		Invoice Count	2 Total	104.24
<b>Cheque 501441 Date 09/19/2017 Amount 96.51</b>				
004172 C E MACTAVISH LIMITED	August Statement 17	08/31/2017	PW- FUEL FOR GRASS TRIMM	96.51
		Invoice Count	1 Total	96.51
<b>Cheque 501442 Date 09/19/2017 Amount 2,710.42</b>				
000111 CANTOL CORP.	75188	09/14/2017	BCC/CAMPG-JANITORIAL SUI	2,710.42
		Invoice Count	1 Total	2,710.42
<b>Cheque 501443 Date 09/19/2017 Amount 83.23</b>				
002864 CAROL PHILLIPS	8-21-2017	08/21/2017	FITNESS- CANFIT CONFEREN	83.23
		Invoice Count	1 Total	83.23
<b>Cheque 501444 Date 09/19/2017 Amount 65.18</b>				
003997 CDW CANADA INC	JTS8203	08/14/2017	REC-DATALOGIC USB	53.60

## Accounts Payable

Paid Invoice History By Cheque Report - GENERAL DIRECT DEPOSIT 9801014

Cheque Date 09/07/2017 to 12/31/2017

Vendor 000000 to 999999

Vendor Number Name	Invoice Number	Invoice Date	Invoice Description	Invoice Amount
003997 CDW CANADA INC	JXG8155	08/24/2017	ADMIN- 6' MINI DISPLAYPORT	11.58
		Invoice Count	2 Total	65.18
<b>Cheque 501445 Date 09/19/2017 Amount 216.35</b>				
004328 CIMCO REFRIGERATION	90586102	08/31/2017	ARENA W- REPAIR ICE MAKE	216.35
		Invoice Count	1 Total	216.35
<b>Cheque 501446 Date 09/19/2017 Amount 218.36</b>				
003919 CINTAS CANADA LIMITED	839460537	09/07/2017	POOL/FITNESS SANITIZE RE	218.36
		Invoice Count	1 Total	218.36
<b>Cheque 501447 Date 09/19/2017 Amount 395.50</b>				
001837 CJ JOHNSTON OFFICE SOLUTIONS	17723	08/31/2017	PW- FILING CABINET	395.50
		Invoice Count	1 Total	395.50
<b>Cheque 501448 Date 09/19/2017 Amount 1,708.29</b>				
000146 CLIFF'S PLUMBING & HEATING	29647	08/25/2017	COMPLEX- FITNESS CENTRE	1,708.29
		Invoice Count	1 Total	1,708.29
<b>Cheque 501449 Date 09/19/2017 Amount 716.04</b>				
004702 COCO PAVING INC.	14331057	08/31/2017	ROADS- COLD PATCH	716.04
		Invoice Count	1 Total	716.04
<b>Cheque 501450 Date 09/19/2017 Amount 543,971.00</b>				
000159 CORPORATION OF THE COUNTY OF H	3rd Installment	09/13/2017	2017 THIRD 1/4 INSTALLMEN	543,971.00
		Invoice Count	1 Total	543,971.00
<b>Cheque 501451 Date 09/19/2017 Amount 956.50</b>				
000186 DELTA ELEVATOR COMPANY LTD	9164685	09/01/2017	TOWN HALL ELEVATOR MAIN	478.87
000186 DELTA ELEVATOR COMPANY LTD	9164686	09/01/2017	COMPLEX- ELEVATOR MAINT	477.63
		Invoice Count	2 Total	956.50
<b>Cheque 501452 Date 09/19/2017 Amount 212.40</b>				
002807 DENISE LOCKIE	9-5-2017	09/05/2017	REC ADMIN/MEM HALL MILE#	212.40
		Invoice Count	1 Total	212.40
<b>Cheque 501453 Date 09/19/2017 Amount 5,311.00</b>				
001839 DIETRICH ENGINEERING LTD	1290	08/28/2017	DRAINAGE SUPERINTENDEN	5,311.00
		Invoice Count	1 Total	5,311.00
<b>Cheque 501454 Date 09/19/2017 Amount 3,030.24</b>				
001840 EDWARD FUELS	177222	08/21/2017	AIRPORT- JET FUEL	1,619.45
001840 EDWARD FUELS	178111	08/25/2017	AIRPORT- JET FUEL	1,410.79
		Invoice Count	2 Total	3,030.24

## Accounts Payable

Paid Invoice History By Cheque Report - GENERAL DIRECT DEPOSIT 9801014

Cheque Date 09/07/2017 to 12/31/2017

Vendor 000000 to 999999

Vendor Number Name	Invoice Number	Invoice Date	Invoice Description	Invoice Amount
<b>Cheque 501455 Date 09/19/2017 Amount 100.00</b>				
001642 EMILY PHILLIPS	9-9-2017	09/09/2017	CIVIL MARRIAGE CEREMONY	100.00
		Invoice Count	1 Total	100.00
<b>Cheque 501456 Date 09/19/2017 Amount 4,592.07</b>				
000074 FOXTON FUELS LIMITED	332021	08/04/2017	LANDFILL- HYDRAULIC OIL	75.03
000074 FOXTON FUELS LIMITED	332261	08/08/2017	LANDFILL-COMPACTOR FUEL	332.80
000074 FOXTON FUELS LIMITED	333042	08/18/2017	LANDFILL- COMPACTOR FUEL	156.82
000074 FOXTON FUELS LIMITED	333405	08/25/2017	PW-WINGHAM-DYED DIESEL	1,337.75
000074 FOXTON FUELS LIMITED	333599	08/29/2017	LANDFILL - COMPACTOR FUEL	409.86
000074 FOXTON FUELS LIMITED	334294	08/31/2017	BUILDING- AUGUST FUEL	223.44
000074 FOXTON FUELS LIMITED	334359	08/31/2017	FIRE- AUGUST FUEL	29.15
000074 FOXTON FUELS LIMITED	334486	08/31/2017	CEMETERY FUEL	204.83
000074 FOXTON FUELS LIMITED	334744	08/31/2017	AUGUST FUEL	1,822.39
		Invoice Count	9 Total	4,592.07
<b>Cheque 501457 Date 09/19/2017 Amount 570.25</b>				
000286 HURON TRACTOR LTD	B35022	08/02/2017	PW-.105 CARBON LIN DISPS	33.79
000286 HURON TRACTOR LTD	B35485	08/11/2017	PW/ SPINDLE, BOLT, NUT, W/	288.89
000286 HURON TRACTOR LTD	B35784	08/17/2017	PW- PULLEY	80.55
000286 HURON TRACTOR LTD	B35983	08/22/2017	PW- FITTINGS, HOSE, MALE 1	167.02
		Invoice Count	4 Total	570.25
<b>Cheque 501458 Date 09/19/2017 Amount 39.60</b>				
000306 JAMES CAMPBELL	August 2017	08/31/2017	COUNCIL- AUGUST 2017 MILE	39.60
		Invoice Count	1 Total	39.60
<b>Cheque 501459 Date 09/19/2017 Amount 361.04</b>				
000321 JOE'S AUTOMOTIVE	40769	07/31/2017	POLICE- REPAIR 2011 CROW	324.31
000321 JOE'S AUTOMOTIVE	40873	09/01/2017	POLICE- REPAIR TIRE-2017	36.73
		Invoice Count	2 Total	361.04
<b>Cheque 501460 Date 09/19/2017 Amount 1,389.06</b>				
000352 KITSUPPLY	141830	06/27/2017	COMPLEX- JANITORIAL SUPP	193.31
000352 KITSUPPLY	142891	08/29/2017	FIRE/BCC-JANITORIAL SUPPL	829.21
000352 KITSUPPLY	142914	08/29/2017	COMPLEX- JANITORIAL SUPP	366.54
		Invoice Count	3 Total	1,389.06
<b>Cheque 501461 Date 09/19/2017 Amount 257.53</b>				
000353 KNIGHTS OF COLUMBUS	9-1-2017	09/01/2017	FITNESS-SATELLITE REIMBU	40.00
000353 KNIGHTS OF COLUMBUS	1624	09/08/2017	REC- LUNCH FOR LEGENDS	217.53
		Invoice Count	2 Total	257.53
<b>Cheque 501462 Date 09/19/2017 Amount 517.10</b>				
000372 LIFESAVING SOCIETY	153988	08/08/2017	AQUATICS- FIRST AID/CPR C	517.10
		Invoice Count	1 Total	517.10

## Accounts Payable

Paid Invoice History By Cheque Report - GENERAL DIRECT DEPOSIT 9801014

Cheque Date 09/07/2017 to 12/31/2017

Vendor 000000 to 999999

Vendor Number Name	Invoice Number	Invoice Date	Invoice Description	Invoice Amount
<b>Cheque 501463 Date 09/19/2017 Amount 4,706.45</b>				
003733 LLOYD COLLINS CONSTRUCTION LTD	8249441	08/24/2017	PW - EXCAVATOR RENTAL	4,706.45
		Invoice Count	1 Total	4,706.45
<b>Cheque 501464 Date 09/19/2017 Amount 395.50</b>				
000389 MAITLAND VALLEY CONSERVATION	7158	09/12/2017	TD TREE DAYS- LANDSCAPE	395.50
		Invoice Count	1 Total	395.50
<b>Cheque 501465 Date 09/19/2017 Amount 3,333.50</b>				
000388 MAITLAND WELDING & MACHINING	8175	08/30/2017	WESTMORELAND ST- HANDI	3,333.50
		Invoice Count	1 Total	3,333.50
<b>Cheque 501466 Date 09/19/2017 Amount 162.00</b>				
002258 MARIA WALDEN	8-29-2017	08/29/2017	OEY- MILEAGE JULY/AUGUS	162.00
		Invoice Count	1 Total	162.00
<b>Cheque 501467 Date 09/19/2017 Amount 883.24</b>				
002732 MCGAVIN FARM EQUIPMENT LIMITED	IM41987	08/29/2017	P/W- BELT SET, PULLEY	883.24
		Invoice Count	1 Total	883.24
<b>Cheque 501468 Date 09/19/2017 Amount 1,260.44</b>				
000416 MELISSA SCOTT	8-21-2017	08/21/2017	FITNESS- CANFIT CONFEREN	1,260.44
		Invoice Count	1 Total	1,260.44
<b>Cheque 501469 Date 09/19/2017 Amount 1,287.57</b>				
000421 MICROAGE BASICS	231965	08/01/2017	REC - OFFICE SUPPLIES	200.33
000421 MICROAGE BASICS	23306	08/10/2017	EC DEV- USB DRIVE	16.94
000421 MICROAGE BASICS	233152	08/10/2017	ADMIN- PAPER, STAPLER	280.67
000421 MICROAGE BASICS	233177	08/10/2017	OEY- PAPER, POST ITS	53.79
000421 MICROAGE BASICS	233719	08/15/2017	LANDFILL- ROLLS FOR PRINT	41.00
000421 MICROAGE BASICS	233900	08/16/2017	ADMIN- RECOVERABLE EXPE	10.72
000421 MICROAGE BASICS	234118	08/18/2017	OEY-PAPER, SHARPIE	51.35
000421 MICROAGE BASICS	234647	08/22/2017	EL- BATTERIES, LABEL MAKE	43.03
000421 MICROAGE BASICS	234662	08/22/2017	DAY CARE- FOLDERS, TAPE,	132.99
000421 MICROAGE BASICS	234740	08/23/2017	DAY CARE- PROGRAM SUPPL	191.38
000421 MICROAGE BASICS	235424	08/28/2017	DAY CARE- TAPE 1/2" P-TOU	89.29
000421 MICROAGE BASICS	235622	08/29/2017	DAY CARE- PAPER CLIPS	4.28
000421 MICROAGE BASICS	411625	08/29/2017	ADMIN-OFFICE SUPPLIES	112.78
000421 MICROAGE BASICS	235908	08/30/2017	ARENA/HALL B- BATTERIES	59.02
		Invoice Count	14 Total	1,287.57
<b>Cheque 501470 Date 09/19/2017 Amount 1,987.95</b>				
003728 MONTGOMERY BUS LINES	125001	08/18/2017	DAY CAMP- GODERICH LITTL	262.51
003728 MONTGOMERY BUS LINES	125169	08/23/2017	DAY CAMP- MEDIEVEL TIMES	1,725.44
		Invoice Count	2 Total	1,987.95
<b>Cheque 501471 Date 09/19/2017 Amount 3,179.90</b>				

## Accounts Payable

Paid Invoice History By Cheque Report - GENERAL DIRECT DEPOSIT 9801014

Cheque Date 09/07/2017 to 12/31/2017

Vendor 000000 to 999999

Vendor Number Name	Invoice Number	Invoice Date	Invoice Description	Invoice Amount
000444 MUNICIPALITY OF MORRIS TURNBERR	8-22-2017-09	08/22/2017	AIRPORT-PROPERTY TAXES	3,179.90
		Invoice Count	1 Total	3,179.90
<b>Cheque 501472</b>	<b>Date 09/19/2017</b>	<b>Amount</b>	<b>34.20</b>	
001215 NEIL VINCENT	August 2017	08/31/2017	COUNCIL- MILEAGE AUGUST	34.20
		Invoice Count	1 Total	34.20
<b>Cheque 501473</b>	<b>Date 09/19/2017</b>	<b>Amount</b>	<b>536.32</b>	
002832 NORTRAX CANADA INC.	806646	08/22/2017	P/W - FRONT WIPER MOTOR	536.32
		Invoice Count	1 Total	536.32
<b>Cheque 501474</b>	<b>Date 09/19/2017</b>	<b>Amount</b>	<b>151.42</b>	
000498 ORKIN CANADA CORPORATION	IN-7960377	09/06/2017	LANDFILL- PEST CONTROL	151.42
		Invoice Count	1 Total	151.42
<b>Cheque 501475</b>	<b>Date 09/19/2017</b>	<b>Amount</b>	<b>238.69</b>	
000514 PLETCH ELECTRIC LTD	1000013245	09/08/2017	STREETLIGHT REPAIRS	238.69
		Invoice Count	1 Total	238.69
<b>Cheque 501476</b>	<b>Date 09/19/2017</b>	<b>Amount</b>	<b>80.23</b>	
000559 R & S ALIGNMENT SERVICES	4205677	08/18/2017	PW- LOADER TIRE REPAIR	18.08
000559 R & S ALIGNMENT SERVICES	4205706	09/05/2017	PW- ALIGN 550	62.15
		Invoice Count	2 Total	80.23
<b>Cheque 501477</b>	<b>Date 09/19/2017</b>	<b>Amount</b>	<b>934.16</b>	
000542 R.J. BURNSIDE & ASSOCIATES	LNE085790.2017-6	09/13/2017	LANDFILL W- LANDFILL SERV	934.16
		Invoice Count	1 Total	934.16
<b>Cheque 501478</b>	<b>Date 09/19/2017</b>	<b>Amount</b>	<b>468.95</b>	
000533 REALTAX INC.	63180	08/31/2017	ADMIN- TAX COLLECTION	468.95
		Invoice Count	1 Total	468.95
<b>Cheque 501479</b>	<b>Date 09/19/2017</b>	<b>Amount</b>	<b>550.59</b>	
000538 RESURFICE CORP	83904	08/22/2017	ARENA B/W- BLADE SHARPEI	186.45
000538 RESURFICE CORP	84047	09/11/2017	ARENA W- ZAMBONIE REPAIR	364.14
		Invoice Count	2 Total	550.59
<b>Cheque 501480</b>	<b>Date 09/19/2017</b>	<b>Amount</b>	<b>396.71</b>	
004198 RICCO FOOD DISTRIBUTOR	370821	09/07/2017	CONC W- SUPPLIES	396.71
		Invoice Count	1 Total	396.71
<b>Cheque 501481</b>	<b>Date 09/19/2017</b>	<b>Amount</b>	<b>300.00</b>	
001243 ROD HICKEY	06-2017	09/05/2017	AIRPORT- GRASS CUTTING	300.00
		Invoice Count	1 Total	300.00



## Accounts Payable

Paid Invoice History By Cheque Report - GENERAL DIRECT DEPOSIT 9801014

Cheque Date 09/07/2017 to 12/31/2017

Vendor 000000 to 999999

Vendor Number Name	Invoice Number	Invoice Date	Invoice Description	Invoice Amount
<b>Cheque 501482 Date 09/19/2017 Amount 148.24</b>				
000272 RONA HODGINS	119854/1	08/15/2017	COMPLEX- GROUT, APPLICA'	148.24
		Invoice Count	1 Total	148.24
<b>Cheque 501483 Date 09/19/2017 Amount 75.00</b>				
004289 ROYAL CANADIAN MOUNTED POLICE	1800001748	08/04/2017	POLICE-FINGERPRINT SEAR	75.00
		Invoice Count	1 Total	75.00
<b>Cheque 501484 Date 09/19/2017 Amount 29,563.60</b>				
004330 SEPOY WIRING	10836	08/04/2017	BLYTH ARENA- ICE SURFACE	29,474.92
004330 SEPOY WIRING	10864	08/15/2017	TOWN HALL- LABOUR-FLAG	73.45
004330 SEPOY WIRING	10877	08/23/2017	PARKS W- TIME DELAY	15.23
		Invoice Count	3 Total	29,563.60
<b>Cheque 501485 Date 09/19/2017 Amount 556.56</b>				
004032 SHELBY MURRAY	9-1-2017	09/01/2017	OEY- MILEAGE/SUPPLIES	556.56
		Invoice Count	1 Total	556.56
<b>Cheque 501486 Date 09/19/2017 Amount 771.04</b>				
002155 SMYTH WELDING & MACHINE SHOP	36364	08/17/2017	LANDFILL-PARTS FOR CASE	771.04
		Invoice Count	1 Total	771.04
<b>Cheque 501487 Date 09/19/2017 Amount 482.41</b>				
000604 STAPLETON INTERIORS	4815	08/15/2017	COMPLEX- PAINT	482.41
		Invoice Count	1 Total	482.41
<b>Cheque 501488 Date 09/19/2017 Amount 465.50</b>				
000620 SWAN DUST CONTROL LTD	500068	08/03/2017	COMPLEX- MATS/MOPS	143.00
000620 SWAN DUST CONTROL LTD	5013308	08/17/2017	COMPLEX- MATS/MOPS	143.00
000620 SWAN DUST CONTROL LTD	5020315	08/31/2017	COMPLEX- MATS/MOPS	143.00
000620 SWAN DUST CONTROL LTD	5020329	08/31/2017	POLICE- MOPS/MATS	36.50
		Invoice Count	4 Total	465.50
<b>Cheque 501489 Date 09/19/2017 Amount 282.50</b>				
000632 TEESWATER CONCRETE LTD	66396	08/31/2017	P/W- 10 2 X 4 BLOCKS	282.50
		Invoice Count	1 Total	282.50
<b>Cheque 501490 Date 09/19/2017 Amount 14,349.47</b>				
004716 TERRA NOVA PAVING INC	1126	08/31/2017	PW- SURFACE TREATMENT C	14,349.47
		Invoice Count	1 Total	14,349.47
<b>Cheque 501491 Date 09/19/2017 Amount 155.94</b>				
000638 THE WORKSHOP	2217878	08/25/2017	ARENA W- CLOTHING	155.94
		Invoice Count	1 Total	155.94
<b>Cheque 501492 Date 09/19/2017 Amount 84.39</b>				

## Accounts Payable

Paid Invoice History By Cheque Report - GENERAL DIRECT DEPOSIT 9801014

Cheque Date 09/07/2017 to 12/31/2017

Vendor 000000 to 999999

Vendor Number Name	Invoice Number	Invoice Date	Invoice Description	Invoice Amount
000656 TOWNSHIP OF HURON-KINLOSS	26863	08/21/2017	PW-WHITECHURCH STREETL	84.39
		Invoice Count	1 Total	84.39
<b>Cheque 501493</b>	<b>Date 09/19/2017</b>	<b>Amount</b>	<b>359.34</b>	
003532 TRULY NOLEN	30563	08/22/2017	AIRPORT- PEST CONTROL	106.22
003532 TRULY NOLEN	30575	08/22/2017	DAY CARE- PEST CONTROL	66.67
003532 TRULY NOLEN	31189	08/22/2017	COMPLEX- PEST CONTROL	76.84
003532 TRULY NOLEN	30583	09/05/2017	TOWN HALL- PEST CONTROL	109.61
		Invoice Count	4 Total	359.34
<b>Cheque 501494</b>	<b>Date 09/19/2017</b>	<b>Amount</b>	<b>411.89</b>	
003485 VAN HOUTTE COFFEE SERVICES INC	68306584-2017	08/23/2017	CONC B- COFFEE SUPPLIES	411.89
		Invoice Count	1 Total	411.89
<b>Cheque 501495</b>	<b>Date 09/19/2017</b>	<b>Amount</b>	<b>59.33</b>	
004451 VANESSA MARKS	9-6-2017	09/06/2017	DAY CARE- SUPPLIES	59.33
		Invoice Count	1 Total	59.33
<b>Cheque 501496</b>	<b>Date 09/19/2017</b>	<b>Amount</b>	<b>254.25</b>	
001036 WARD & UPTIGROVE CONSULTING & F	49517	08/31/2017	ADMIN-HUMAN RESOURCES	254.25
		Invoice Count	1 Total	254.25
<b>Cheque 501497</b>	<b>Date 09/19/2017</b>	<b>Amount</b>	<b>234.93</b>	
002012 WATERART FITNESS INTERNATIONAL	34865	08/31/2017	AQUATICS- POOL NOODLES	234.93
		Invoice Count	1 Total	234.93
<b>Cheque 501498</b>	<b>Date 09/19/2017</b>	<b>Amount</b>	<b>335.00</b>	
002186 WEED MAN	136770	08/24/2017	DAY CARE- GRUB MANAGEM	100.00
002186 WEED MAN	136776	08/28/2017	CRUICKSHANK P-FERTILIZAT	235.00
		Invoice Count	2 Total	335.00
<b>Cheque 501499</b>	<b>Date 09/19/2017</b>	<b>Amount</b>	<b>2,761.22</b>	
000856 WEILER'S CLEANING & RESTORATION	12307490	08/31/2017	AUGUST JANITORIAL SERVIC	2,761.22
		Invoice Count	1 Total	2,761.22
<b>Cheque 501500</b>	<b>Date 09/19/2017</b>	<b>Amount</b>	<b>350.64</b>	
000699 WINGHAM ADVANCE TIMES	4343997	08/27/2017	AUGUST ADVERTISING	350.64
		Invoice Count	1 Total	350.64
<b>Cheque 501501</b>	<b>Date 09/19/2017</b>	<b>Amount</b>	<b>49.11</b>	
002081 WINGHAM FOODLAND	725-600-2711	09/05/2017	BA-MR- FOOD SUPPLIES	32.64
002081 WINGHAM FOODLAND	725-600-6796	09/14/2017	ADMIN-KITCHEN SUPPLIES	16.47
		Invoice Count	2 Total	49.11
Report Total				669,324.52

## Accounts Payable

Paid Invoice History By Cheque Report - SEWER PRE-AUTHORIZED PAYMENTS

Cheque Date 09/01/2017 to 12/31/2017

Vendor 000000 to 999999

Vendor Number Name	Invoice Number	Invoice Date	Invoice Description	Invoice Amount
<b>Cheque 900076 Date 09/05/2017 Amount 2,226.06</b>				
000294 HYDRO ONE NETWORKS INC	July 2017-9227	08/17/2017	11160 KWH- 117 NORTH STRI	2,226.06
			Invoice Count 1 Total	2,226.06
<b>Cheque 900077 Date 09/11/2017 Amount 4,231.07</b>				
000294 HYDRO ONE NETWORKS INC	July 2017-1727	08/23/2017	27360 KWH- 60 LLOYD ST	4,231.07
			Invoice Count 1 Total	4,231.07
Report Total				6,457.13



## TOWNSHIP OF NORTH HURON

## REPORT

Item No.

**REPORT TO:** Reeve Vincent and Members of Council  
**PREPARED BY:** Kathy Adams, Director of Corporate Services/Deputy Clerk  
**DATE:** 18/09/2017  
**SUBJECT:** Department Update  
**ATTACHMENTS:** None

---

### **RECOMMENDATION:**

THAT the Council of the Township of North Huron hereby receives the September 19, 2017 report of the Corporate Services Department activities for information purposes.

### **EXECUTIVE SUMMARY**

The Director of Corporate Services/Deputy Clerk provides periodic updates on the activities of the Corporate Services Department.

### **DISCUSSION**

#### **1. Administration**

Attended Clerk's & Treasurers meeting.

Working on organization of files for reassignment of job responsibilities.

#### **2. Child Care Services**

##### **General**

Our Current Program Advisor has taken a contract elsewhere. For the third year in a row our license inspection will be completed by a new Program Advisor. We are unsure who at this time. They each have their own unique idea of how policies should look.

We have completed the second round of Child Care and Early Years updated legislation. Policies now include Parent Complaint Process, Waitlist Policies, Emergency Policies and revised two thirds ratio times as well as more direction on Individual Program Plans and Medical Plans.

The changes in the two thirds ratio (which allows more children at start and end of day according to day time ratios) has become more limited. This requires you to have more staff on the floor earlier and later in the day which increases our staffing expenses.

##### **Day Care**

Fall is tricky! With staggered entry into JK/SK and new enrollers we have a week of overlap. It went well and we are now settling into our more regular numbers.

We have limited infant spaces and have a waitlist for this program. We are currently sifting and sorting to ensure we fit in everyone we can.

Preschool now 19/32, Toddlers 25/25, Infants 10/10.

We are hoping to move a group of toddlers into preschool to allow movement of infants to toddlers to keep the infants moving in.

#### Early Learning Site

After a busy summer of approximately 18-24 at our off site we are now settling into a group of 14 with room for two more children in the program.

#### Before and After - Maitland River

We have seen an increase in our morning children at Maitland River. We will be required to have two staff with the JK/SK group. Previously we only needed one staff in the morning with that group running approximately 21 children am and pm.

The senior group remains large with approximately 20-30 in the am and pm. This requires two staff am and pm.

#### Before and After - Sacred Heart

This group has dropped in numbers. Staff are planning some advertising and attending the school open house. We are currently serving more morning children with approximately 8-10 and only 4-6 in the afternoon.

#### Early Years

Early Years Staff are gearing up for their Parenting Programs.

We are investigating a Program in Fordwich as there has been interest expressed.

### **3. Museum Programs**

Summer programs ended on September 1, 2017 which was the final day of summer student staffing.

Grant submission will be submitted to Canada Summers Jobs for employment grant funding.

Staff and volunteers have been gathering artifacts to loan to the Plowing Match for their historical display.

#### **FINANCIAL IMPACT**

None of the items in this report have a direct financial impact on the budget.

#### **FUTURE CONSIDERATIONS**

Not items for future consideration.

#### **RELATIONSHIP TO STRATEGIC PLAN**

Goal 4 – Our administration is fiscally responsible and strives for operational excellence.



---

Kathy Adams, Director of Corporate Services/Deputy Clerk



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Dwayne Evans, CAO



## TOWNSHIP OF NORTH HURON

## REPORT

Item No.

**REPORT TO:** Reeve Vincent and Members of Council  
**PREPARED BY:** Donna White  
**DATE:** 18/09/2017  
**SUBJECT:** 09-18-17 Finance Dept. Update  
**ATTACHMENTS:** N/A

---

### **RECOMMENDATION:**

THAT the Council of the Township of North Huron hereby accepts the Department Activity Report of the Director of Finance date September 18, 2017 which is received for information purposes.

### **EXECUTIVE SUMMARY**

The Director of Finance provides periodic updates to council on activities within the Finance Department on a monthly basis.

### **DISCUSSION**

#### Final Taxes

- The 2017 Final Taxes have been calculated and mailed. The due dates are September 27<sup>th</sup> and November 27<sup>th</sup>.

#### Plowing Match

- Donna White and Donna Stute are working at the gate for the Plowing Match on September 21<sup>st</sup>.

#### 2018 Draft Budget

- The 2018 Draft Budget Template has been posted on the Township Intranet. Discussion meetings will begin with SMT members. The focus for 2018 will be on sustainability and long term planning.

#### Section 357 Applications

- Two Section 357 Application refunds are being recommended in a separate report.

#### Vacant Unit Rebate Program

- The Director of Finance attended the Blyth BIA meeting to discuss the phase out of the Vacant Unit Rebate Program for Commercial and Industrial properties. The Blyth BIA had no objection and the Wingham BIA has also discussed and did not express concerns.

#### Legends (Recreation Software) Training

- Finance Staff have participated in the software training for the new Recreation software.

#### Procurement Policy Update

- The first draft of the Procurement Policy is in the process of being circulated to members of the Senior Management Team.

#### Basement Sorting

- There is a massive amount of old documents stored in the basement and Finance Staff are sorting through and disposing of finance records where possible in accordance with the Retention By-law.

#### Blyth BIA / 140<sup>th</sup> Committee

- The \$5,000 loan for the Blyth 140<sup>th</sup> Anniversary has been repaid.

**FINANCIAL IMPACT**

N/A

**FUTURE CONSIDERATIONS**

2018 Budget deliberations will include discussions and decisions on sustainability, service levels and long term planning.

**RELATIONSHIP TO STRATEGIC PLAN**

Goal #4 – Our administration is fiscally responsible and strives for operational excellence.



---

Donna White, Director of Finance



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Dwayne Evans, CAO



## TOWNSHIP OF NORTH HURON

## REPORT

Item No.

**REPORT TO:** Reeve Vincent and Members of Council  
**PREPARED BY:** Ryan Ladner, Director of Fire and Emergency Services and Principal of ESTC  
**DATE:** 12/09/2017  
**SUBJECT:** Department update for August 2017  
**ATTACHMENTS:** [Click here to enter text.](#)

---

### **RECOMMENDATION:**

That the Council of the Township of North Huron hereby accepts the report of the Director of Fire and Emergency Services for information purposes.

### **EXECUTIVE SUMMARY**

FDNH update for department activity.

### **DISCUSSION**

Total number of calls - 14

Number of calls – North Huron - 12

Number of calls – Morris-Turnberry – 1

Number of calls – Other – 1

### **FINANCIAL IMPACT**

N/A

### **FUTURE CONSIDERATIONS**

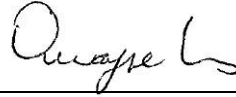
N/A

### **RELATIONSHIP TO STRATEGIC PLAN**

Ryan Ladner

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Ryan Ladner  
Director of Fire & Emergency Services  
and Principal of ESTC



---

Dwayne Evans,  
CAO





Ministry of  
Community Safety and  
Correctional Services

Office of the  
Fire Marshal and  
Emergency Management

25 Morton Shulman Avenue  
Toronto ON M3M 0B1  
Tel: 647-329-1100  
Fax: 647-329-1143

Ministère de la  
Sécurité communautaire et  
des Services correctionnels

Bureau du  
commissaire des incendies et  
de la gestion des situations d'urgence

25, avenue Morton Shulman  
Toronto ON M3M 0B1  
Tél. : 647-329-1100  
Téléc. : 647-329-1143



RECEIVED  
SEP 05 2017  
HURON COUNTY EMS

Township of North Huron  
1 Courthouse Square  
Goderich, ON N7A-1M2

July 31, 2017

Dear Head of Council:

It is the responsibility of municipalities to ensure they are in compliance with the Emergency Management and Civil Protection Act (EMCPA) and its associated Regulation, Ontario Regulation 380/04.

The Office of the Fire Marshal and Emergency Management (OFMEM) has reviewed the documentation submitted by your Community Emergency Management Coordinator (CEMC) and have determined that your municipality was compliant with the EMCPA and O.Reg 380/04 in 2016.

The safety of your citizens is important, and one way to ensure that safety is to ensure that your municipality is prepared in case of an emergency. You are to be congratulated on your municipality's efforts in achieving compliance in 2016.

I look forward to continuing to work with you to ensure your continued compliance in 2017.

If you have any questions or concerns about the compliance monitoring process, please contact your Emergency Management Field Officer.

Sincerely,

A handwritten signature in black ink, appearing to read "Chris Pittens".

Chris Pittens  
Program Manager  
Emergency Management Field Operations

cc: Dave Clarke - CEMC  
Drew Maddison - Field Officer

# MUNICIPALITY OF MORRIS-TURNBERRY

P.O. Box 310, 41342 Morris Road, Brussels, Ontario N0G 1H0  
Tel: 519-887-6137 ext. 21 Fax: 519-887-6424 Email: nmichie@morristurnberry.ca



**Nancy Michie**  
Administrator Clerk-Treasurer

September 6, 2017.

Township of North Huron,  
PO Box 90,  
WINGHAM, ON  
N0G 2W0

Attn: Richard Al  
Clerk

## **Re: Johnston Municipal Drain -2017**

A Notice of the Court of Revision for the Johnston Municipal Drain will be mailed to you on September 11<sup>th</sup>, 2017. North Huron properties form part of the drainage area. Pursuant to the Drainage Act, a member of the North Huron Council shall attend the **Court of Revision to be held on Tuesday October 10<sup>th</sup>, 2017** at 7:30 pm.

In accordance with the Drainage Act, we **require** 1 member from North Huron Council to sit on the Court of Revision. We understand that representative is Trevor Seip.

Thank you.

Yours truly,

Nancy Michie

Cc: Trevor Seip

**Via Email**

August 24, 2017

Kathleen Wynne, Premier  
Legislative Building, Queen's Park  
Toronto ON M7A 1A1

**Re: Ontario's Wildlife Damage Compensation Program**

Dear Premier Wynne,

At its meeting on August 9, 2017 the Council of the Township of Oro-Medonte adopted the following motion pertaining to the Ontario Ministry of Agriculture, Food and Rural Affairs, Ontario's Wildlife Damage Compensation Program:

"Be it resolved

1. That the Ontario's Wildlife Damage Compensation Program Guide from the Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA) and presented by Councillor Jerney be received.
2. And Whereas Council of the Township of Oro-Medonte recognizes that The Ontario Wildlife Damage Compensation Program (OWDCP) provides compensation to eligible producers whose livestock and/or poultry have been injured or killed as a result of wildlife predation or whose bee colonies, beehives and/or beehive-related equipment has been damaged as a result of wildlife predation.
3. And Whereas livestock producers are passionate about caring for their animals, creating a sustainable environment for future generations and providing high-quality livestock to represent the industry.
4. And Whereas the Municipal Investigators are appointed by the Municipality to conduct a thorough investigation ensuring that all relevant evidence is documented.
5. Now therefore be it resolved that the Township of Oro-Medonte respectfully requests that the Province:
  - a) expand the OWDCP to include evidence of partial carcass' to allow eligible producers to process legitimate claims; and

b) rely more heavily on the opinions of the Municipal Investigator, as they are experienced, familiar and knowledgeable with the Municipality's producers, as they continue to process genuine and valid applications.

6. And That correspondence be forwarded, under the Mayor's signature, to the Premier, the Ministry of Agriculture, Food and Rural Affairs, the Ontario Sheep Marketing Agency, the Beef Farmers of Ontario and Ontario municipalities requesting their support."

We respectfully request your consideration and support of Council's resolution of this matter and thank you in advance for your time.

Sincerely,



Mayor Harry Hughes  
/so

Cc: Hon. Jeff Leal, Minister of Agriculture, Food and Rural Affairs  
Jennifer MacTavish, General Manager, Ontario Sheep Marketing Agency  
Beef Farmers of Ontario  
Ontario Municipalities  
Township of Oro-Medonte Council

**THE ONTARIO MINISTRY OF MUNICIPAL AFFAIRS AND  
MINISTRY OF HOUSING ARE PLEASED TO ADVISE THAT  
REGISTRATION IS NOW OPEN FOR THE**

***2017 ONTARIO WEST MUNICIPAL CONFERENCE –  
Friday, November 24, 2017***

The Ontario Ministry of Municipal Affairs / Ministry of Housing **2017 Ontario West Municipal Conference** will be held at the Best Western Plus Lamplighter Inn & Conference Centre in London Ontario on Friday, November 24, 2017. The conference will be of interest to elected members of council and staff.

The registration form and additional information are attached to this email and can be located on the Association of Municipalities of Ontario webpage: [Conference Registration Form](#)

**Theme:** **ONTARIO 150: REFLECTING BACK, FORGING  
FORWARD**

**Date:** **Friday, November 24, 2017**

**Location:** **Best Western Plus Lamplighter Inn & Conference Centre,  
591 Wellington Road South, London, ON**

**Registration Fee:** **\$ 225 (HST included) Registration Fee provides full day attendance, hot breakfast, lunch and refreshments**

**Accommodation:** **To arrange overnight accommodation at the Best Western Plus Lamplighter Inn & Conference Centre, please call 519-681-7151/1-888-232-6747 and quote Ontario West Municipal Conference - AMO. Rates start at \$104 plus applicable taxes (depending on the room style). Please book before October 24, 2017.**

**KEYNOTE SPEAKER**

**Dr. Thomas Homer-Dixon**



# **GROWING SUCCESS:**

A SERVICE DELIVERY REVIEW OF ECONOMIC  
DEVELOPMENT SERVICES IN HURON COUNTY

An Initiative of the

**Huron County Economic Development Board**



# About The Board

- HCEDB was established in January of 2015 to advise County Council on matters related to strengthening the regional economy
- Comprised of 8 leaders from the private sector and three members of Council
- Guided by a strategic plan, HCEDB has focused on number of foundational issues
- The Board's responsibility includes identifying opportunities to improve the delivery of development services at county and municipal level.



# Growing Success

- Current emphasis is on reviewing our efficiency and effectiveness as an economic development service provider – *Growing Success Project*
- In an increasingly competitive development environment, we need to ensure that our service levels are delivering outstanding results that meet client expectations
- Without this review, The Board feels we're flying blind in the race to attract new investment – we don't know if we're winning, losing or even if we're still in the game!
- This review is government's due diligence to ensure value for tax funding

# Growing Success

- Beginning this December, a professional consultant will collect information from County and municipal staff for analysis
- The Board is looking for a series of independent recommendations on how to improve the efficiency and effectiveness of our development services
- There is no pre-determined outcome in mind.
- In fact, the review may validate that Huron County is a best-in-class development service provider in Ontario, but we need to look to know

# Partners in Development

- As development services are provided across municipal boundaries, The Board cannot undertake this project alone
- The cooperation and active participation of our partner municipalities is absolutely vital
- Demonstrates our shared commitment to ensuring that needs of our development clients are being met
- The results of this study will benefit the County and all municipalities

# Next Steps

- The Board has engaged all municipal councils and is looking forward to discussing the Growing Success Project as a delegation to Councils or to staff.
- A project RFP will be posted on October 13<sup>th</sup> with a deadline for submission by November 3<sup>rd</sup>
- The contract will be awarded November 15<sup>th</sup>
- At the latest, the final report will be delivered March 31<sup>st</sup>



# THANK YOU

The Board looks forward to working with you on our Growing Success!

Please forward questions to the Huron County Economic Development Department at:

**[tourism@huroncounty.ca](mailto:tourism@huroncounty.ca)**

**519-524-8394 ext. 6**

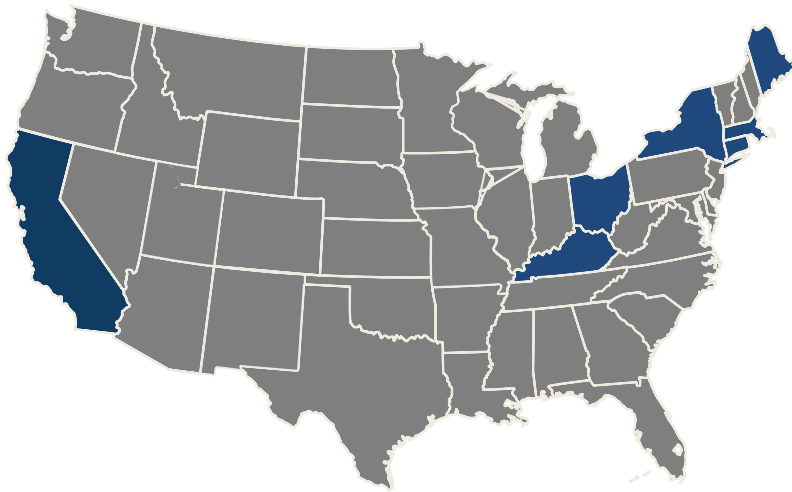
# LED STREETLIGHT UPGRADE

## North Huron

---

18 September 2017  
Scott Vokey, Director of Government Relations

# RTE STREETLIGHT PROJECTS



Projects in 7 States and 3 Provinces (most in Ontario)

Case Studies, White Papers, and more available on <http://www.realtermenergy.com>

## EXPERIENCE WITH TURNKEY CONVERSION PROJECTS



170+ Ontario municipalities have chosen RealTerm  
for their LED conversion



168,000+ fixtures sold to date  
Projects from 14 to >10,000 fixtures



111,000+ fixtures installed



40+ LED streetlight professionals



Projects meet or exceed financial payback expectations



## PROGRAM RESULTS TO DATE



### Association of Municipalities of Ontario:

- Exclusive Partner of Association's procurement arm (LAS)
- 70% of municipalities who have converted have chosen RealTerm



Over 60,000,000 kWh annual savings



Approx. \$10,000,000 annual savings



\$3,500,000 annual savings



7,000 metric tonnes / year

# COMPLETE TURNKEY CONVERSION



GIS Data Collection



Photometric Design



Investment Grade Audit



Installation &  
Project Management



Billing Changes



Final Report  
& Binder



Measurement &  
Verification



Staff looking for Council direction

# **OPTIONS TO CONSIDER**

## Option 1: All Streetlights

Number of Fixtures	582
Total Project Cost	\$448,993
IESO Incentive	\$47,440
Net Cost	\$401,773
Average Annual Cost Per Fixture	-53% (\$94 after, \$201 before upgrade)
Simple Payback	6.0 years

## Options 2: Cobra-head Fixtures Only

Number of Fixtures	442
Total Project Cost	\$220,734
IESO Incentive	\$44,140
Net Cost	\$176,594
Average Annual Cost Per Fixture	-53% (\$92 after, \$199 before upgrade)
Simple Payback	3.6 years

## Recommended Fixtures

Type	Qty.	Replacement	Sample Before Picture	After Picture
HPS Cobra	359	Cree HO Cobra BXSPR		
HPS Cobra	73	Cree HO Cobra BXSP1		
HPS Cobra	10	Cree HO Cobra BXSP2		
Victorian Lantern Post Top (Type 1)	35	Acuity Brands 245L		
Decorative Top Hat 150W HPS	64	Acuity Brands 72W_AVPL2 20LEDE10	 	
Decorative Downlighting Bell 150W HPS	41	King Luminaire K823		

## Recommended Decorative Options



Contempo LED



Falconridge Sr.

## Granville II LED





## Next Steps

	Council endorses moving forward
	Contract Execution
	(Optional) Consultation of BIAs
	Preparation for project management and installation phases

# TURNKEY PROJECT MANAGEMENT AND INSTALLATION



Staging and  
logistics for  
installation



Health &  
safety



Planning of  
installation routes



Traffic management  
plan



Environmental  
management plan



Installation & project  
management



Final inspection &  
sign-off of work

## QUESTIONS?





## TOWNSHIP OF NORTH HURON

## REPORT

Item No.

**REPORT TO:** Reeve Vincent and Members of Council  
**PREPARED BY:** Richard AI, Clerk / Manager of IT  
**DATE:** 18/09/2017  
**SUBJECT:** Tender Results – Sturdy Municipal Drain Branch ‘F’ 2017  
**ATTACHMENTS:** 316053 Tender Results

---

### **RECOMMENDATION:**

THAT the Council of the Township of North Huron hereby award the contract on the Sturdy Municipal Drain Branch ‘F’ - 2017 to A.G. Hayter Contracting Ltd. subject to the third reading of By-law No. 74-2017, Being a By-law to Provide for a Drainage Works for the Sturdy Municipal Drain Branch ‘F’ - 2017.

### **EXECUTIVE SUMMARY**

GM BluePlan Engineering Limited prepared and distributed tenders for the Sturdy Municipal Drains Branch ‘F’ - 2017 with a closing date of September 6<sup>th</sup>, 2017. Two submissions were received by the closing date and opened with Ben Gowing, GM BluePlan Engineering Limited, in attendance.

### **DISCUSSION**

GM BluePlan Engineering Limited estimated the contract value for the Sturdy Drain Branch ‘F’ – 2017 to be \$18,650.00 plus HST. The table below displays the results of the tender submissions received.

<u>Company</u>	<u>Total Bid (plus HST)</u>	<u>Compared to estimate</u>
A. G. Hayter Contracting Ltd.	\$22,465.00	20.4% higher
Kurtis Smith Excavating Inc.	\$35,740.00	91.6% higher

According the *Drainage Act, s.59(1)* if tender submissions are 33% higher than the engineer’s estimate a meeting must be called to consider the tender pricing. Although the two submissions received are both higher than the engineer’s estimate, the submission from A.G. Hayter Contracting Ltd. is below the 33% threshold.

Ben Gowing, GM BluePlan Engineering Limited, has reviewed the submissions and recommended awarding the contract to the low bidder, A. G. Hayter Contracting Ltd.

### **FINANCIAL IMPACT**

None for consideration at this time.

### **FUTURE CONSIDERATIONS**

None for consideration at this time.

**RELATIONSHIP TO STRATEGIC PLAN**

Goal 4 - Our administration is fiscally responsible and strives for operational excellence.

A handwritten signature in black ink, appearing to be 'Richard Al', written above a horizontal line.

Richard Al, Clerk/Manager of IT

A handwritten signature in black ink, appearing to be 'Dwayne Evans', written above a horizontal line.

Dwayne Evans, CAO



September 6, 2017

Our File: 316053

The Township of North Huron  
274 Josephine Street  
PO Box 90  
Wingham, ON N0G 2W0

Attention: Mr. Richard AI, Clerk

Re: Sturdy Municipal Drain Branch 'F'  
Tender Results

Richard,

This letter is to confirm the results of the tender opening held on Wednesday, September 6th, 2017 for Contract No.316053, the Sturdy Municipal Drain Branch 'F'.

The tender period officially closed at 2:00pm and bids were opened publicly by the Township of North Huron the same afternoon. In all, 2 sealed bids were received.

Results of the tender are as follows, net of HST:

<u>Bidder</u>	<u>Bid Price</u>
1. A.G. Hayter Contracting Ltd. Ailsa Craig, ON	<b>\$22,465.00</b>
2. Kurtis Smith Excavating Inc. Ailsa Craig, ON	\$35,740.00

All tenders have been checked for mathematical errors. No errors were discovered that would affect the pricing or the order of bids. The contract contains a completion date of June 30th, 2018.

A.G. Hayter's bid price of \$22,465.00 (excl. HST), the lowest tender price, is \$3,815 (20.4%) higher than the Engineer's Estimate of \$18,650.00. A.G. Hayter Contracting Ltd. is a well-known and competent drainage contractor with whom we have past experience.

**Based on the above, we therefore recommend that the contract for this work be awarded to the low bidder, A.G. Hayter Contracting Ltd.** We understand that you will present this recommendation to Council.

We trust you will find the above to be in order, and recommend that the tender deposit cheques be retained until a contract is awarded. Upon Council's award, we will advise the Contractor accordingly, prepare the Contract Documents for execution, and arrange a pre-construction meeting, if necessary.



Should you have any comments or questions or wish to discuss this matter in more detail, please do not hesitate to contact me.

Regards,

**GM BLUEPLAN ENGINEERING LIMITED**

Per:

A handwritten signature in blue ink, appearing to read 'Ben Gowing'.

Ben Gowing, E.I.T.



# TOWNSHIP OF NORTH HURON

# REPORT

Item No.

**REPORT TO:** Reeve Vincent and Members of Council  
**PREPARED BY:** Donna White  
**DATE:** 18/09/2017  
**SUBJECT:** Asset Management Plan (AMP) 2016  
**ATTACHMENTS:** AMP 2016

## **RECOMMENDATION:**

THAT the Council of the Township of North Huron hereby adopts the Asset Management Plan (AMP) 2016 prepared by the Public Sector Digest for information purposes;  
AND FURTHER THAT, the Asset Management Plan be posted on the Township website.

## **EXECUTIVE SUMMARY**

Strategic asset management is critical in extracting the highest total value from public assets at the lowest lifecycle cost. This is the first update following the completion of Township's first edition in 2013.

Based on 2016 replacement cost, a blend of age-based and field data, 64% of assets with a valuation of \$139 million are in good to very good condition. However, nearly 30% are in poor to very poor condition. Nearly 80% of the assets analysed have at least 10 years of useful life remaining. However, 11% of the assets, with a valuation of \$24 million, remain in operation beyond their established useful life. An additional 4% with a valuation of \$9 million, will reach the end of their useful life within the next five years.

## **DISCUSSION**

The total replacement cost for all North Huron assets is \$214,508,145.00 broken down as follows:

Asset Class	Replacement Cost	Annual Requirement	Assets still in Operation beyond Useful Life
Machinery & Equipment	2,642,778.00	223,616.00	385,000.00
Vehicles	2,869,299.00	261,417.00	133,000.00
Land Improvements	3,233,306.00	137,080.00	1,056,000.00
Bridges	10,505,864.00	146,944.00	
Storm Collection Main	16,525,334.00	224,000.00	
Roads	35,861,385.00	1,576,958.00	1,492,000.00
Water Distribution	40,016,598.00	573,043.00	886,000.00
Buildings	40,829,455.00	1,473,623.00	19,892,000.00
Sanitary Sewer	62,024,126.00	892,056.00	
Total	\$214,508,145.00	\$5,508,737.00	\$23,844,000.00



## **FINANCIAL IMPACT**

### **Tax Funded Categories**

The Financing Strategy included in the report includes full funding over a 20 year period by:

- Reallocating the debt payments (as each loan is paid off) to the infrastructure deficit
- Increase tax revenues by 2.6% each year for the next 20 years
- Allocate current Gas tax and OCIF grant revenue to eligible infrastructure projects
- Reallocate appropriate revenue for categories in a surplus position to those in a deficit position
- Increasing existing and future infrastructure budgets by the applicable index on an annual basis in addition to the deficit phase-in.

### **Water/Sewer Categories**

The Financing Strategy included in the report includes full funding over a 20 year period by:

- Increasing rate revenues by 3.2% for sanitary services and 1.2% for water services each year for the next 20 years
- Increasing existing and future infrastructure budgets by the applicable index on an annual basis in addition to the deficit phase-in.

## **FUTURE CONSIDERATIONS**

It is important that the Asset Management Plan be a working document and that funds be included annually in the budget to ensure that the data is continually updated. In addition, council needs to consider the recommendations outlined in the report, with specific discussion on a dedicated tax levy for asset funding in the amount of 2.6% (approx. \$127,000 per year) as part of the budget process.

There are a number of asset management requirements under Bill 6, Infrastructure for Jobs and Prosperity Act 2015 as follows:

- Strategic Asset Management Policy – Due January 1, 2019 (then updated at least every 5 years)
- Municipal Asset Management Plans
  - Phase I – Core infrastructure assets (roads, bridges, culverts, water/water, storm – Due January 1, 2020
  - Phase II – All infrastructure assets – Due January 1, 2021
  - Phase III – all infrastructure assets with additional requirements – Due January 1, 2022

Significant staff resources were required in 2016 and the early part of 2017 to work with the Public Sector Digest Staff to complete the update to the Asset Management Plan (AMP). The next steps in the Asset Management Plan revolve around levels of service, the cost to sustain the current levels of service, along with condition and risk assessments. This will require some dedicated staff time from the new Director of Public Works.

The sanitary sewer camera work being completed in 2017 will provide very useful data as part of the condition assessment. The water and wastewater master plan and the investigative work on the standpipe under the Clean Water and Wastewater Fund (CWWF) will also be extremely useful data to include in the AMP. If the LED Streetlight Conversion Project proceeds, that information will also be incorporated into the AMP.

There are a number of grant programs that the next steps in the Asset Management Plan Strategy will be eligible for funding.

#### Infrastructure Report Card

The following Infrastructure Report Card shows:

Average Asset Health Grade C

Average Financial Capacity Grade F

Overall Grade for the Municipality F

## X. 2016 Infrastructure Report Card

The following infrastructure report card illustrates the municipality's performance on the two key factors: Asset Health and Financial Capacity. Appendix 1 provides the full grading scale and conversion chart, as well as detailed descriptions, for each grading level.

Table 46 2016 Infrastructure Report Card

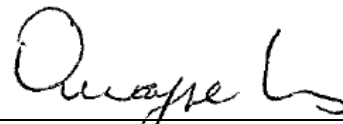
Asset class	Asset Health Grade	Funding Percentage	Financial Capacity Grade	Average Asset class Grade	Comments
Roads	B	27%	F	D	Based on 2016 replacement cost, and a blend of age-based and field data, 64% of assets, with a valuation of \$139 million are in good to very good condition. However, nearly 30% are in poor to very poor condition.  The municipality is funding 28% of its long-term needs for tax funded assets and 43% for its rate funded assets.
Bridges & Culverts	B	0%	F	C	
Water System	B	56%	D	C	
Sanitary Services	C	35%	F	D	
Storm	B	2%	F	D	
Buildings & Facilities	D	19%	F	F	
Machinery & Equipment	D	124%	A	C	
Land Improvements	D	43%	F	F	
Fleet	D	32%	F	F	
Average Asset Health Grade				C	
Average Financial Capacity Grade				F	
Overall Grade for the Municipality				F	

### RELATIONSHIP TO STRATEGIC PLAN

Goal #4 – Our administration is fiscally responsible and strives for operational excellence.



Donna White, Director of Finance



Dwayne Evans, CAO

# AMP2016

[www.publicsectordigest.com](http://www.publicsectordigest.com)

The 2016 Asset Management Plan for the  
**Township of North Huron**

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# Executive Summary

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Infrastructure is inextricably linked to the economic, social and environmental advancement of a community. Municipalities own and manage nearly 60% of the public infrastructure stock in Canada. As analyzed in this asset management plan (AMP), the Township of North Huron's infrastructure portfolio comprises nine distinct infrastructure categories: road network, bridges & culverts, buildings, storm, water, sanitary, land improvements, fleet, and machinery & equipment. The asset classes analyzed in this asset management plan for the municipality had a total 2016 valuation of \$215 million, of which sanitary comprised 29%, followed by buildings at 19%.

Major investments in infrastructure began in the early 1960s where investments peaked a 2016 value of nearly \$35 million, with over \$30 million for sanitary sewers. Since then, investments have fluctuated over the decades. Since nearly 2010, investments were made into various assets having a 2016 valuation of nearly \$15 million.

Strategic asset management is critical in extracting the highest total value from public assets at the lowest lifecycle cost. This AMP, the municipality's second following the completion of its first edition in 2013, details the state of infrastructure of the municipality's service areas and provides asset management and financial strategies designed to facilitate its pursuit of developing an advanced asset management program and mitigate long-term funding gaps.

Based on 2016 replacement cost, and a blend of age-based and field data, 64% of assets, with a valuation of \$139 million are in good to very good condition. However, nearly 30% are in poor to very poor condition. Nearly 80% of the assets analyzed in this AMP have at least 10 years of useful life remaining. However, 11%, with a valuation of \$24 million, remain in operation beyond their established useful life. An additional 4%, with a valuation of \$9 million, will reach the end of their useful life within the next five years.

In order for an AMP to be effectively put into action, it must be integrated with financial planning and long-term budgeting. The development of a comprehensive financial plan will allow the municipality to identify the financial resources required for sustainable asset management based on existing asset inventories, desired levels of service, and projected growth requirements.

The average annual investment requirement for tax funded categories is \$4,044,000. Annual revenue currently allocated to these assets for capital purposes is \$1,128,000, leaving an annual deficit of \$2,916,000. To put it another way, these infrastructure categories are currently funded at 28% of their long-term requirements. In 2016, the municipality has annual tax revenues of \$4,721,000. Our strategy includes full funding being achieved over 20 years by:

- when realized, reallocating the debt cost reductions of \$250,000 to the infrastructure deficit as outlined above.
- increasing tax revenues by 2.6% each year for the next 20 years solely for the purpose of phasing in full funding to the tax funded asset classes covered in this AMP.
- allocating the current gas tax and OCIF revenue as outlined in Table 36.
- allocating the scheduled OCIF grant increases to the infrastructure deficit as they occur.
- reallocating appropriate revenue from categories in a surplus position to those in a deficit position.



- increasing existing and future infrastructure budgets by the applicable inflation index on an annual basis in addition to the deficit phase-in.

The average annual investment requirement for sanitary services and water services is \$1,465,000. Annual revenue currently allocated to these assets for capital purposes is \$628,000 leaving an annual deficit of \$837,000. To put it another way, these infrastructure categories are currently funded at 43% of their long-term requirements. In 2016, North Huron has annual sanitary revenues of \$906,000 and annual water revenues of \$1,061,000. We recommend a 20 year option for full funding that includes reallocations of decreases in debt repayments. This involves full funding being achieved over 20 years by:

- increasing rate revenues by 3.2% for sanitary services and 1.2% for water services each year for the next 20 years solely for the purpose of phasing in full funding to rate funded categories.
- increasing existing and future infrastructure budgets by the applicable inflation index on an annual basis in addition to the deficit phase-in.

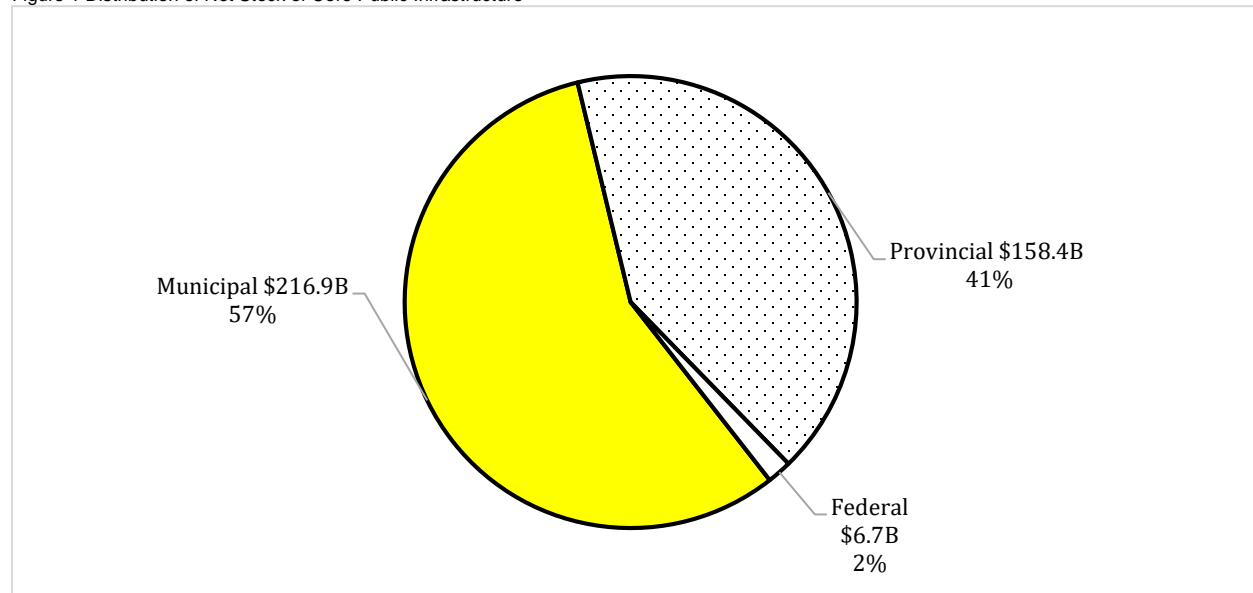
Although our financial strategies allow the municipalities to meet its long-term funding requirements and reach fiscal sustainability, injection of additional revenues will be required to mitigate existing infrastructure backlogs.

A critical aspect of this asset management plan is the level of confidence the municipality has in the data used to develop the state of the infrastructure and form the appropriate financial strategies. The municipality has indicated medium degree of confidence in the accuracy, validity and completeness of the asset data for all categories analyzed in this asset management plan.

# I. Introduction & Context

Across Canada, municipal share of public infrastructure increased from 22% in 1955 to nearly 60% in 2013. The federal government's share of critical infrastructure stock, including roads, water and wastewater, declined by nearly 80% in value since 1963.<sup>1</sup>

Figure 1 Distribution of Net Stock of Core Public Infrastructure



Ontario's municipalities own more of the province's infrastructure assets than both the provincial and federal government. The asset portfolios managed by Ontario's municipalities are also highly diverse. The total replacement cost of capital assets analyzed in this document. The municipality relies on these assets to provide residents, businesses, employees and visitors with safe access to important services, such as transportation, recreation, culture, economic development and much more. As such, it is critical that the municipality manage these assets optimally in order to produce the highest total value for taxpayers. This asset management plan, (AMP) will assist the municipality in the pursuit of judicious asset management for its capital assets.

<sup>1</sup> Larry Miller, Updating Infrastructure In Canada: An Examination of Needs And Investments Report of the Standing Committee on Transport, Infrastructure and Communities, June 2015

## II. Asset Management

Asset management can be best defined as an integrated business approach within an organization with the aim to minimize the lifecycle costs of owning, operating, and maintaining assets, at an acceptable level of risk, while continuously delivering established levels of service for present and future customers. It includes the planning, design, construction, operation and maintenance of infrastructure used to provide services. By implementing asset management processes, infrastructure needs can be prioritized over time, while ensuring timely investments to minimize repair and rehabilitation costs and maintain municipal assets.

Table 1 Objectives of Asset Management

Inventory	Capture all asset types, inventories and historical data.
Current Valuation	Calculate current condition ratings and replacement values.
Life Cycle Analysis	Identify Maintenance and Renewal Strategies & Life Cycle Costs.
Service Level Targets	Define measurable Levels of Service Targets
Risk & Prioritization	Integrates all asset classes through risk and prioritization strategies.
Sustainable Financing	Identify sustainable Financing Strategies for all asset classes.
Continuous Processes	Provide continuous processes to ensure asset information is kept current and accurate.
Decision Making & Transparency	Integrate asset management information into all corporate purchases, acquisitions and assumptions.
Monitoring & Reporting	At defined intervals, assess the assets and report on progress and performance.

# 1. Overarching Principles

The Institute of Asset Management (IAM) recommends the adoption of seven key principles for a sustainable asset management program. According to IAM, asset management must be:<sup>2</sup>

Table 2 Principles of Asset Management

Holistic	Asset management must be cross-disciplinary, total value focused
Systematic	Rigorously applied in a structured management system
Systemic	Looking at assets in their systems context, again for net, total value
Risk-based	Incorporating risk appropriately into all decision-making
Optimal	Seeking the best compromise between conflicting objectives, such as costs versus performance versus risks etc.
Sustainable	Plans must deliver optimal asset life cycles, ongoing systems performance, environmental and other long term consequences.
Integrated	At the heart of good asset management lies the need to be joined-up. The total jigsaw puzzle needs to work as a whole - and this is not just the sum of the parts.

<sup>2</sup> "Key Principles", The Institute of Asset Management, [www.iam.org](http://www.iam.org)

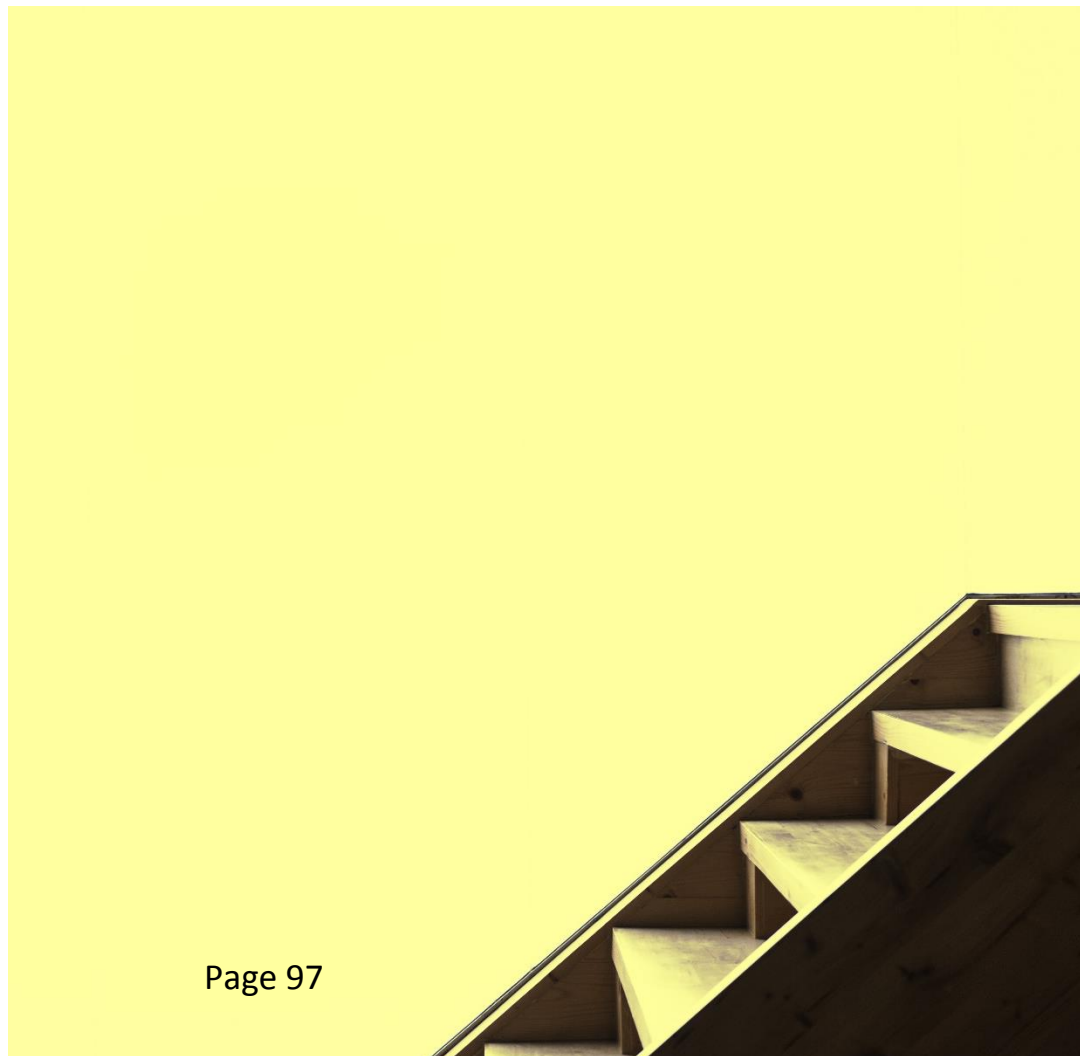
### III. AMP Objectives and Content

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This AMP is one component of the Township of North Huron's overarching corporate strategy. It was developed to support the municipality's vision for its asset management practice and programs. It provides key asset attribute data, including current composition of the municipality's infrastructure portfolio, inventory, useful life etc., summarizes the physical health of the capital assets, assess the municipality's current capital spending framework, and outlines financial strategies to achieve fiscal sustainability in the long-term while reducing and eventually eliminating funding gaps.

As with the first edition of the municipality's asset management plan in 2013, this AMP is developed in accordance with provincial standards and guidelines, and new requirements under the federal Gas Tax Fund stipulating the inclusion of all eligible asset classes. Previously, only core infrastructure categories were analyzed. The following asset classes are analysed in this document: road network; bridges & culverts; facilities; computer systems; equipment; fleet; and land improvements.

This AMP includes a detailed discussion of the state of local infrastructure and assets for each class; outlines industry standards levels of service and key performance indicators (KPIs); outlines asset management renewal strategy for major infrastructure; and provides financial strategy to mitigate funding shortfalls.



## IV. Data and Methodology

---

The municipality's dataset for the asset classes analyzed in this AMP are maintained in PSD's CityWide® Tangible Assets module. This dataset includes key asset attributes and PSAB 3150 data, including historical costs, in-service dates, field inspection data (as available), asset health, replacement costs, etc.

### 1. Condition Data

---

Municipalities implement a straight-line amortization schedule approach to depreciate their capital assets. In general, this approach may not be reflective of an asset's actual condition and the true nature of its deterioration, which tends to accelerate toward the end of the asset's lifecycle. However, it is a useful approximation in the absence of standardized decay models and actual field condition data and can provide a benchmark for future requirements. We analyze each asset individually; therefore, while deficiencies may be present at the individual level, imprecisions are minimized at the asset-class level as the data is aggregated.

As available, actual field condition data was used to make recommendations more precise. The value of condition data cannot be overstated as they provide a more accurate representation of the state of infrastructure. The type of condition data used for each class is indicated in Chapter V, Section 2.

## 2. Financial Data

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In this AMP, the average annual requirement is the amount based on current replacement costs that municipalities should set aside annually for each infrastructure class so that assets can be replaced upon reaching the end of their lifecycle.

To determine current funding capacity, all existing sources of funding are identified, aggregated, and an average for the previous three years is calculated, as data is available. These figures are then assessed against the average annual requirements, and are used to calculate the annual funding shortfall (surplus) and for forming the financial strategies.

In addition to the annual shortfall, the majority of municipalities face significant infrastructure backlogs. The infrastructure backlog is the accrued financial investment needed in the short-term to bring the assets to a state of good repair. This amount is identified for each asset class.

Only predictable sources of funding are used, e.g., tax and rate revenues, user fees, and other streams of income the municipality can rely on with a high degree of certainty. Government grants and other ad-hoc injections of capital are not enumerated in this asset management plan given their unpredictability. As senior governments make greater, more predictable and permanent commitments to funding municipal infrastructure programs, e.g., the federal Gas Tax Fund, future iterations of this asset management plan will account for such funding sources.

### 3. Infrastructure Report Card

The asset management plan is a complex document, but one with direct implications on the public, a group with varying degrees of technical knowledge. To facilitate communications, we've developed an Infrastructure Report Card that summarizes our findings in accessible language that municipalities can use for internal and external distribution. The report card is developed using two key, equally weighted factors:

Table 3 Infrastructure Report Card Description

Financial Capacity		A municipality's financial capacity is determined by how well it's meeting the average annual investment requirements (0-100%) for each infrastructure class.
Asset Health		Using either field inspection data as available or age-based data, the asset health provide a grades for each infrastructure class based on the portion of assets in poor to excellent condition (0-100%). We use replacement cost to determine the weight of each condition group within the asset class.
Letter Grade	Rating	Description
A	Very Good	The asset is functioning and performing well; only normal preventative maintenance is required. The municipality is fully prepared for its long-term replacement needs based on its existing infrastructure portfolio.
B	Good	The municipality is well prepared to fund its long-term replacement needs but requires additional funding strategies in the short-term to begin to increase its reserves.
C	Fair	The asset's performance or function has started to degrade and repair/rehabilitation is required to minimize lifecycle cost. The municipality is underpreparing to fund its long-term infrastructure needs. The replacement of assets in the short- and medium-term will likely be deferred to future years.
D	Poor	The asset's performance and function is below the desired level and immediate repair/rehabilitation is required. The municipality is not well prepared to fund its replacement needs in the short-, medium- or long-term. Asset replacements will be deferred and levels of service may be reduced.
F	Very Poor	The municipality is significantly underfunding its short-term, medium-term, and long-term infrastructure requirements based on existing funds allocation. Asset replacements will be deferred indefinitely. The municipality may have to divest some of its assets (e.g., bridge closures, arena closures) and levels of service will be reduced significantly.



## 4. Limitations and Assumptions

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Several limitations continue to persist as municipalities advance their asset management practices.

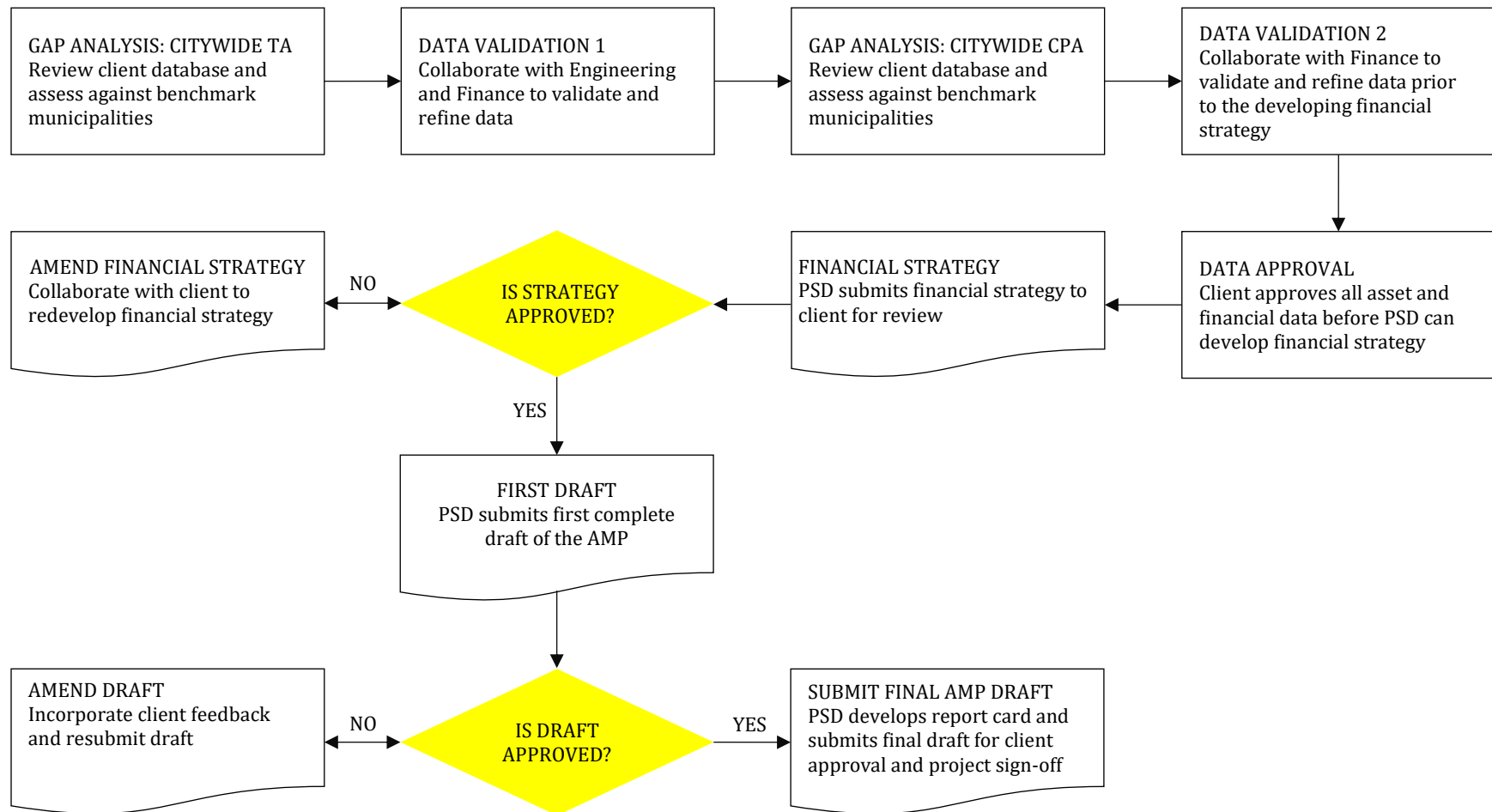
- As available, we use field condition assessment data to determine both the state of infrastructure and develop the financial strategies. However, in the absence of observed data, we rely on the age of assets to estimate their physical condition.
- A second limitation is the use of inflation measures, for example using CPI/NRBCPI to inflate historical costs in the absence of actual replacement costs. While a reasonable approximation, the use of such multipliers may not be reflective of market prices and may over- or understate the value of a municipality's infrastructure portfolio and the resulting capital requirements.
- Our calculations and recommendations will reflect the best available data at the time this AMP was developed.
- The focus of this plan is restricted to capital expenditures and does not capture O&M expenditures on infrastructure.



## 5. Process

High data quality is the foundation of intelligent decision-making. Generally, there are two primary causes of poor decisions: Inaccurate or incomplete data, and the misinterpretation of data used. The figure below illustrates an abbreviated version of our work order/work flow process between PSD and municipal staff. It is designed to ensure maximum confidence in the raw data used to develop the AMP, the interpretation of the AMP by all stakeholders, and ultimately, the application of the strategies outlined in this AMP.

Figure 2 Developing the AMP – Work Flow and Process



## 6. Data Confidence Rating

Staff confidence in the data used to develop the AMP can determine the extent to which recommendations are applied. Low confidence suggests uncertainty about the data and can undermine the validity of the analysis. High data confidence endorses the findings and strategies, and the AMP can become an important, reliable reference guide for interdepartmental communication as well as a manual for long-term corporate decision-making. Having a numerical rating for confidence also allows the municipality to track its progress over time and eliminate data gaps.

Data confidence in this AMP is determined using five key factors and is based on the City of Brantford's approach. Municipal staff provide their level of confidence (score) in each factor for major asset classes along a spectrum, ranging from 0, suggesting low confidence in the data, to 100 indicative of high certainty regarding inputs. The five Factors used to calculate the municipality's data confidence ratings are:

F1	F2	F3	F4	F5
The data is up to date.	The data is complete and uniform.	The data comes from an authoritative source	The data is error free.	The data is verified by an authoritative source.

The municipality's self-assessed score in each factor is then used to calculate data confidence in each asset class using Equation 1 below.

$$\text{Asset Class Data Confidence Rating} = \sum \text{Score in each factor} \times \frac{1}{5}$$

## V. Summary Statistics

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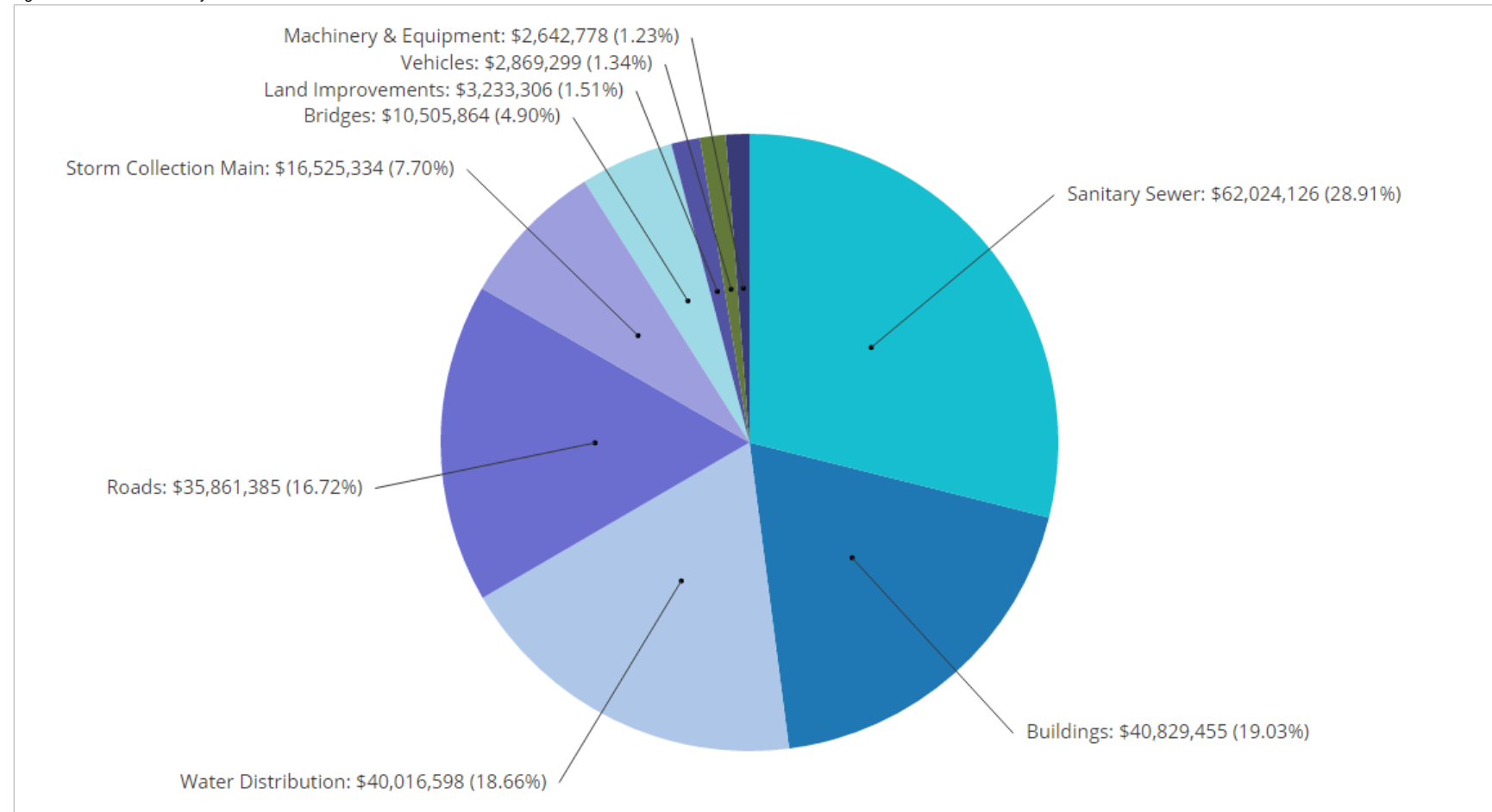
In this section, we aggregate technical and financial data across all asset classes analyzed in this AMP, and summarize the state of the infrastructure using key indicators, including asset condition, useful life consumption, and important financial measurements.



# 1. Asset Valuation

The asset classes analyzed in this asset management plan for the municipality had a total 2016 valuation of \$215 million, of which sanitary services comprised 29%, followed by buildings at 19%. The ownership per household (Figure 4) totaled \$97,000.

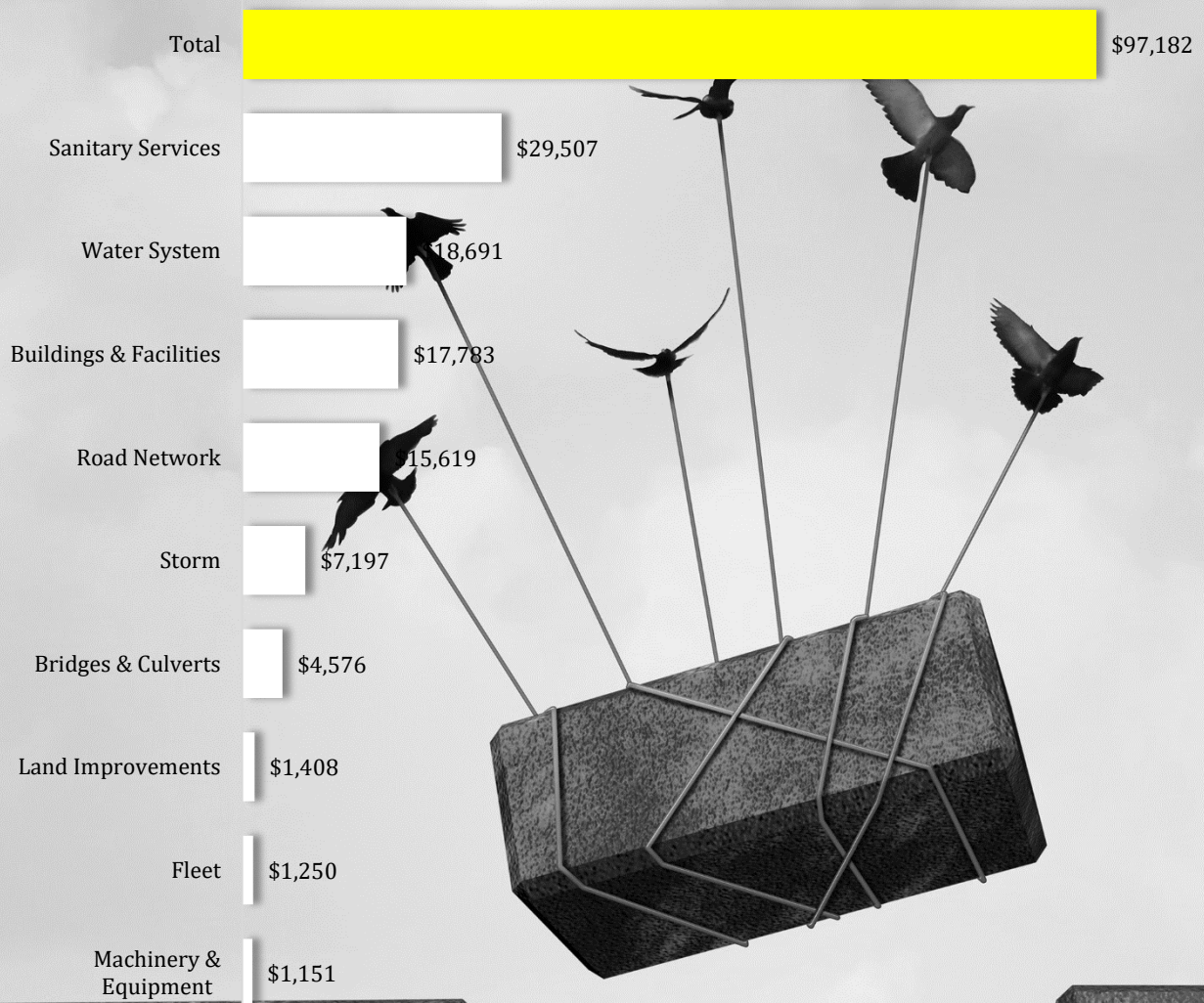
Figure 3 Asset Valuation by Class



**Total: \$214,508,145**



Figure 4 2016 Ownership Per Household



## 2. Source of Condition Data by Asset Class

Observed data will provide the most precise indication of an asset's physical health. In the absence of such information, age of capital assets can be used as a meaningful approximation of the asset's condition. Table 4 indicates the source of condition data used for each of the nine asset classes in this AMP.

Table 4 Source of Condition Data by Asset Class

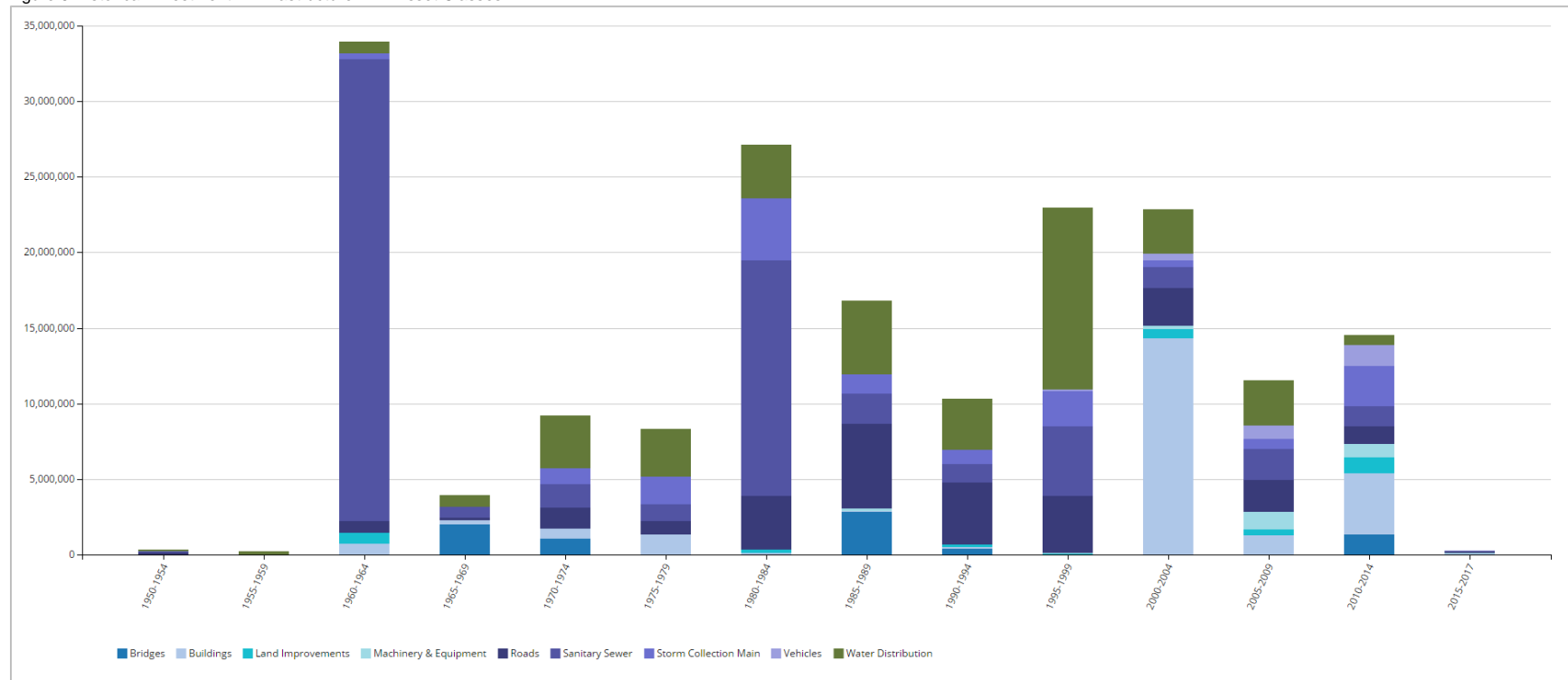
Asset class	Component	Source of Condition Data
Roads Network	Paved - HCB	Assessed: 93%
	Paved - LCB	Age-based: 97%
	Sidewalks	Assessed: 98%
	Unpaved	Assessed
Bridges & Culverts	ALL	Assessed: 90%
Water System	Mains	Assessed: 77%
	Facilities	Age-based
	Equipment	Age-based
Sanitary Services	Forcemains	Age-based
	Equipment	Age-based
	Facilities	Age-based
	Mains	Assessed
Storm	Mains	Age-based: 54%
Buildings & Facilities	ALL	Age-based
Machinery & Equipment	ALL	Age-based
Land Improvements	ALL	Age-based
Fleet	ALL	Age-based



### 3. Historical Investment in Infrastructure – All Asset Classes

In conjunction with condition data, two other measurements can augment staff understanding of the state of infrastructure and impending and long-term infrastructure needs: installation year profile, and useful life remaining. The installation year profile in Figure 5 illustrates the historical investments in infrastructure across the asset classes analyzed in this AMP since 1950 using 2016 replacement costs. Often, investment in critical infrastructure parallels population growth or other significant shifts in demographics.

Figure 5 Historical Investment in Infrastructure – All Asset Classes



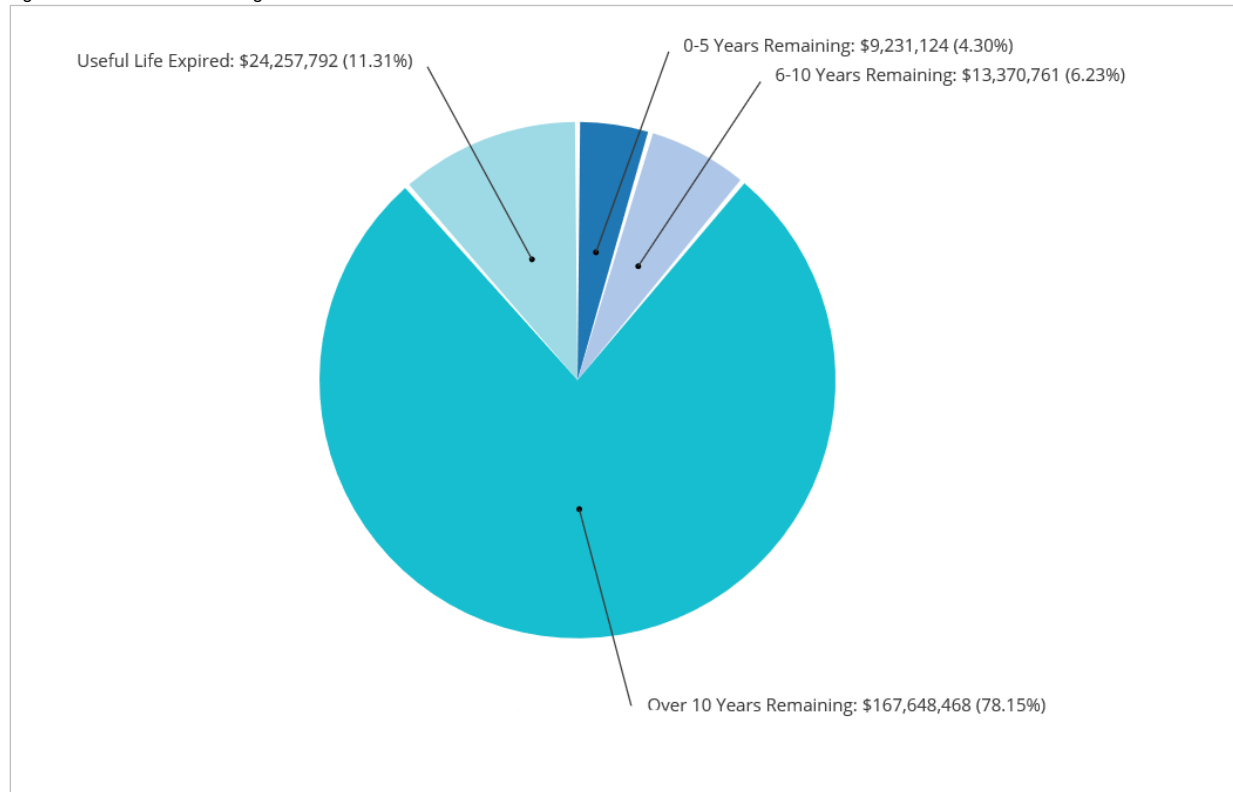
Major investments in infrastructure began in the early 1960s where investments peaked a 2016 value of nearly \$35 million, with over \$30 million for sanitary sewers. Since then, investments have fluctuated over the decades. Since nearly 2010, investments were made into various assets having a 2016 valuation of nearly \$15 million.



## 4. Useful Life Consumption – All Asset Classes

While age is not a precise indicator of an asset's health, in the absence of observed condition assessment data, it can serve as a high-level, meaningful approximation and help guide replacement needs and facilitate strategic budgeting. Figure 6 shows the distribution of assets based on the percentage of useful life already consumed.

Figure 6 Useful Life Remaining as of 2015 – All Asset Classes

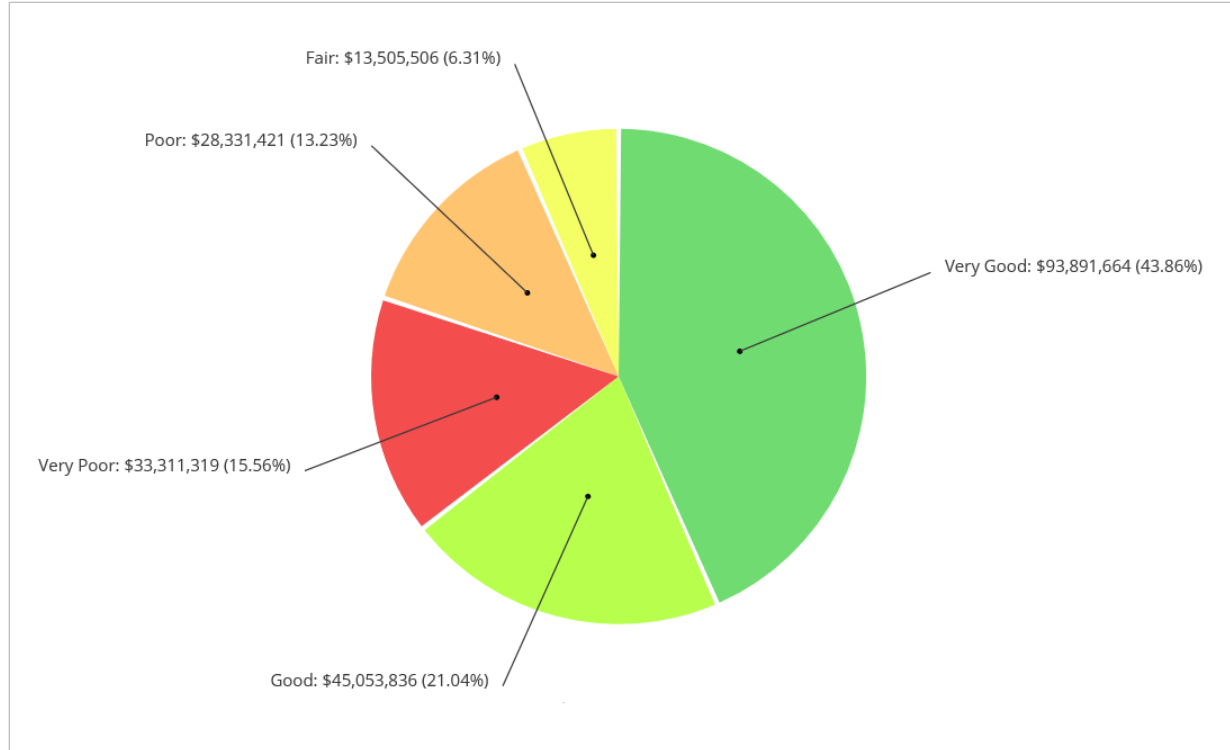


Nearly 80% of the assets analyzed in this AMP have at least 10 years of useful life remaining. However, 11%, with a valuation of \$24 million, remain in operation beyond their established useful life. An additional 4%, with a valuation of \$9 million, will reach the end of their useful life within the next five years.

## 5. Overall Condition – All Asset Classes

Based on 2016 replacement cost, and a blend of age-based and field data, 64% of assets, with a valuation of \$139 million are in good to very good condition. However, nearly 30% are in poor to very poor condition.

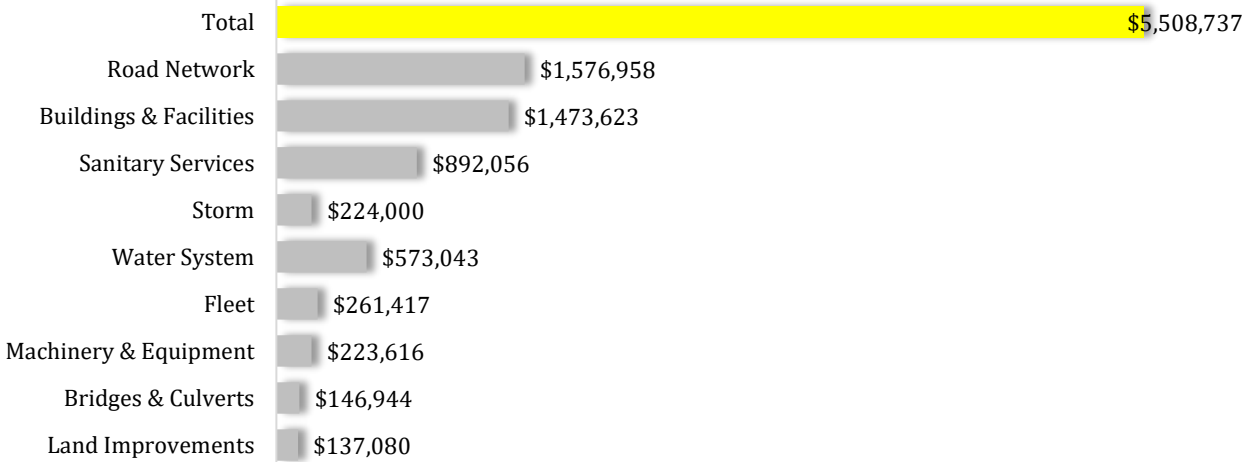
Figure 7 Asset Condition Distribution by Replacement Cost as of 2015 – All Asset Classes



## 6. Financial Profile

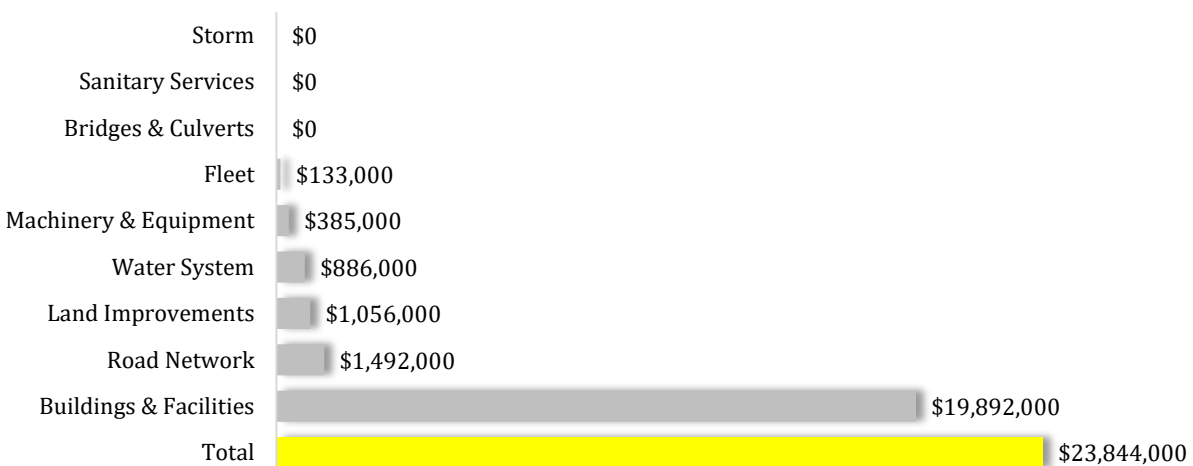
This section details key financial indicators related to the municipality's asset classes as analyzed in this asset management plan.

Figure 8 Annual Requirements by Asset Class



The annual requirements represent the amount the municipality should allocate annually to each of its asset classes to meet replacement need as they arise, prevent infrastructure backlogs and achieve long-term sustainability. In total, the municipality must allocate \$6 million annually for the assets covered in this AMP.

Figure 9 Infrastructure Backlog – All Asset Classes

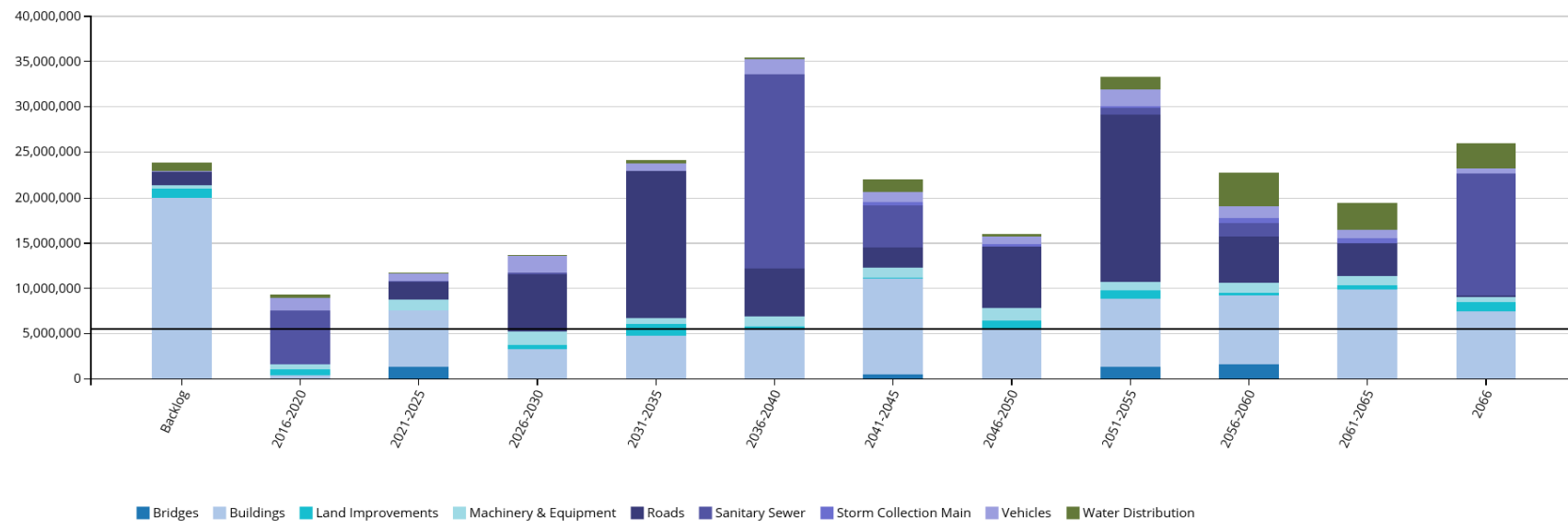


The municipality has a combined infrastructure backlog of \$24 million, with buildings & facilities comprising 83%. The backlog represents the investment needed today to meet previously deferred replacement needs. In the absence of assessed data, the backlog represents the value of assets still in operation beyond their established useful life.

## 7. Replacement Profile – All Asset Classes

In this section, we illustrate the aggregate short-, medium- and long-term infrastructure spending requirements (replacement only) for the municipality's asset classes as analyzed in this AMP. The backlog is the aggregate investment in infrastructure that was deferred over previous years or decades. In the absence of observed data, the backlog represents the value of assets that remain in operation beyond their useful life.

Figure 10 Replacement Profile – All Asset Classes



Based on age and condition data, the municipality has a combined backlog of \$24 million, of which buildings & facilities comprises \$20 million. Aggregate replacement needs will total more than \$9 million over the next five years, nearly \$6 million of which is associated with sanitary services. An additional \$11.7 million will be required between 2021 and 2025. The municipality's aggregate annual requirements (indicated by the black line) total \$5.5 million. At this funding level, the municipality is allocating sufficient funds on an annual basis to meet the replacement needs for its various asset classes as they arise without the need for deferring projects and accruing annual infrastructure deficits. Currently, the municipality is funding 28% of the annual requirements for tax-funded assets and 43% for rate-funded assets. See the 'Financial Strategy' chapter for achieving a more optimal and sustainable funding level. Further, while fulfilling the annual requirements will position the municipality to meet its future replacement needs, injection of additional revenues will be needed to mitigate existing infrastructure backlogs.

## 8. Data Confidence

The municipality has a medium degree of confidence in the data used to develop this AMP, receiving a weighted confidence rating of 75%. This is indicative of significant effort in collecting and refining its data set. The lowest data confidence rating was assigned to the municipality's buildings & facilities assets.

Table 5 Data Confidence Ratings

Asset Class	The data is up-to-date.	The data is complete and uniform.	The data comes from an authoritative source.	The data is error free.	The data is verified by an authoritative source.	Average Confidence Rating	Weighted Average Data Confidence Rating
Road Network	80%	80%	90%	80%	70%	80%	13%
Bridges & Culverts	70%	70%	90%	80%	70%	76%	4%
Water System	80%	80%	80%	75%	75%	78%	15%
Sanitary Services	80%	80%	80%	70%	70%	76%	22%
Storm	80%	80%	80%	75%	75%	78%	6%
Buildings & Facilities	60%	70%	70%	60%	60%	64%	12%
Machinery & Equipment	70%	70%	70%	70%	70%	70%	1%
Land Improvements	70%	70%	60%	60%	70%	66%	1%
Fleet	70%	70%	70%	70%	70%	70%	1%
Overall Weighted Average Data Confidence Rating							75%

## VI. State of Local Infrastructure

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In this section, we detail key indicators for each class discussed in this asset management plan. The state of local infrastructure includes the full inventory, condition ratings, useful life consumption data, and the backlog and upcoming infrastructure needs for each asset class. As available, assessed condition data was used to inform the discussion and recommendations; in the absence of such information, age-based data was used as the next best alternative.



# 1. Road Network

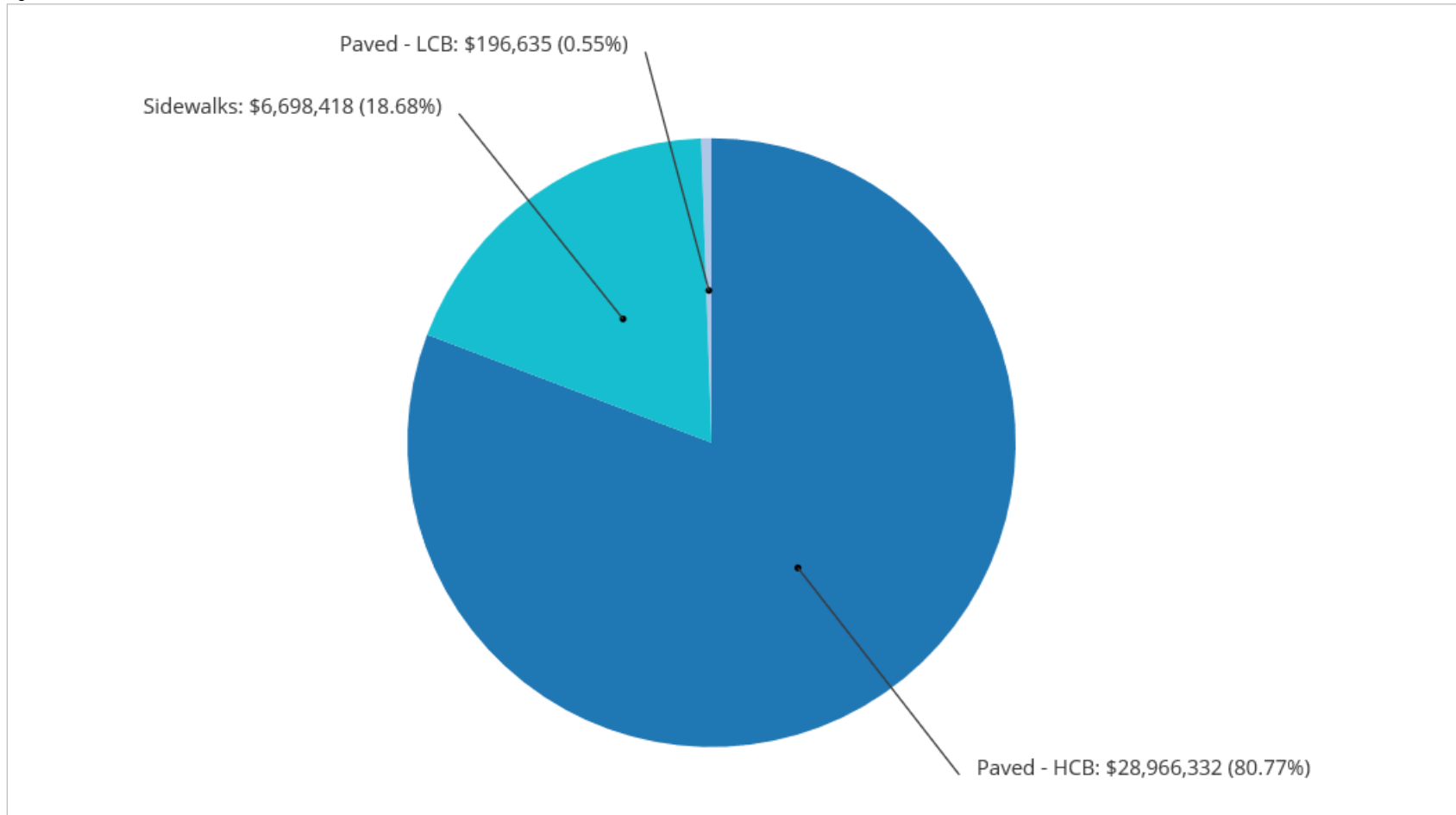
## 1.1 Asset Portfolio: Quantity, Useful Life and Replacement Cost

Table 6 illustrates key asset attributes for the municipality's road network, including quantities of various assets, their useful life, their replacement cost, and the valuation method by which the replacement cost were derived. In total, the municipality's roads assets are valued at \$36 million based on 2016 replacement costs. The useful life indicated for the asset types below was assigned by the municipality and obtained from the municipality's accounting data as maintained in the CityWide® Tangible Asset module.

Table 6 Key Asset Attributes – Road Network

Asset Type	Asset Component	Quantity	Useful Life in Years	Valuation Method	2016 Replacement Cost
Road Network	Paved - LCB	4km	10, 20	NRBCPI Quarterly (Toronto)	\$196,635
	Paved - HCB	60km	20	NRBCPI Quarterly (Toronto)	\$28,966,332
	Unpaved	111km	100	Not Planned for Replacement	\$0
	Sidewalks	27km	30, 60	NRBCPI Quarterly (Toronto)	\$6,698,418
Total					\$35,861,385

Figure 11 Asset Valuation – Road Network

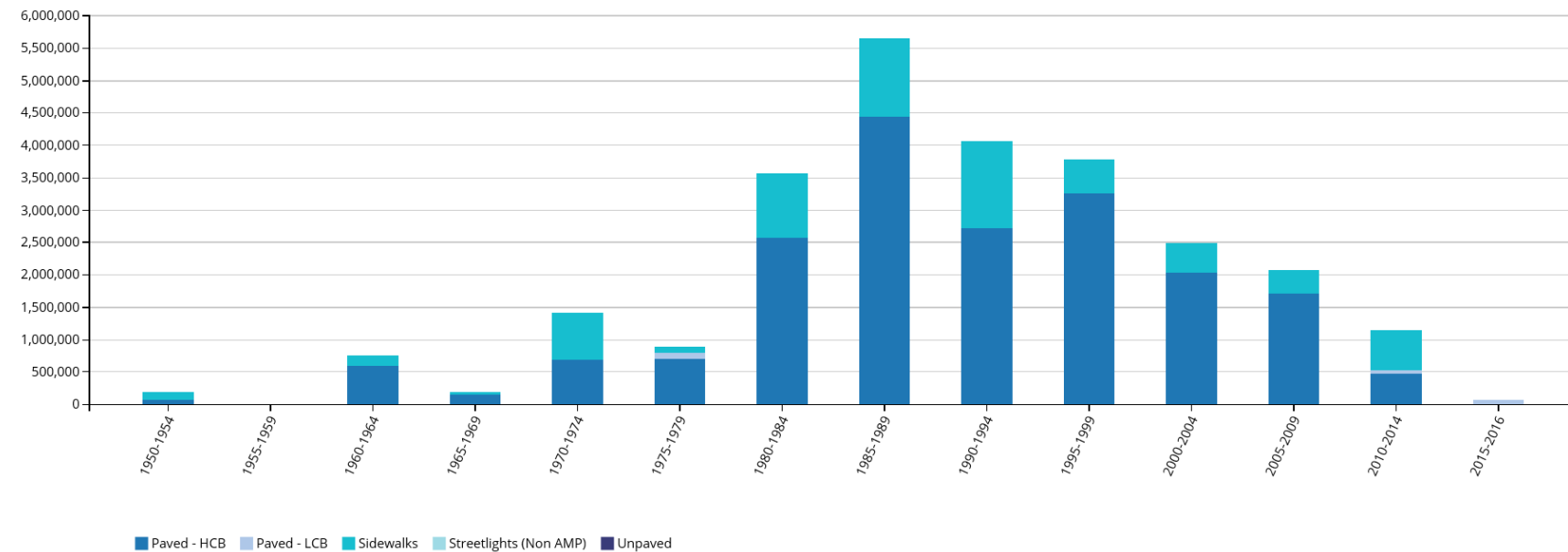




## 1.2 Historical Investment in Infrastructure

Figure 12 shows the municipality's historical investments in its road network since 1950. While observed condition data will provide superior accuracy in estimating replacement needs and should be incorporated into strategic plans, in the absence of such information, understanding past expenditure patterns and current useful life consumption levels (Section 1.3) can inform the forecasting and planning of short-, medium- and long-term replacement needs.

Figure 12 Historical Investment – Road Network

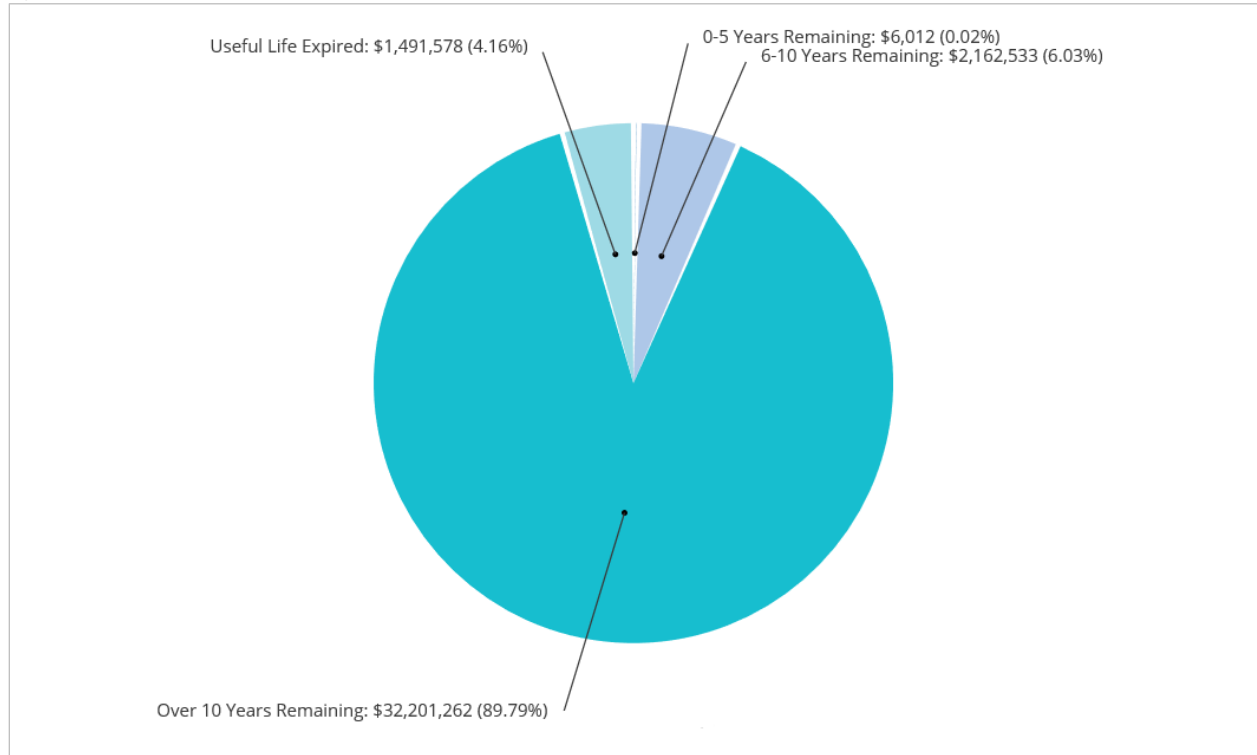


Investments in the municipality's road network rose consistently starting in the 1980s. Major investments in paved surfaces, totaling \$4.4 million were made between 1985-1989. Since 2000, expenditures in roads have totaled \$5.7 million. Note that the values provided are the 2016 replacement value of the assets.

### 1.3 Useful Life Consumption

In this section, we detail the extent to which assets have consumed their useful life based on the above, established useful life standards. In conjunction historical spending patterns, observed condition data, understanding the consumption rate of assets based on industry established useful life measures provides a more complete profile of the state of a community's infrastructure. Figure 13 illustrates the useful life consumption levels as of 2015 for the municipality's road network.

Figure 13 Useful Life Consumption - Road Network

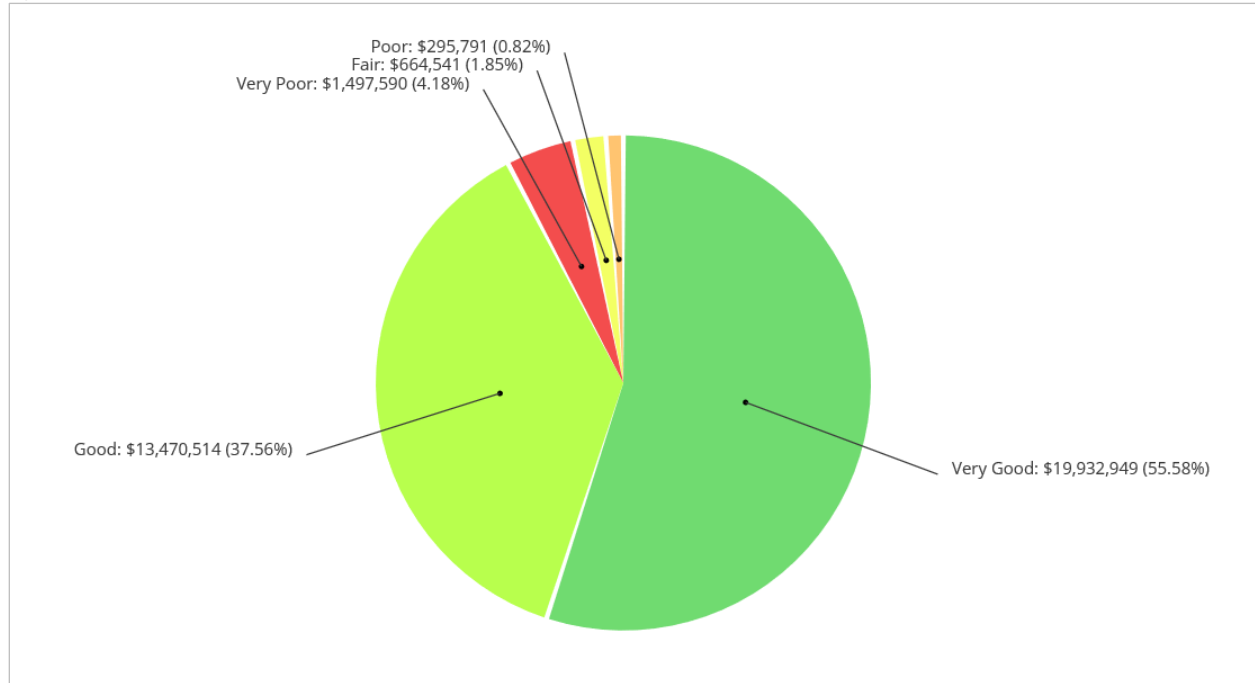


While 90% of the assets have at least 10 years of useful life remaining, 4%, with a valuation of \$1.5 million, remain in operation beyond their useful life.

## 1.4 Current Asset Condition

Using replacement cost, in this section, we summarize the condition of the municipality's road network as of 2015. By default, we rely on observed field data as provided by the municipality. In the absence of such information, age-based data is used as a proxy. The municipality has provided condition data for the majority of its linear road assets.

Figure 14 Asset Condition – Road Network (Assessed: Majority)

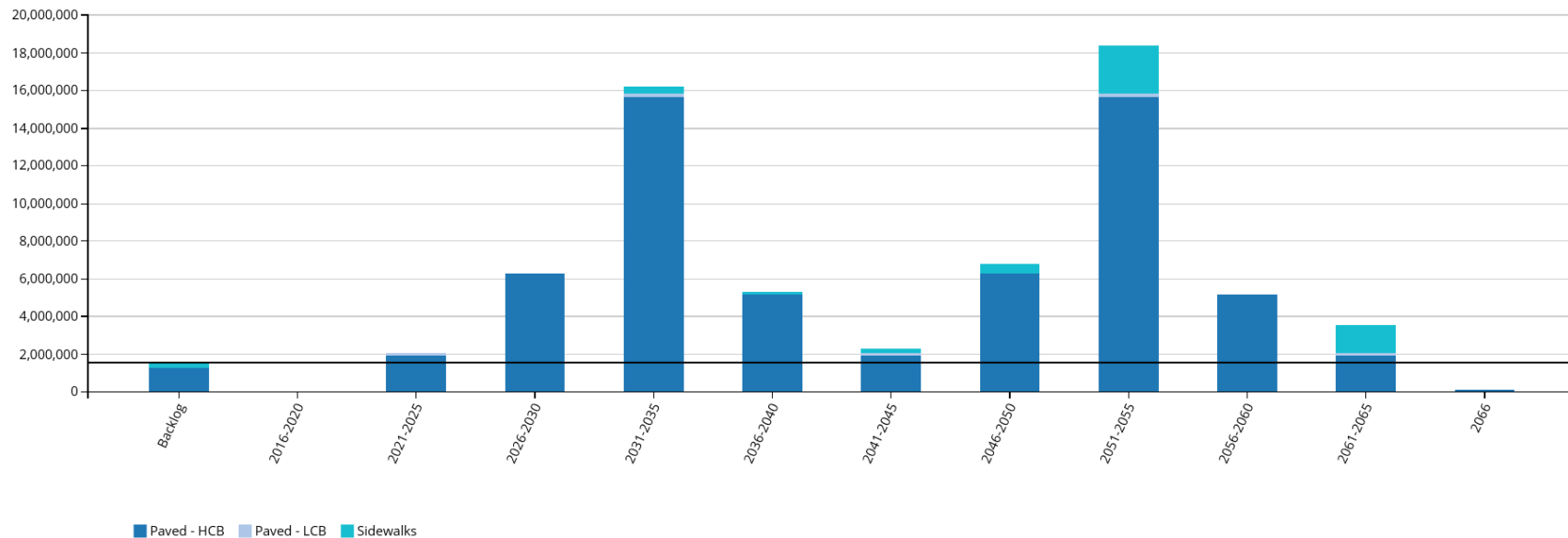


Based primarily on field condition data, more than 90% of the municipality's road network is in good to very good condition; 5%, with a valuation of \$1.8 million, is in poor to very poor condition.

## 1.5 Forecasting Replacement Needs

In this section, we illustrate the short-, medium- and long-term infrastructure spending requirements (replacement only) for the municipality's road network assets. The backlog is the aggregate investment in infrastructure that was deferred over previous years or decades. In the absence of observed data, the backlog represents the value of assets that remain in operation beyond their useful life.

Figure 15 Forecasting Replacement Needs – Road Network



In addition to a backlog of \$1.5 million, replacement needs are forecasted to be \$2 million in the next 10 years. The municipality's annual requirements (indicated by the black line) for its road network total \$1.6 million. At this funding level, the municipality is allocating sufficient funds on an annual basis to meet replacement needs as they arise without the need for deferring projects and accruing annual infrastructure deficits. However, the municipality is currently allocating \$420,000, leaving an annual deficit of \$1.2 million. See the 'Financial Strategy' section for achieving a more optimal and sustainable funding level. Further, while fulfilling the annual requirements will position the municipality to meet its future replacement needs, injection of additional revenues will be needed to mitigate existing infrastructure backlogs.

## 1.6 Recommendations – Road Network

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- The municipality should continue its condition assessments of its road network and expand the program to incorporate additional LCB segments.
- The data collected through condition assessment programs should be integrated into a risk management framework which will guide prioritization of the \$1.5 million backlog as well as short-, medium-, and long-term replacement needs. See Section 4, 'Risk' in the 'Asset Management Strategies' chapter for more information.
- In addition to the above, a tailored life cycle activity framework should also be developed to promote standard life cycle management of the road network as outlined further within the "Asset Management Strategy" section of this AMP.
- Road network key performance indicators should be established and tracked annually as part of an overall level of service model. See Section 7 'Levels of Service'.
- The municipality is funding only 27% of its long-term requirements on an annual basis. See the 'Financial Strategy' section on how to achieve more sustainable funding levels.

## 2. Bridges & Culverts

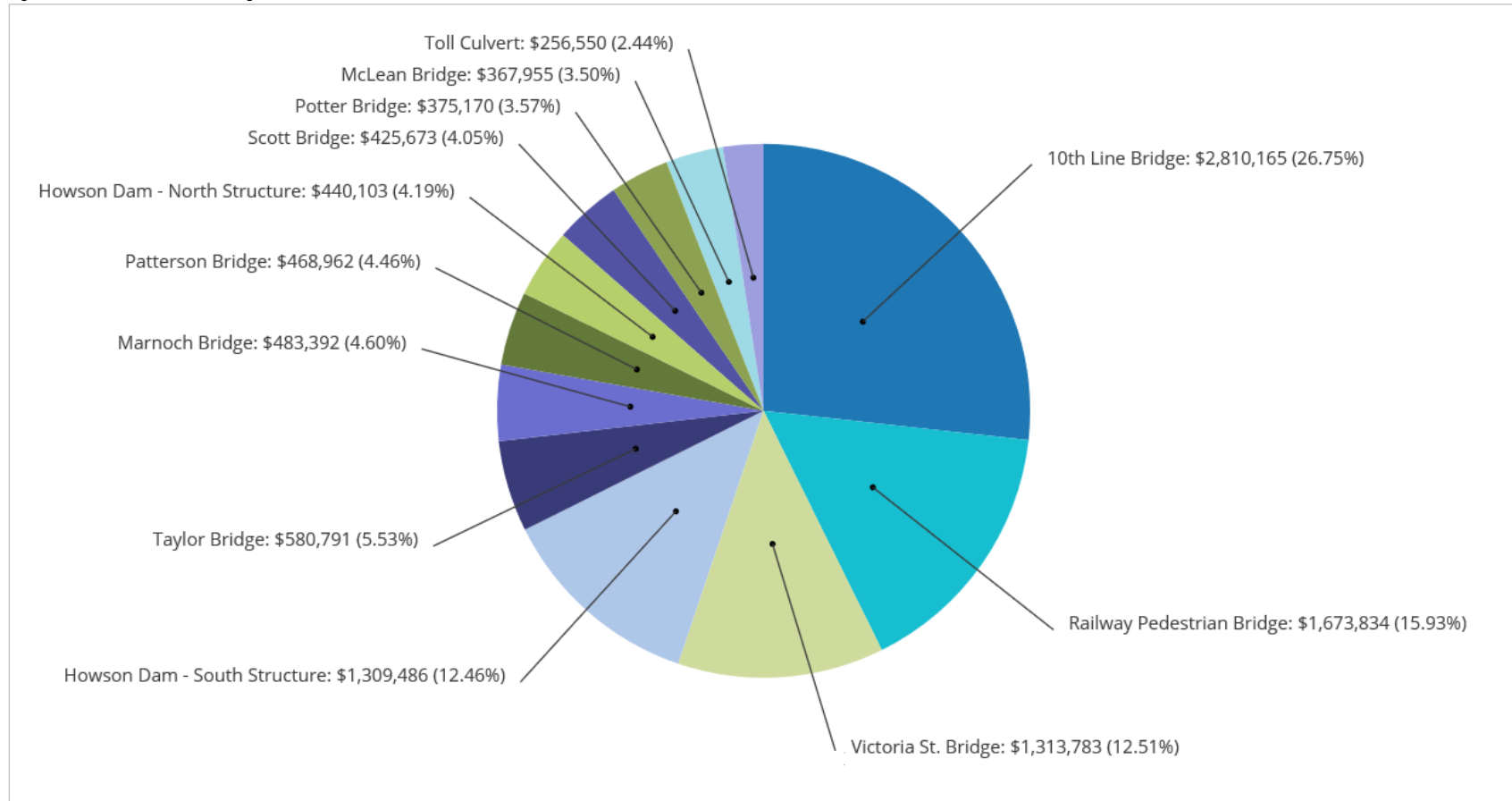
### 2.1 Asset Portfolio: Quantity, Useful Life and Replacement Cost

Table 7 illustrates key asset attributes for the municipality's bridges & culverts, including quantities of various assets, their useful life, their replacement cost, and the valuation method by which the replacement costs were derived. In total, the municipality's bridges & culverts assets are valued at \$10.5 million based on 2016 replacement costs. The useful life indicated for the asset types below was assigned by the municipality.

Table 7 Key Asset Attributes – Bridges & Culverts

Asset Type	Asset Component	Quantity	Useful Life in Years	Valuation Method	2016 Replacement Cost
Bridges & Culverts	Bridge 1 - 10th Line Bridge	1	80	NRBCPI Quarterly (Toronto)	\$2,810,165
	Bridge 2 - McLean Bridge	1	80	NRBCPI Quarterly (Toronto)	\$367,955
	Bridge 3 - Taylor Bridge	1	80	NRBCPI Quarterly (Toronto)	\$580,791
	Bridge 4 - Scott Bridge	1	80	NRBCPI Quarterly (Toronto)	\$425,673
	Bridge 5 - Marnoch Bridge	1	80	NRBCPI Quarterly (Toronto)	\$483,392
	Bridge 6 - Toll Culvert	1	80	NRBCPI Quarterly (Toronto)	\$256,550
	Bridge 7 - Patterson Bridge	1	80	NRBCPI Quarterly (Toronto)	\$468,962
	Bridge 8 - Potter Bridge	1	80	NRBCPI Quarterly (Toronto)	\$375,170
	Bridge 9 - Howson Dam - North Structure	1	80	NRBCPI Quarterly (Toronto)	\$440,103
	Bridge 10 - Howson Dam - South Structure	1	80	NRBCPI Quarterly (Toronto)	\$1,309,486
	Bridge 11 - Railway Pedestrian Bridge	1	80	NRBCPI Quarterly (Toronto)	\$1,673,834
	Bridge 12 - Victoria St. Bridge	1	41	NRBCPI Quarterly (Toronto)	\$1,313,783
Total					\$10,505,863

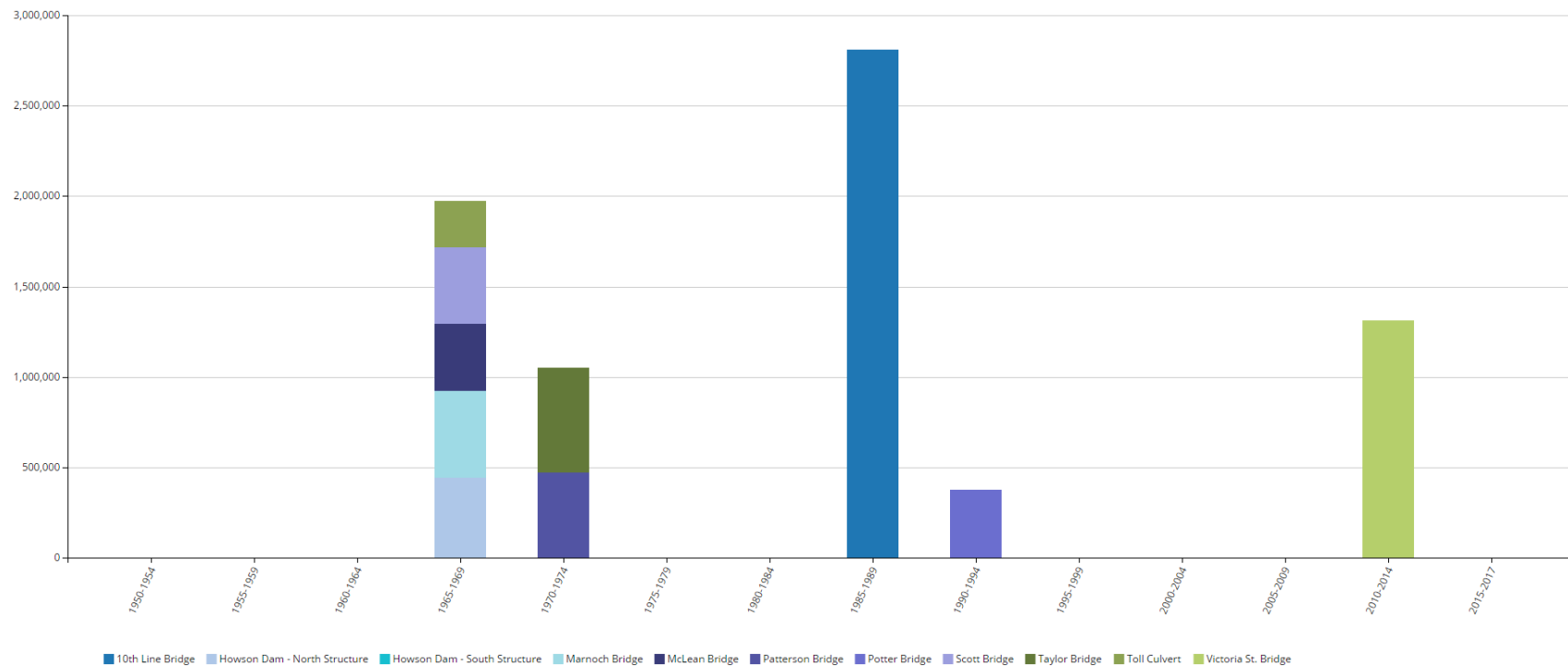
Figure 16 Asset Valuation – Bridges &amp; Culverts



## 2.2 Historical Investment in Infrastructure

Figure 17 shows the municipality's historical investments in its bridges & culverts since 1950 based on 2016 replacement costs. While observed condition data will provide superior accuracy in estimating replacement needs and should be incorporated into strategic plans, in the absence of such information, understanding past expenditure patterns and current useful life consumption levels (Section 2.3) can inform the forecasting and planning of short-, medium- and long-term replacement needs.

Figure 17 Historical Investment – Bridges & Culverts



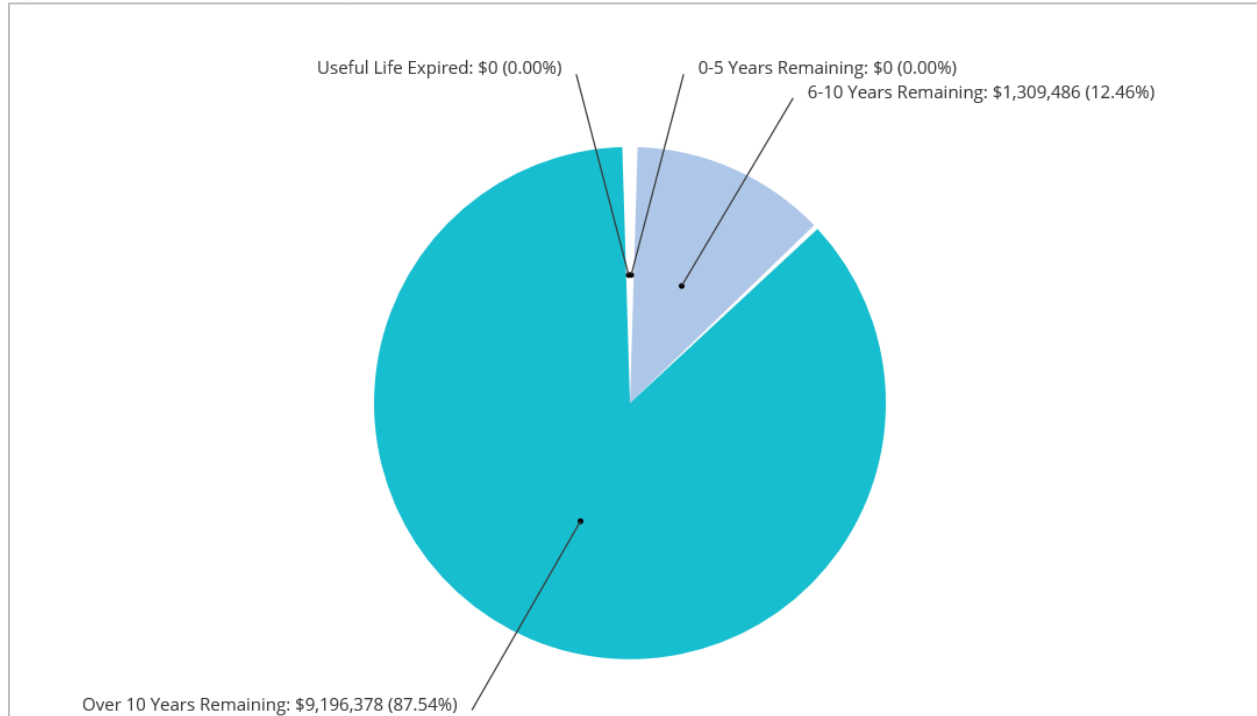
Major investments in bridges & culverts took place in the 1960s and 1970s. Investments peaked in the late 1980s with the installation of the 10<sup>th</sup> line bridge which has a 2016 value of \$2.8 million. In addition, the Victoria St Bridge was installed in 2014 with a 2016 valuation of \$1.3 million.



## 2.3 Useful Life Consumption

In this section, we detail the extent to which assets have consumed their useful life based on the above, established useful life standards. In conjunction historical spending patterns, observed condition data, understanding the consumption rate of assets based on industry established useful life measures provides a more complete profile of the state of a community's infrastructure. Figure 18 illustrates the useful life consumption levels as of 2015 for the municipality's bridges & culverts.

Figure 18 Useful Life Consumption – Bridges & Culverts

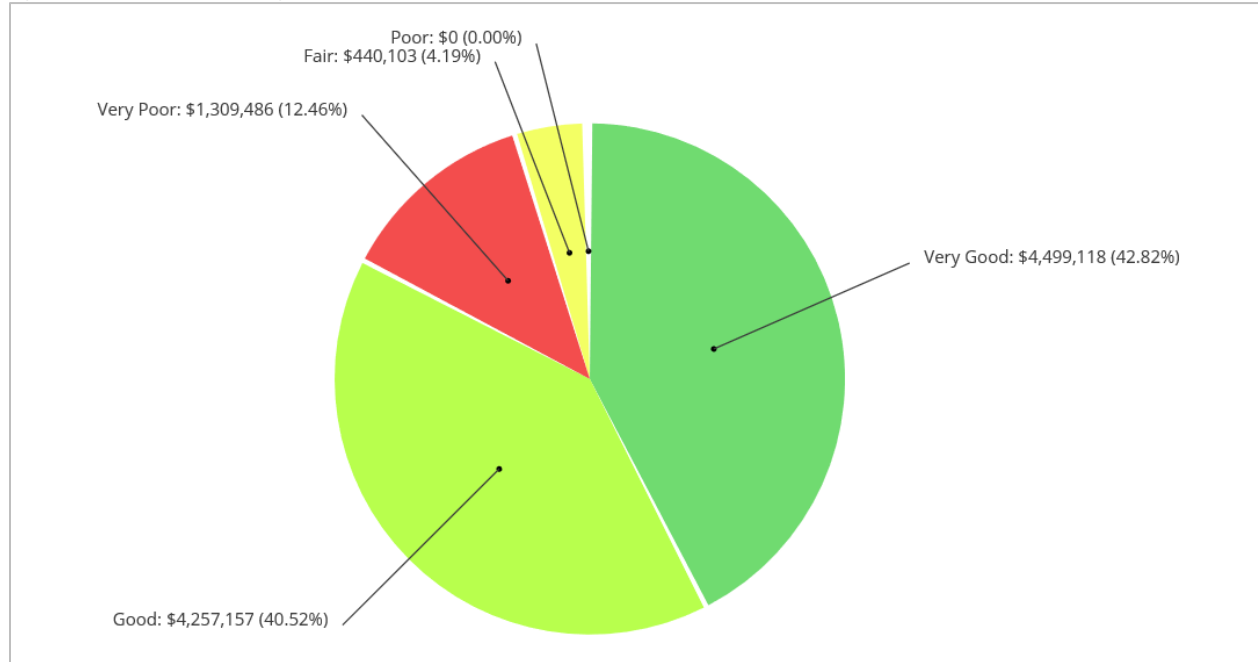


Nearly 90% of the assets have at least 10 years of useful life remaining.

## 2.4 Current Asset Condition

Using replacement cost, in this section, we summarize the condition of the municipality's bridges & culverts as of 2015. By default, we rely on observed field data adapted from OSIM inspections as provided by the municipality. In the absence of such information, age-based data is used as a proxy. The municipality has provided its OSIM inspection data for the purpose of this AMP.

Figure 19 Asset Condition – Bridges & Culverts (Assessed)

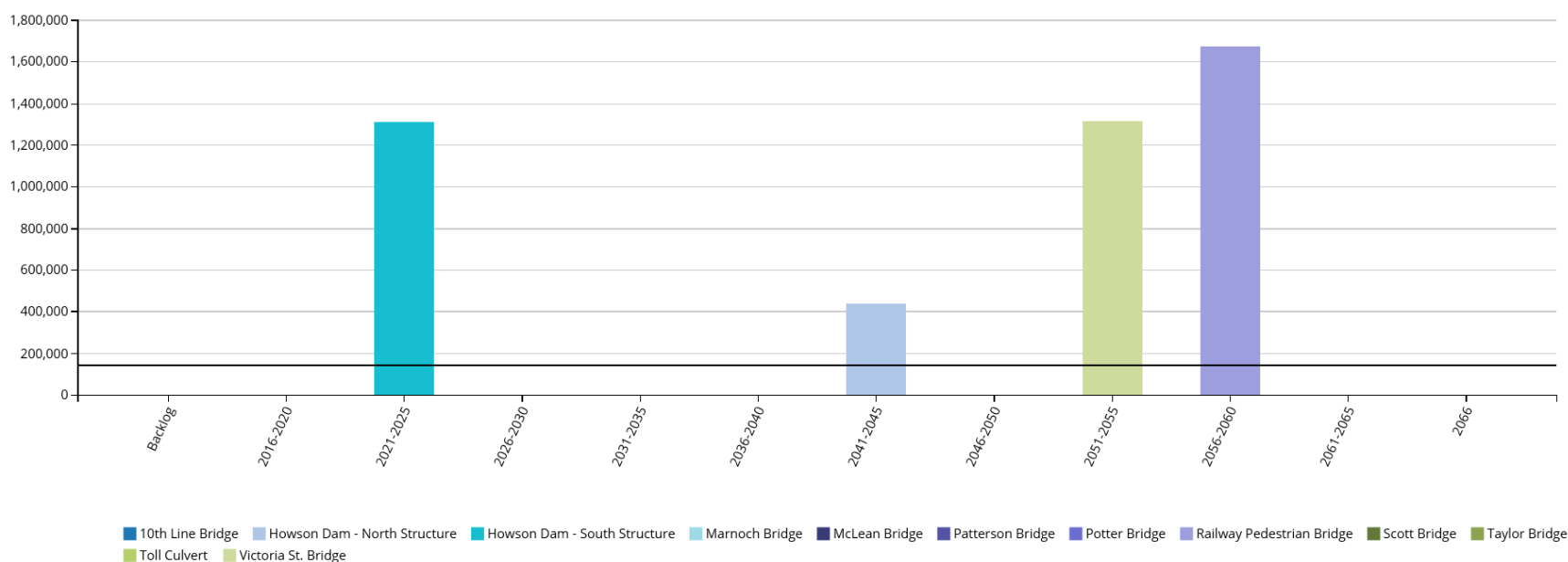


More than 80% of assets are in good to very good condition; however, 13%, with a valuation of \$1.3 million, are in poor condition.

## 2.5 Forecasting Replacement Needs

In this section, we illustrate the short-, medium- and long-term infrastructure spending requirements (replacement only) for the municipality's bridges & culverts. The backlog is the aggregate investment in infrastructure that was deferred over previous years or decades. In the absence of observed data, the backlog represents the value of assets that remain in operation beyond their useful life.

Figure 20 Forecasting Replacement Needs – Bridges & Culverts



Data shows no backlog and no replacement needs over the next five years; however, \$1.3 million will be required between 2021-2025 for Howson Dam. The municipality's annual requirements (indicated by the black line) for its bridges & culverts total \$147,000. At this funding level, the municipality is allocating sufficient funds on an annual basis to meet replacement needs as they arise without the need for deferring projects and accruing annual infrastructure deficits. The municipality is currently allocating \$0, leaving an annual deficit of \$147,000. See the 'Financial Strategy' section for achieving a more optimal and sustainable funding level. Further, while fulfilling the annual requirements will position the municipality to meet its future replacement needs, injection of additional revenues will be needed to mitigate existing infrastructure backlogs.

## 2.6 Recommendations – Bridges & Culverts

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- The results and recommendations from the OSIM inspections should be used to generate the short-and long-term capital and maintenance budgets for the bridge and large culvert structures. See Section VIII, 'Asset Management Strategies'.
- Bridge & culvert structure key performance indicators should be established and tracked annually as part of an overall level of service model. See Section VII 'Levels of Service'.
- The municipality is funding 0% of its long-term requirements on an annual basis. See the 'Financial Strategy' section on how to achieve more sustainable and optimal funding levels.

### 3. Water

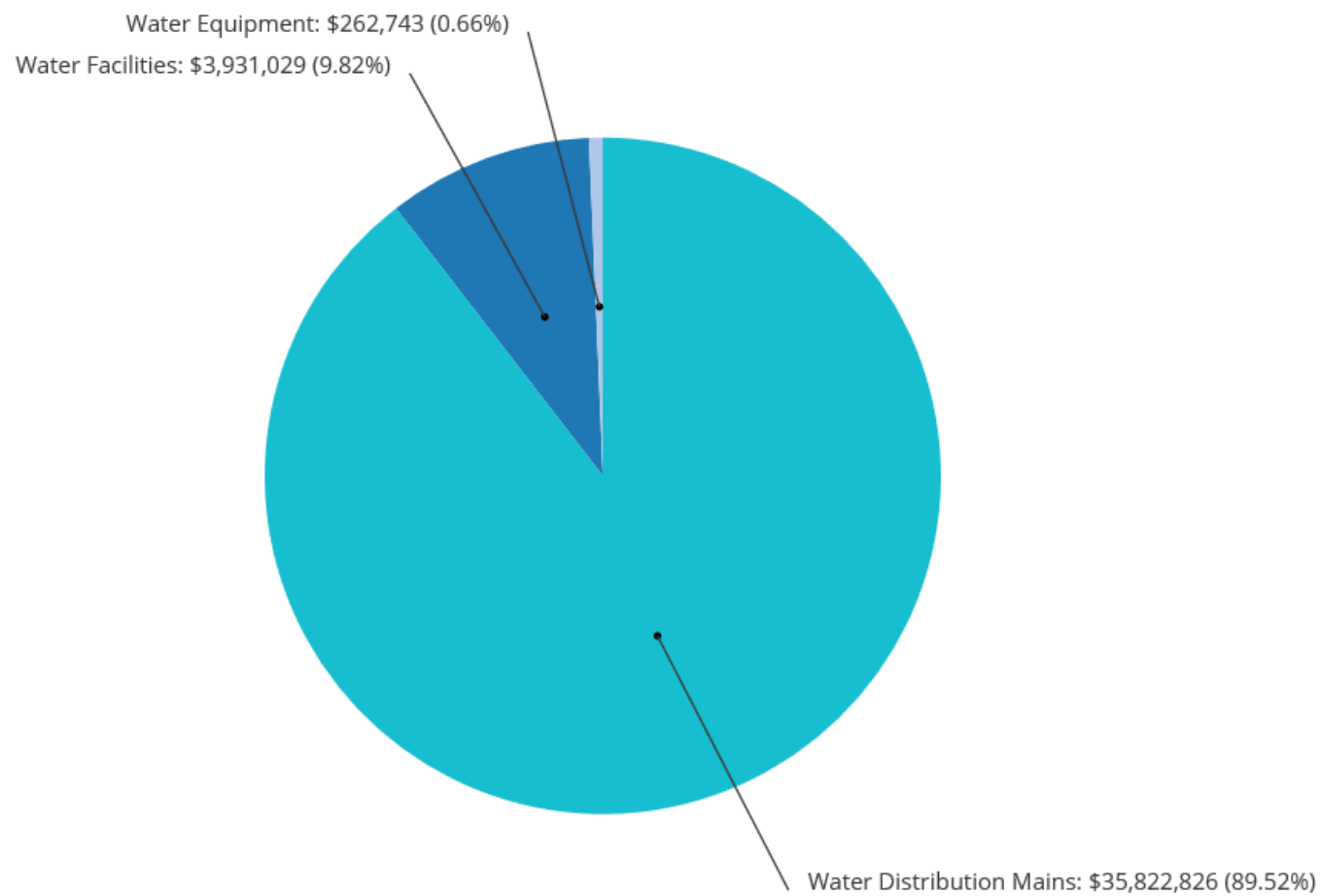
#### 3.1 Asset Portfolio: Quantity, Useful Life and Replacement Cost

Table 8 illustrates key asset attributes for the municipality's water system assets, including quantities of various assets, their useful life, replacement costs, and the valuation method by which the replacement costs were derived. In total, the municipality's water system assets are valued at \$40 million based on 2016 replacement costs. The useful life indicated for the asset types below was assigned by the municipality and obtained from the municipality's accounting data as maintained in the CityWide® Tangible Asset module.

Table 8 Key Asset Attributes – Water

Asset Type	Asset Component	Quantity	Useful Life in Years	Valuation Method	2016 Replacement Cost
Water Services	Mains - Local (19mm)	83m	75	NRBCPI Quarterly (Toronto)	\$15,374
	Mains - Local (25mm)	1,022m	75	NRBCPI Quarterly (Toronto)	\$225,037
	Mains - Local (38mm)	280m	75	NRBCPI Quarterly (Toronto)	\$75,531
	Mains - Local (50mm)	1,466m	75	NRBCPI Quarterly (Toronto)	\$647,100
	Mains - Local (100mm)	5,876m	75	NRBCPI Quarterly (Toronto)	\$4,976,007
	Mains - Local (150mm)	2,0886m	32, 62, 75	NRBCPI Quarterly (Toronto)	\$17,688,947
	Mains - Local (200mm)	7,513m	63, 75	NRBCPI Quarterly (Toronto)	\$7,158,452
	Mains - Local (250mm)	3,525m	75	NRBCPI Quarterly (Toronto)	\$3,243,418
	Mains - Local (300mm)	1,502m	75	NRBCPI Quarterly (Toronto)	\$1,792,960
	Water Facilities (Wells & Pumphouses)	7	50	CPI Monthly (ON)	\$1,958,445
	Water Facilities (Sheds)	1	60	CPI Monthly (ON)	\$1,163,021
	Water Facilities (Water Tower)	1	90	CPI Monthly (ON)	\$809,563
	Water Equipment	9	5, 10, 12, 15, 20	CPI Monthly (ON)	\$262,743
	Total				\$40,016,598

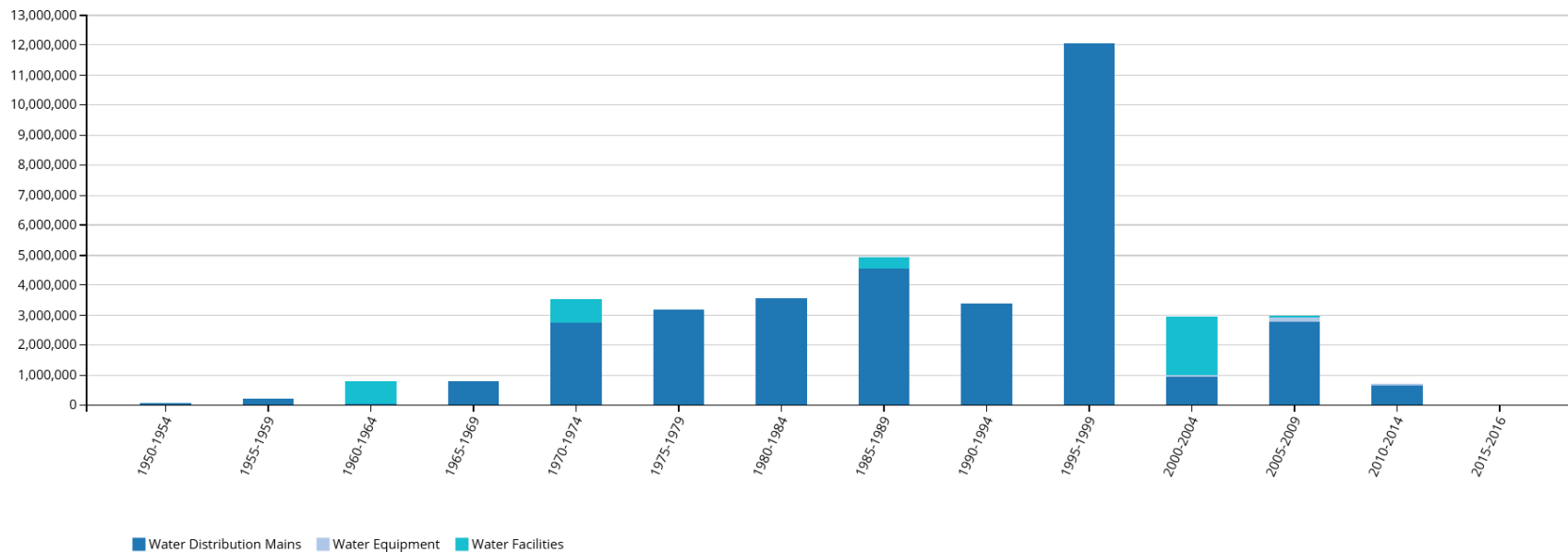
Figure 21 Asset Valuation – Water System



### 3.2 Historical Investment in Infrastructure

Figure 22 shows the municipality's historical investments in its water system since 1950. While observed condition data will provide superior accuracy in estimating replacement needs and should be incorporated into strategic plans, in the absence of such information, understanding past expenditure patterns and current useful life consumption levels (Section 3.3) can inform the forecasting and planning of short-, medium- and long-term replacement needs.

Figure 22 Historical Investment – Water System

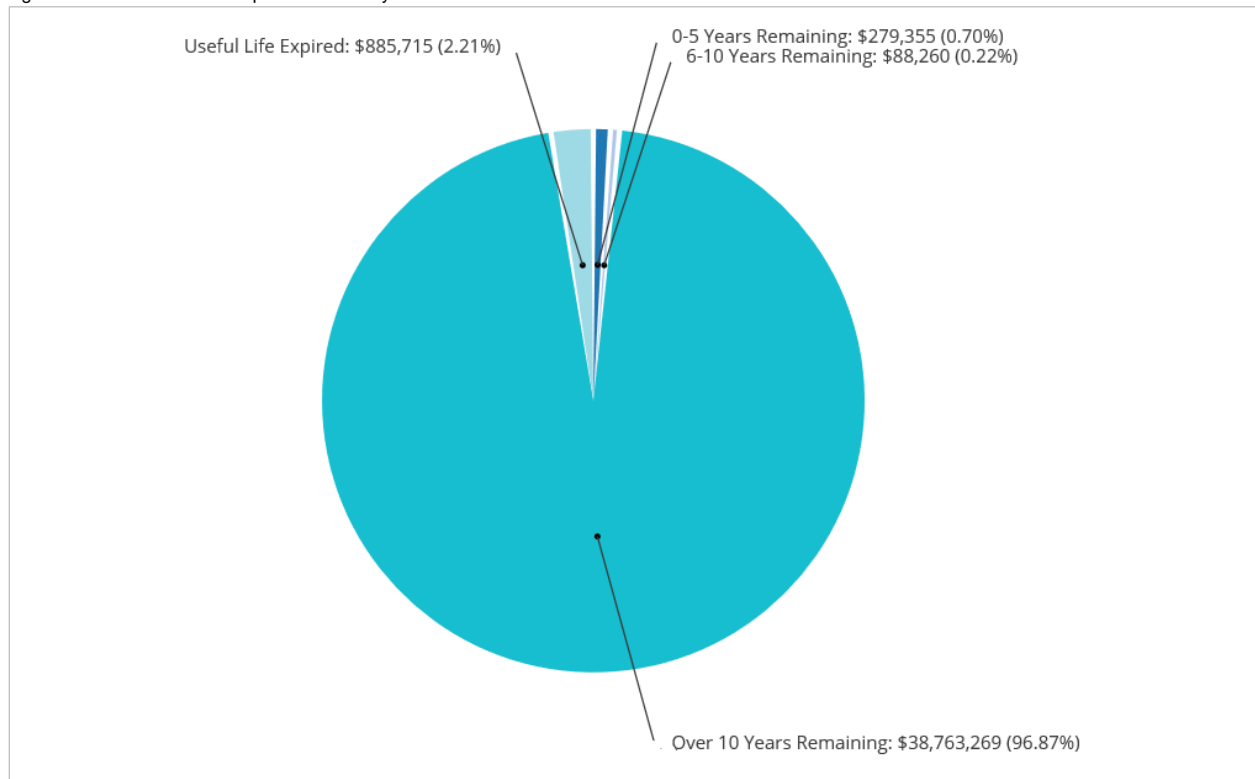


The municipality has invested consistently in its water system since the 1970s. Major expenditures, totaling \$12 million, occurred between 1995-1999. Since 2000, investments have totaled \$6.7 million. Note that the values provided are the 2016 replacement value of the assets.

### 3.3 Useful Life Consumption

In this section, we detail the extent to which assets have consumed their useful life based on the above, established useful life standards. In conjunction historical spending patterns, observed condition data, understanding the consumption rate of assets based on industry established useful life measures provides a more complete profile of the state of a community's infrastructure. Figure 23 illustrates the useful life consumption levels as of 2015 for the municipality's water system.

Figure 23 Useful Life Consumption – Water System



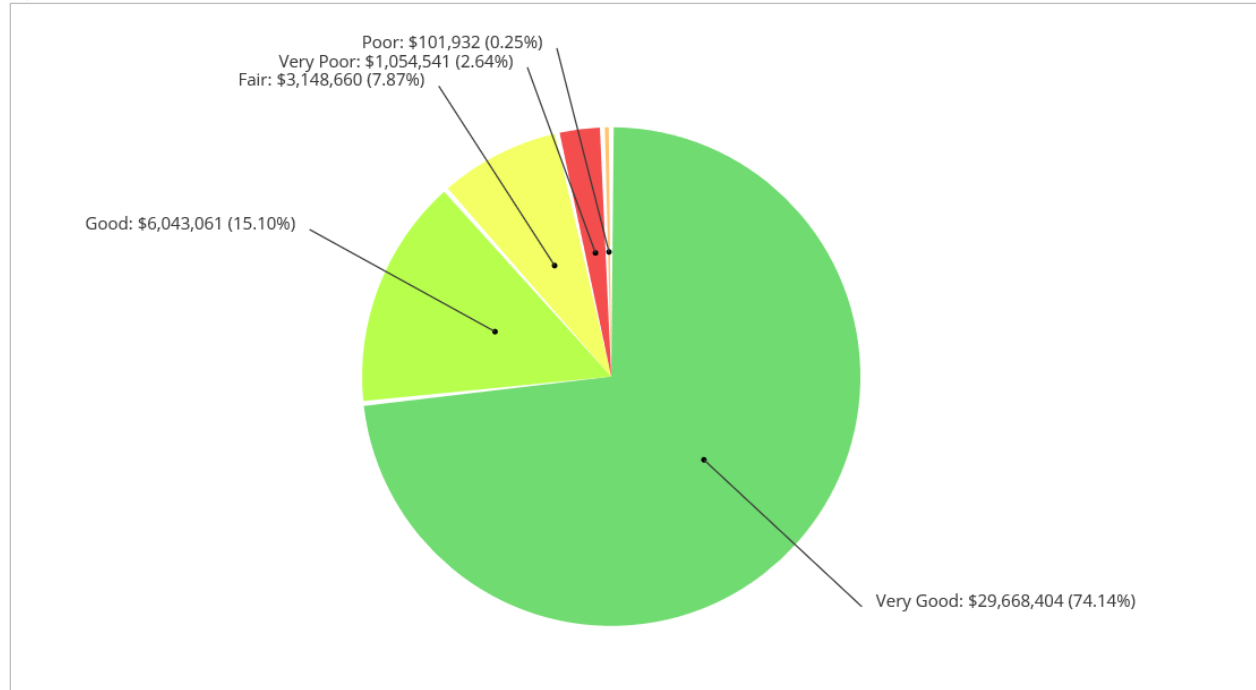
Nearly 100% of the municipality's water system assets have at least 10 years of useful life remaining.



### 3.4 Current Asset Condition

Using replacement cost, in this section, we summarize the condition of the municipality's water services. By default, we rely on observed field data as provided by the municipality. In the absence of such information, age-based data is used as a proxy. The municipality has provided condition data for the majority of its water mains.

Figure 24 Asset Condition – Water System (Assessed: 77% of mains)

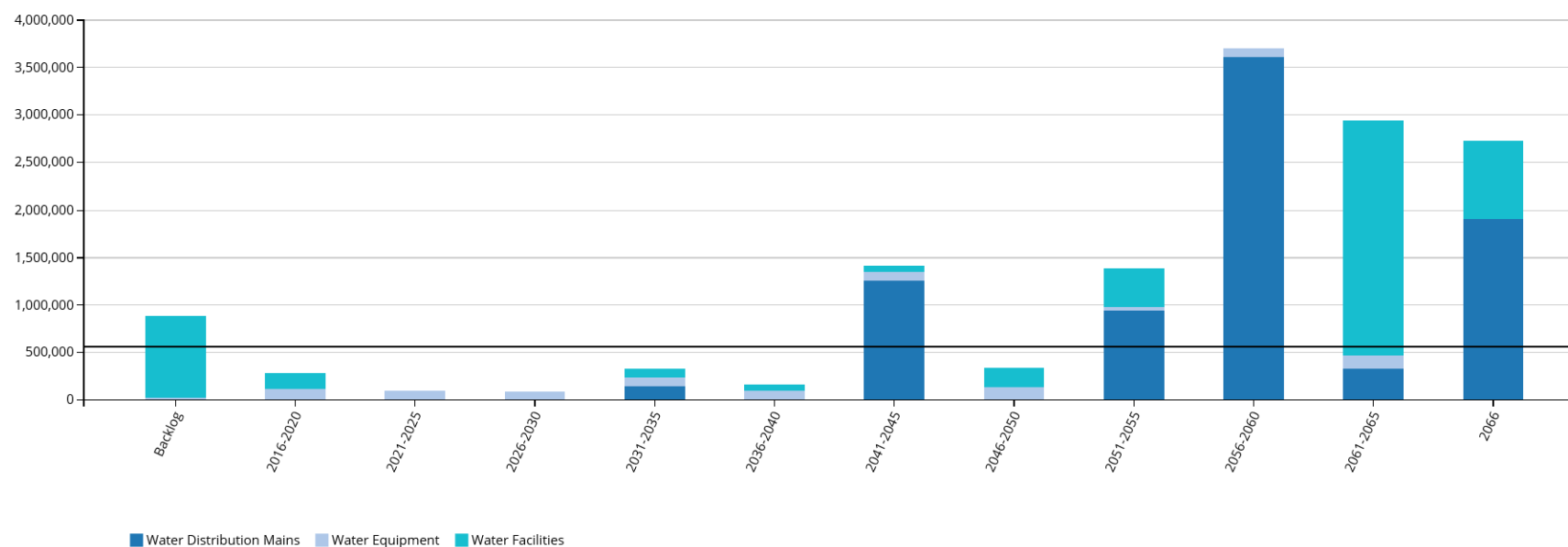


While 33% of assets are in good to very good condition, nearly 30%, with a valuation of \$3.1 million, are in poor to very poor condition.

### 3.5 Forecasting Replacement Needs

In this section, we illustrate the short-, medium- and long-term infrastructure spending requirements (replacement only) for the municipality's water system assets. The backlog is the aggregate investment in infrastructure that was deferred over previous years or decades. In the absence of observed data, the backlog represents the value of assets that remain in operation beyond their useful life.

Figure 25 Forecasting Replacement Needs – Water System



In addition a backlog of \$886,000, short-term replacement needs will total \$360,000 in the next five to 10 years. The municipality's annual requirements (indicated by the black line) for its water system total \$573,000. At this funding level, the municipality is allocating sufficient funds on an annual basis to meet replacement needs as they arise without the need for deferring projects and accruing annual infrastructure deficits. However, the municipality is currently allocating \$320,000, leaving an annual deficit of \$253,000. See the 'Financial Strategy' section for achieving a more optimal and sustainable funding level. Further, while fulfilling the annual requirements will position the municipality to meet its future replacement needs, injection of additional revenues will be needed to mitigate existing infrastructure backlogs.

### 3.6 Recommendations – Water System

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- Similar to bridges & culverts, water services are uniquely consequential to a community's wellbeing. The municipality should continue condition assessments for mains, and incorporate additional components into the program to more precisely estimate its financial requirements and field needs. See Section 2, 'Condition Assessment Programs' in the 'Asset Management Strategies' chapter.
- Water distribution system key performance indicators should be established and tracked annually as part of an overall level of service model. See Section VII 'Levels of Service'.
- The municipality should assess its short-, medium- and long-term capital, and operations and maintenance needs.
- An appropriate percentage of the replacement costs should then be allocated for the municipality's O&M requirements.
- The municipality is funding 56% of its long-term requirements on an annual basis. See the 'Financial Strategy' section on how to achieve more sustainable and optimal funding levels.

## 4. Sanitary

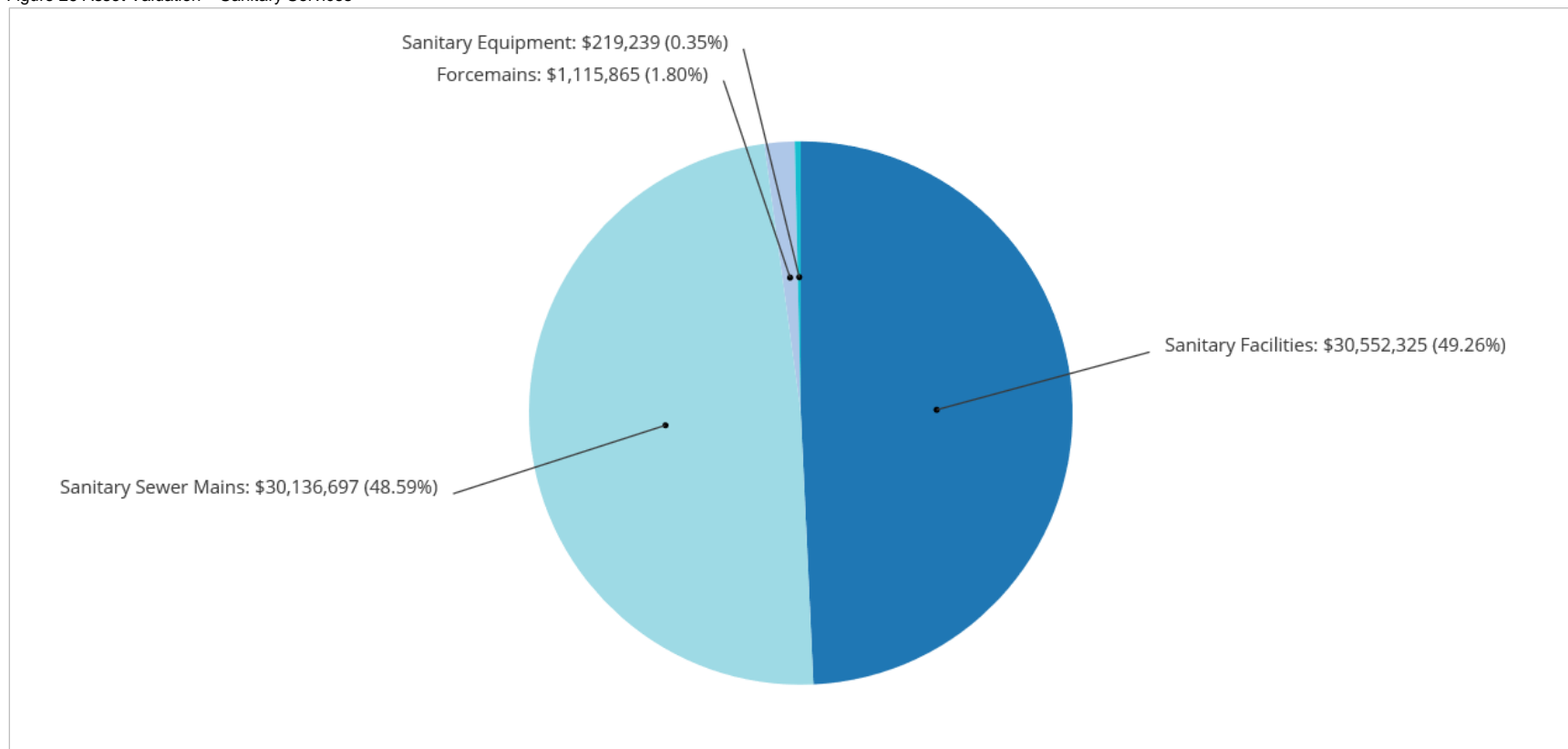
### 4.1 Asset Portfolio: Quantity, Useful Life and Replacement Cost

Table 9 illustrates key asset attributes for the municipality's sanitary assets, including quantities of various assets, their useful life, replacement costs, and the valuation method by which the replacement costs were derived. In total, the municipality's sanitary services assets are valued at \$62 million based on 2016 replacement costs. The useful life indicated for the asset types below was assigned by the municipality.

Table 9 Asset Inventory – Sanitary Services

Asset Type	Asset Component	Quantity	Useful Life in Years	Valuation Method	2016 Replacement Cost
Sanitary Services	Mains - Local (50mm)	67m	75, 76, 78	NRBCPI Quarterly (Toronto)	\$10,934
	Mains - Local (100mm)	124m		NRBCPI Quarterly (Toronto)	\$94,377
	Mains - Local (125mm)	50m		NRBCPI Quarterly (Toronto)	\$38,294
	Mains - Local (150mm)	142m		NRBCPI Quarterly (Toronto)	\$111,875
	Mains - Local (200mm)	25,732m		NRBCPI Quarterly (Toronto)	\$21,497,577
	Mains - Local (250mm)	6,440m		NRBCPI Quarterly (Toronto)	\$5,314,373
	Mains - Local (300mm)	485m		NRBCPI Quarterly (Toronto)	\$468,900
	Mains - Local (350mm)	243m		NRBCPI Quarterly (Toronto)	\$247,570
	Mains - Local (375mm)	1,828m		NRBCPI Quarterly (Toronto)	\$1,279,360
	Mains - Local (400mm)	907m		NRBCPI Quarterly (Toronto)	\$1,059,731
	Mains - Local (450mm)	12m		NRBCPI Quarterly (Toronto)	\$13,706
	Forcemains - Local (200mm)	388m	75	NRBCPI Quarterly (Toronto)	\$90,754
	Forcemains - Local (350mm)	1,755m		NRBCPI Quarterly (Toronto)	\$1,025,111
	Sanitary Facilities (Sewage Treatment Plant)	2	60,75	CPI Monthly (ON)	\$24,196,254
	Sanitary Facilities (Pumping Station)	2		CPI Monthly (ON)	\$6,356,071
	Sanitary Equipment	7	5, 15, 20	CPI Monthly (ON)	\$219,239
Total					\$62,024,126

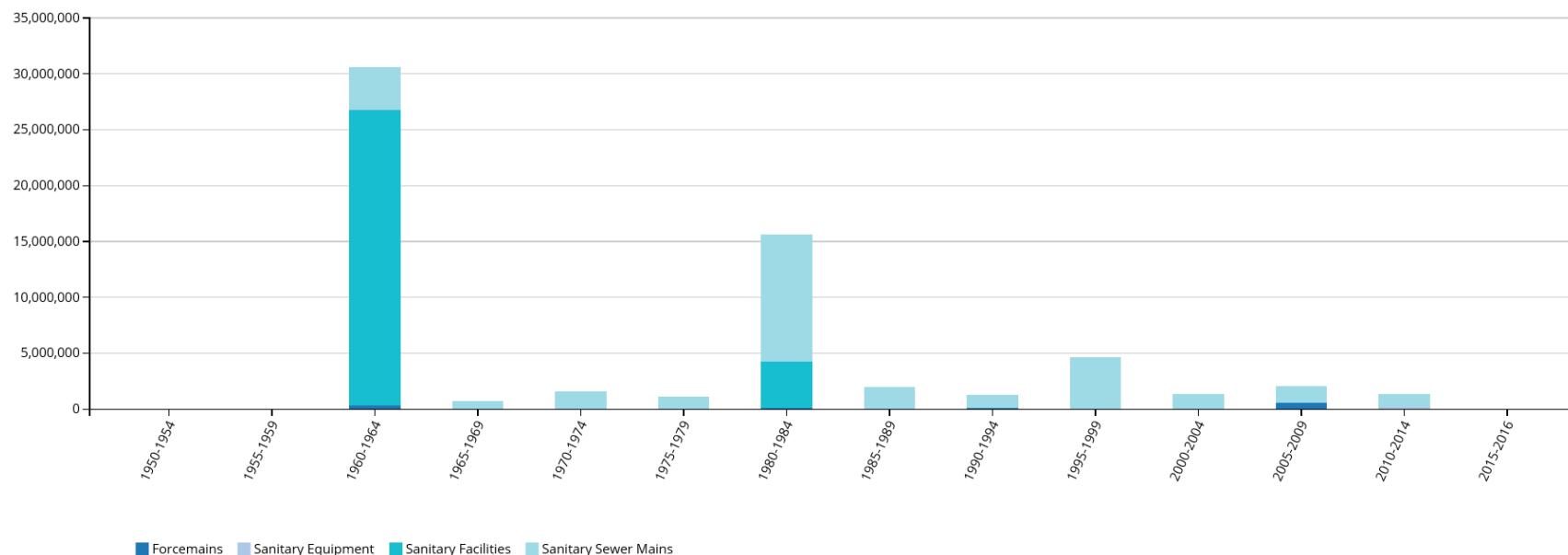
Figure 26 Asset Valuation – Sanitary Services



## 4.2 Historical Investment in Infrastructure

Figure 27 shows the municipality's historical investments in its sanitary services since 1950. While observed condition data will provide superior accuracy in estimating replacement needs and should be incorporated into strategic plans, in the absence of such information, understanding past expenditure patterns and current useful life consumption levels (Section 4.3) can inform the forecasting and planning of short-, medium- and long-term replacement needs.

Figure 27 Historical Investment – Sanitary Services

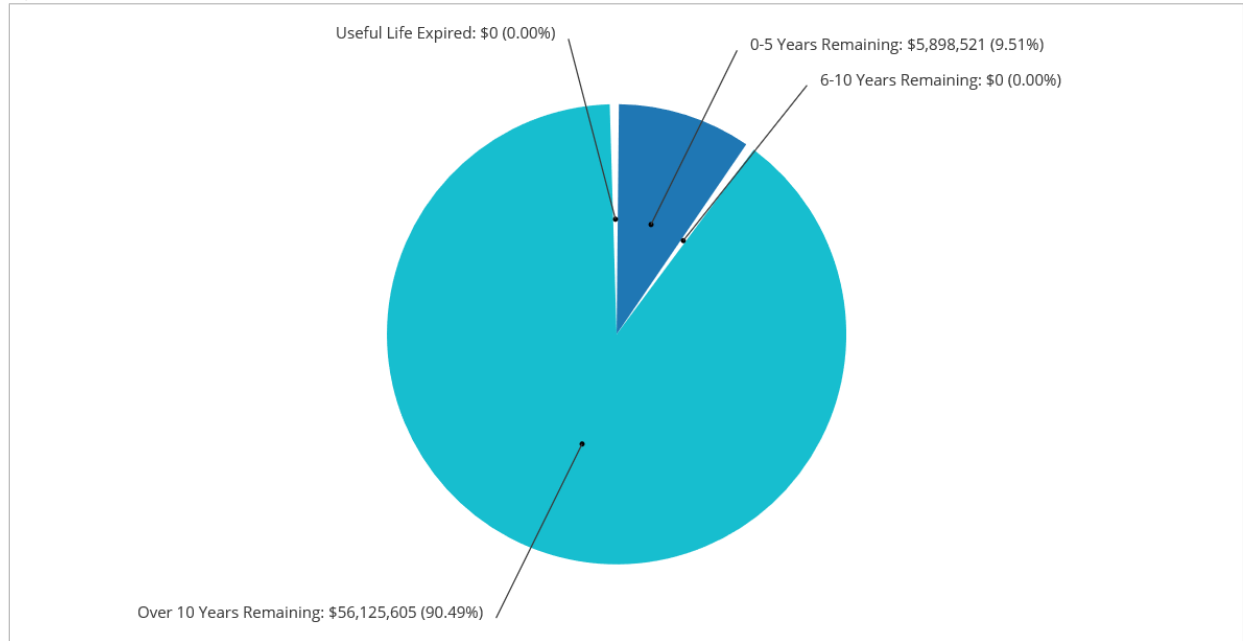


Major investments in sanitary assets occurred in the late 1960s, totaling more than \$30 million in facilities. Additional expenditures on mains and facilities, totaling \$16 million, occurred between 1980-1984. Since 2005, investments have totaled \$3.4 million. Note that the values provided are the 2016 replacement value of the assets.

### 4.3 Useful Life Consumption

In this section, we detail the extent to which assets have consumed their useful life based on the above, established useful life standards. In conjunction historical spending patterns, observed condition data, understanding the consumption rate of assets based on industry established useful life measures provides a more complete profile of the state of a community's infrastructure. Figure 28 illustrates the useful life consumption levels as of 2015 for the municipality's sanitary services .

Figure 28 Useful Life Consumption – Sanitary Services

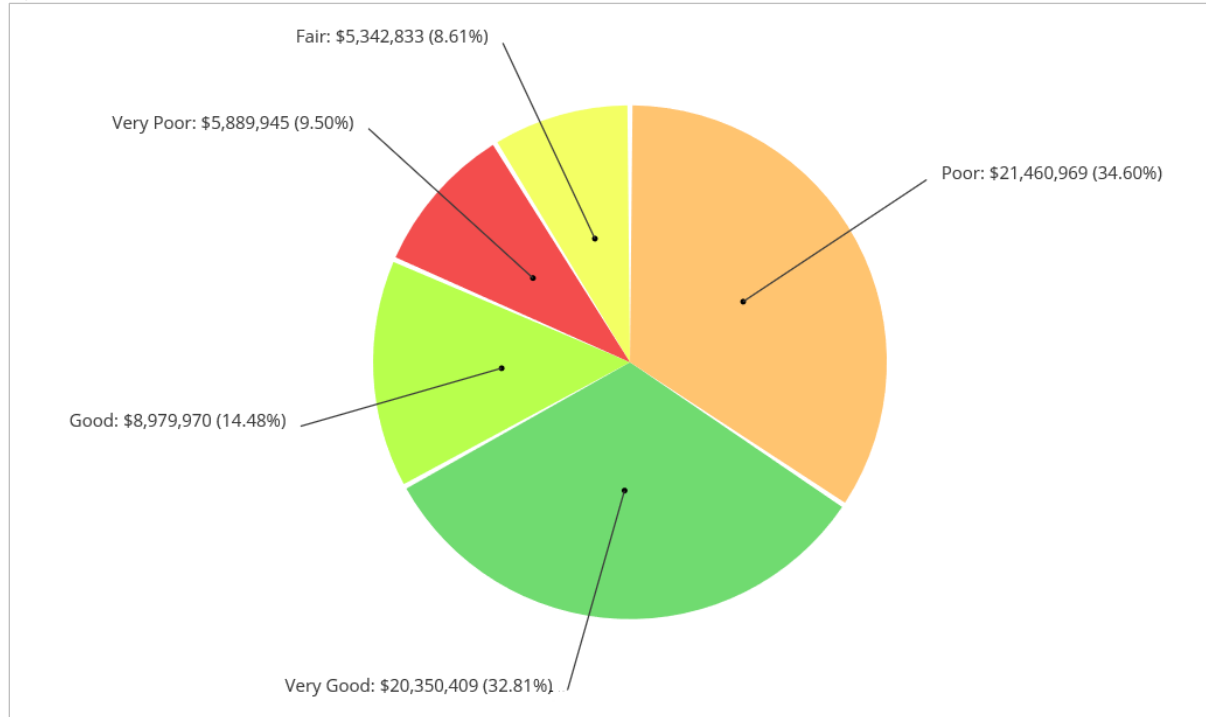


More than 90% of assets have at least 10 years of useful life remaining; however, 10%, with a valuation of \$6 million, will reach the end of their useful life in the next five years.

## 4.4 Current Asset Condition

Using replacement cost, in this section, we summarize the condition of the municipality's sanitary services as of 2015. By default, we rely on observed field data as provided by the municipality. In the absence of such information, age-based data is used as a proxy. The municipality has provided condition data for its sanitary mains.

Figure 29 Asset Condition – Sanitary Services (Assessed: Mains)



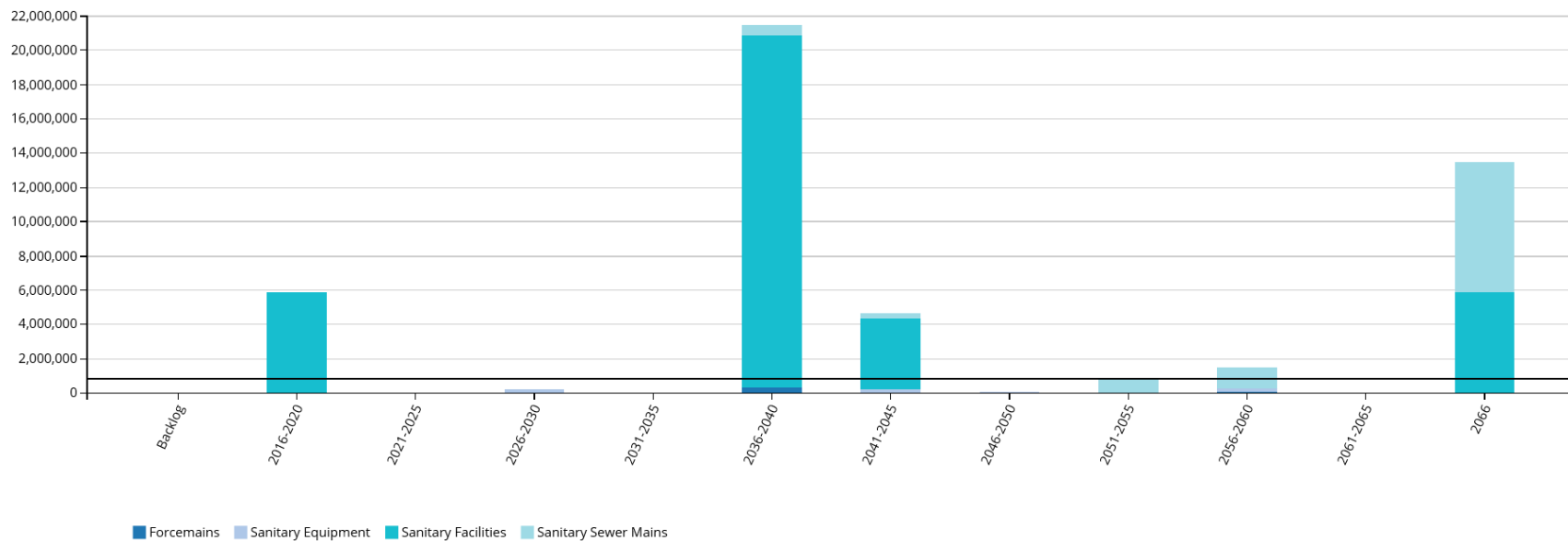
Less than 50% of sanitary assets are in good to very good condition. Further, 45%, with a valuation of more than \$27 million, are in poor to very poor condition.



## 4.5 Forecasting Replacement Needs

In this section, we illustrate the short-, medium- and long-term infrastructure spending requirements (replacement only) for the municipality's sanitary services assets. The backlog is the aggregate investment in infrastructure that was deferred over previous years or decades. In the absence of observed data, the backlog represents the value of assets that remain in operation beyond their useful life.

Figure 30 Forecasting Replacement Needs – Sanitary Services



Data shows no infrastructure backlog; however, replacement needs in the next five years will total \$5.9 million for facilities. The municipality's annual requirements (indicated by the black line) for its sanitary assets total \$892,000. At this level, funding is sustainable and replacement needs can be met as they arise without the need for deferring projects. The municipality is currently allocating \$308,000, leaving an annual deficit of \$584,000. See the 'Financial Strategy' section for achieving a more optimal and sustainable funding level.

## 4.6 Recommendations – Sanitary

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- The municipality should continue condition assessments for its mains, and establish a component-based condition assessment program for facilities and equipment. This will assist in the prioritization of the short- and long-term capital budget. See Section 2, ‘Condition Assessment Programs’ in the ‘Asset Management Strategies’ chapter.
- Over time, the municipality should establish a systematic lifecycle activity framework that reflects the consumption of its sanitary assets. See Section 3, ‘Lifecycle Analysis Framework’ in the ‘Asset Management Strategies’ chapter.
- Sanitary collection system key performance indicators should be established and tracked annually as part of an overall level of service model. See Section VII ‘Levels of Service’.
- The municipality should assess its short-, medium- and long-term operations and maintenance needs. An appropriate percentage of the replacement costs should then be allocated for the municipality’s O&M requirements.
- The municipality is funding only 35% of its long-term requirements on an annual basis. See the ‘Financial Strategy’ section on how to achieve more sustainable and optimal funding levels.

## 5. Storm

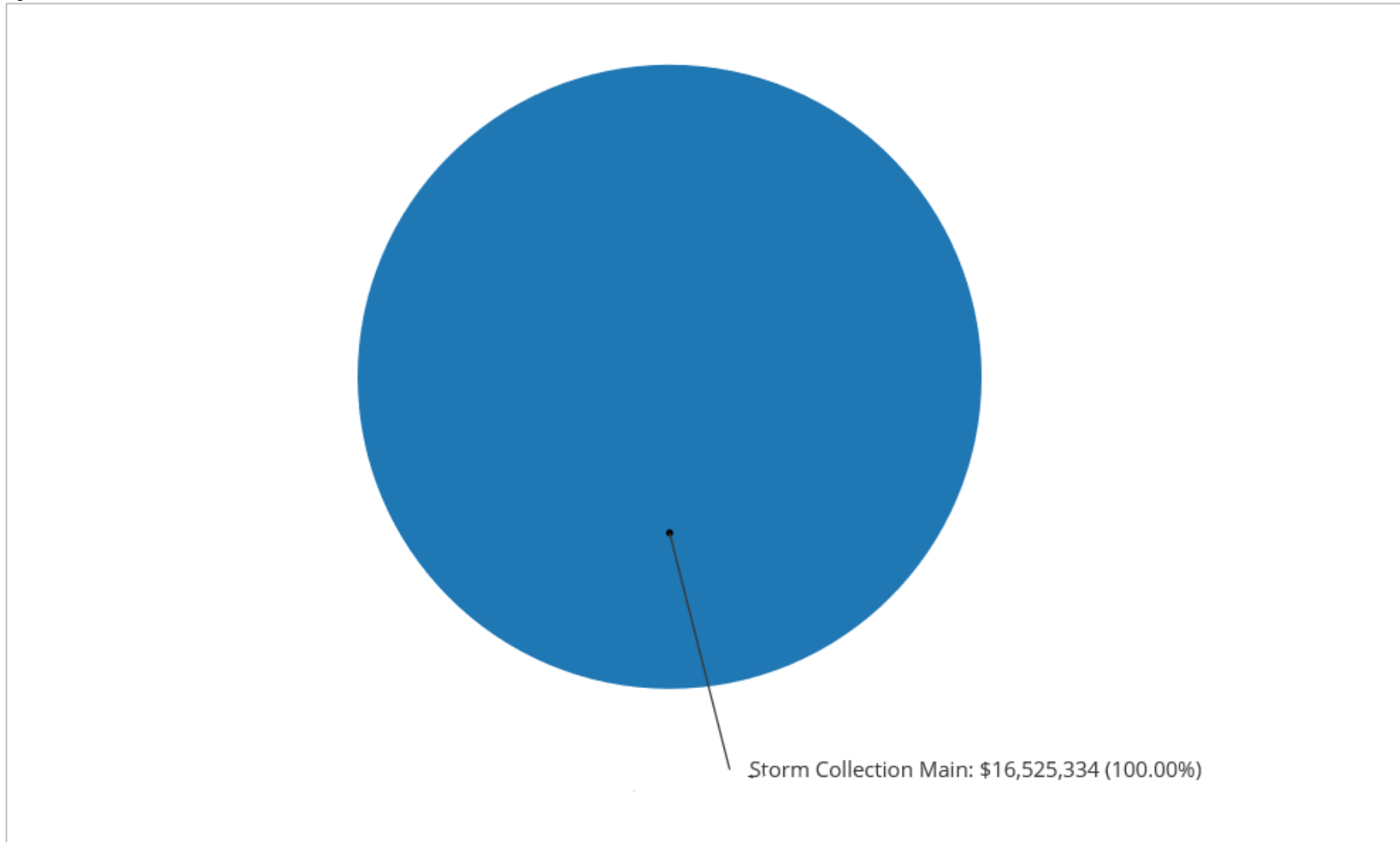
### 5.1 Asset Portfolio: Quantity, Useful Life and Replacement Cost

Table 10 illustrates key asset attributes for the municipality's storm assets, including quantities of various assets, their useful life, their replacement cost, and the valuation method by which the replacement costs were derived. In total, the municipality's stormwater assets are valued at \$16.5 million based on 2016 replacement costs. The useful life indicated for the asset types below was assigned by the municipality.

Table 10 Asset Inventory – Storm

Asset Type	Asset Component	Quantity	Useful Life in Years	Valuation Method	2016 Replacement Cost
Storm	Mains - Local (150mm)	418m		NRBCPI Quarterly (Toronto)	\$218,584
	Mains - Local (200mm)	2,154m		NRBCPI Quarterly (Toronto)	\$1,212,831
	Mains - Local (250mm)	2,807m		NRBCPI Quarterly (Toronto)	\$1,780,467
	Mains - Local (300mm)	4,542m		NRBCPI Quarterly (Toronto)	\$3,179,722
	Mains - Local (375mm)	1,185m		NRBCPI Quarterly (Toronto)	\$733,202
	Mains - Local (400mm)	489m		NRBCPI Quarterly (Toronto)	\$406,434
	Mains - Local (450mm)	2,060m		NRBCPI Quarterly (Toronto)	\$1,684,202
	Mains - Local (475mm)	326m		NRBCPI Quarterly (Toronto)	\$305,805
	Mains - Local (500mm)	108m		NRBCPI Quarterly (Toronto)	\$75,979
	Mains - Local (525mm)	433m		NRBCPI Quarterly (Toronto)	\$359,823
	Mains - Local (600mm)	240m		NRBCPI Quarterly (Toronto)	\$233,879
	Mains - Local (675mm)	552m		NRBCPI Quarterly (Toronto)	\$618,606
	Mains - Local (750mm)	2,162m		NRBCPI Quarterly (Toronto)	\$3,434,907
	Mains - Local (800mm)	438m		NRBCPI Quarterly (Toronto)	\$586,752
	Mains - Local (975mm)	745m		NRBCPI Quarterly (Toronto)	\$814,576
	Mains - Local (1000mm)	314m		NRBCPI Quarterly (Toronto)	\$404,295
	Mains - Local (1050mm)	410m		NRBCPI Quarterly (Toronto)	\$475,270
Total					\$16,525,334

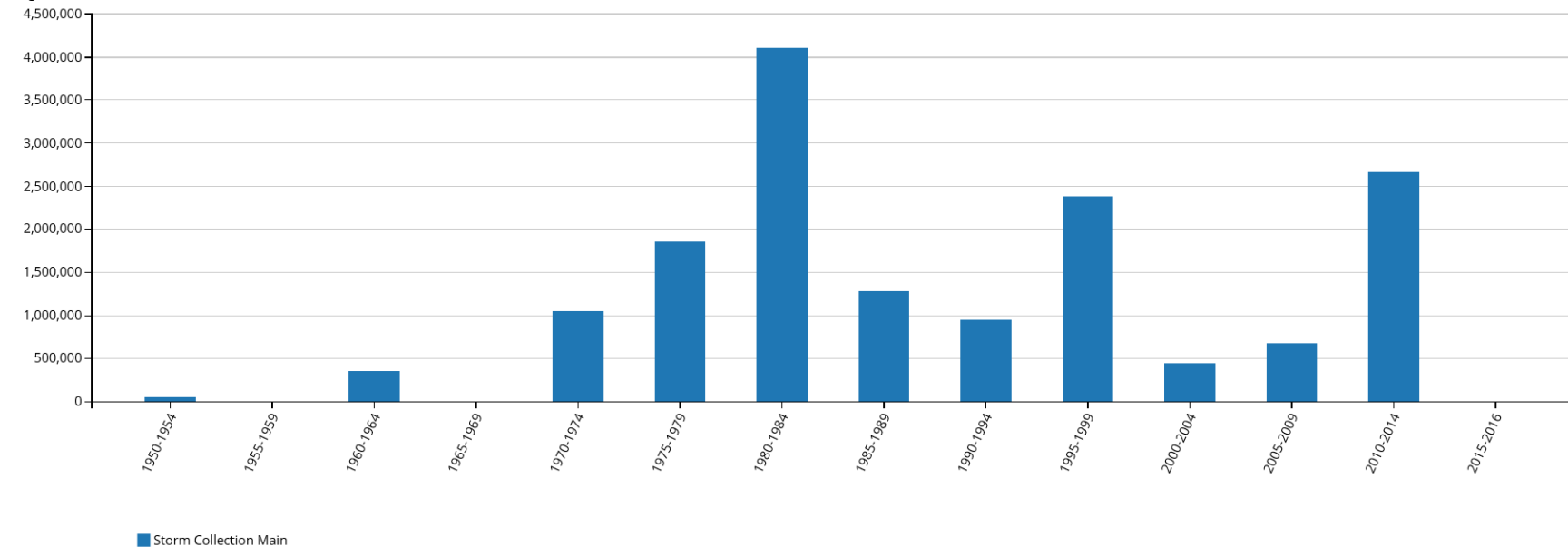
Figure 31 Asset Valuation – Storm



## 5.2 Historical Investment in Infrastructure

Figure 32 shows the municipality's historical investments in its storm system since 1950. While observed condition data will provide superior accuracy in estimating replacement needs and should be incorporated into strategic plans, in the absence of such information, understanding past expenditure patterns and current useful life consumption levels (Section 5.3) can inform the forecasting and planning of short-, medium- and long-term replacement needs.

Figure 32 Historical Investment – Storm

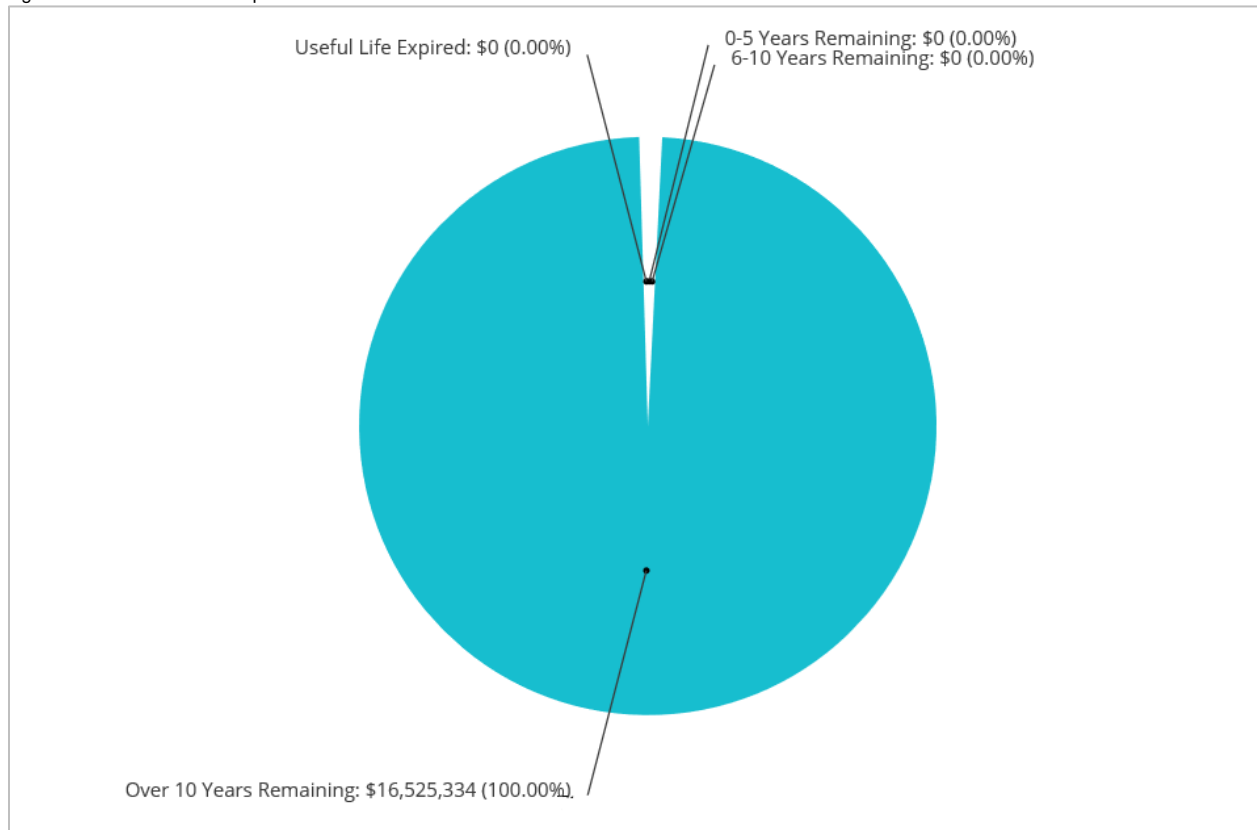


Investments in storm mains rose sharply in the 1970s, with further, major expenditures in mains, totaling \$4.1 million, occurring between 1980-1984. Since 2000, expenditures on mains have totaled \$3.8 million. Note that the values provided are the 2016 replacement value of the assets.

### 5.3 Useful Life Consumption

In this section, we detail the extent to which assets have consumed their useful life based on the above, established useful life standards. In conjunction historical spending patterns, observed condition data, understanding the consumption rate of assets based on industry established useful life measures provides a more complete profile of the state of a community's infrastructure. Figure 33 illustrates the useful life consumption levels as of 2015 for the municipality's storm assets.

Figure 33 Useful Life Consumption – Storm

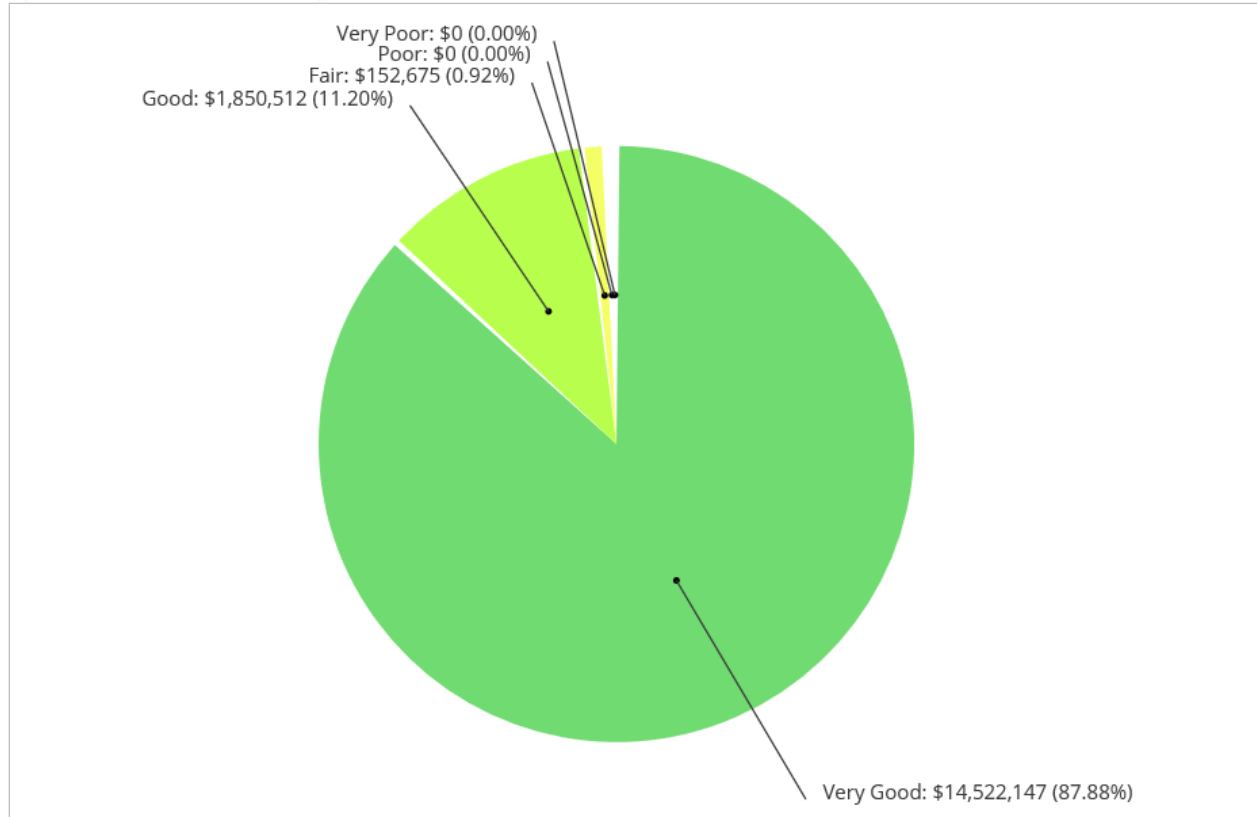


All storm mains have at least 10 years of useful life remaining.

## 5.4 Current Asset Condition

Using replacement cost, in this section, we summarize the condition of the municipality's storm services. By default, we rely on observed field data as provided by the municipality. In the absence of such information, age-based data is used as a proxy. The municipality has provided condition data for 46% of its mains based on quantity.

Figure 34 Asset Condition – Storm (Age-based: 54%)

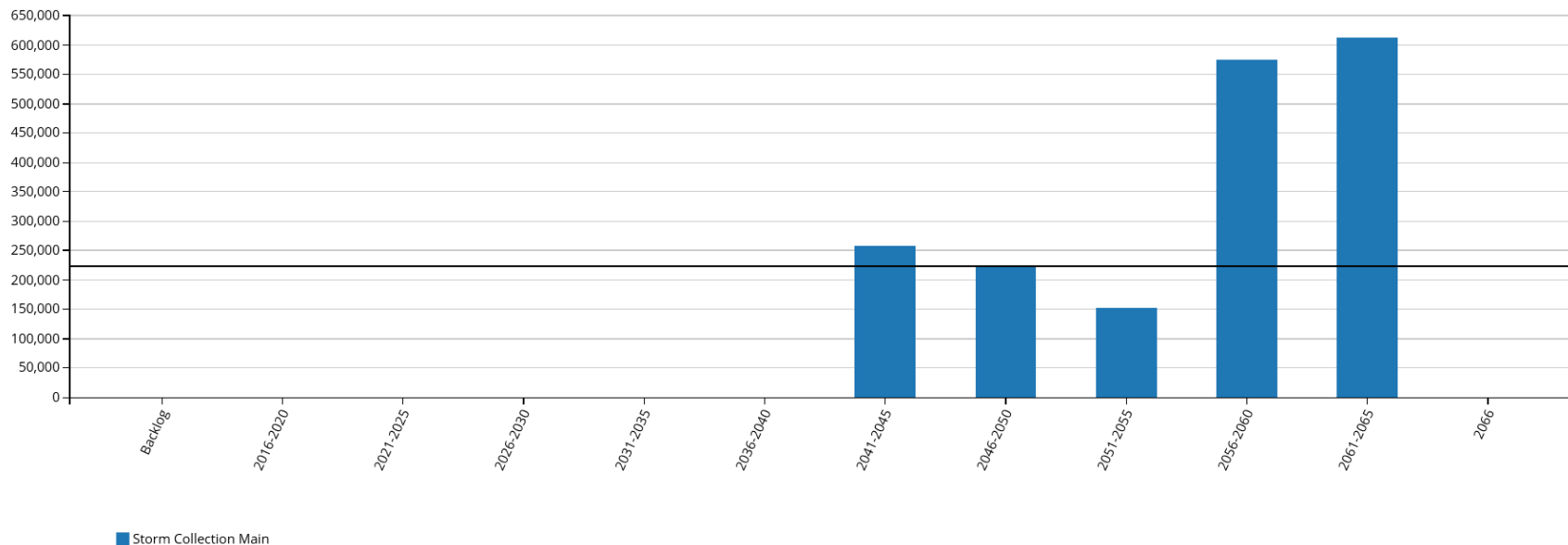


Based on a blend of age and field data, all storm mains are in good to very good condition.

## 5.5 Forecasting Replacement Needs

In this section, we illustrate the short-, medium- and long-term infrastructure spending requirements (replacement only) for the municipality's storm assets. The backlog is the aggregate investment in infrastructure that was deferred over previous years or decades. In the absence of observed data, the backlog represents the value of assets that remain in operation beyond their useful life.

Figure 35 Forecasting Replacement Needs – Storm



Data shows no infrastructure backlog nor any upcoming short- or medium-term needs. As the majority of the municipality's storm assets reach the end of their useful life, replacement needs will total \$258,000 between 2041-2045. The municipality's annual requirements (indicated by the black line) for storm assets total \$224,000. At this funding level, the municipality is allocating sufficient funds on an annual basis to meet replacement needs as they arise without the need for deferring projects and accruing annual infrastructure deficits. The municipality is currently allocating \$4,000, leaving an annual deficit of \$220,000. See the 'Financial Strategy' section for achieving a more optimal and sustainable funding level.



## 5.6 Recommendations – Storm

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- In time, the municipality should implement a comprehensive condition assessment program that covers the remaining 54% of storm sewer assets to further define field needs and to assist the prioritization of the short and long term capital budget. See Section 2, ‘Condition Assessment Programs’ in the ‘Asset Management Strategies’ chapter.
- The municipality is funding on 2% of its long-term requirements on an annual basis. See the ‘Financial Strategy’ section on how to achieve more sustainable and optimal funding levels.

## 6. Buildings & Facilities

### 6.1 Asset Portfolio: Quantity, Useful Life and Replacement Cost

Table 11 and Table 12 illustrates key asset attributes for the municipality's buildings assets, including quantities of various assets, their useful life, their replacement cost, and the valuation method by which the replacement costs were derived. In total, the municipality's buildings assets are valued at \$41 million based on 2016 replacement costs. The useful life indicated for the asset types below was assigned by the municipality.

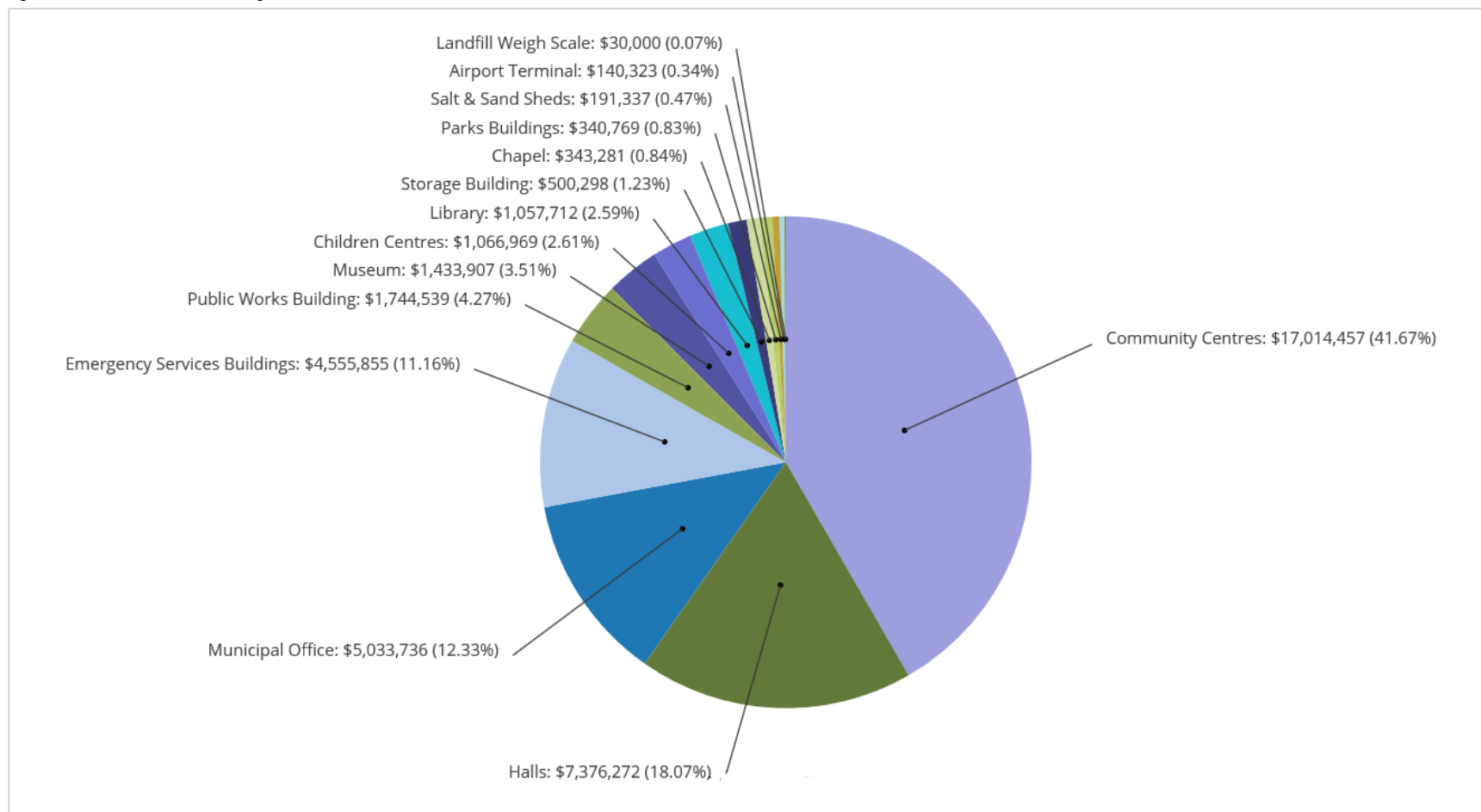
Table 11 Key Asset Attributes – Buildings & Facilities: Quantity, Valuation Method, and Replacement Cost

Asset Type	Asset Component	Quantity	Valuation Method	2016 Replacement Cost
Buildings & Facilities	Airport Terminal (Structure, Interior, Exterior, Mechanical, Roof)	1	\$140,323	\$140,323
	Community Centres (Structure, Interior, Exterior, Mechanical, Roof)	3		\$17,014,457
	Halls (Structure, Interior, Exterior, Mechanical, Roof)	1	\$7,376,272	\$7,376,272
	Chapel (Structure, Interior, Exterior, Mechanical, Roof)	2		\$343,281
	Emergency Services Buildings (Structure, Interior, Exterior, Mechanical, Roof)	3		\$4,555,855
	Library (Structure, Interior, Exterior, Mechanical, Roof)	1	\$1,057,712	\$1,057,712
	Museum (Structure, Interior, Exterior, Mechanical, Roof)	1	\$1,433,907	\$1,433,907
	Children Centres (Structure, Interior, Exterior, Mechanical, Roof)	1	\$1,066,969	\$1,066,969
	Public Works Building (Structure, Interior, Exterior, Mechanical, Roof)	4		\$1,744,539
	Storage Building (Structure, Interior, Exterior, Mechanical, Roof)	3		\$500,298
	Parks Buildings (Structure, Interior, Exterior, Mechanical, Roof)	5		\$340,769
	Municipal Office (Structure, Interior, Exterior, Mechanical, Roof, Washrooms, Office)	1	\$4,455,253	\$5,033,736
	Salt & Sand Sheds	3		\$191,337
	Landfill Weigh Scale Building	1	\$30,000	\$30,000
			Total	\$40,829,455

Table 12 Key Asset Attributes – Buildings &amp; Facilities: Useful Life

Asset Type	Asset Component	Useful Life in Years
Buildings & Facilities	Structure	15, 50, 75
	Interior/Exterior	15, 25, 30, 40, 50
	Mechanical	15, 20, 40, 70
	Roof	5, 15, 20, 25, 30, 40
	Salt & Sand Sheds	50
	Landfill Weigh Scale Building	50
	Washrooms	20, 40
	Office	50

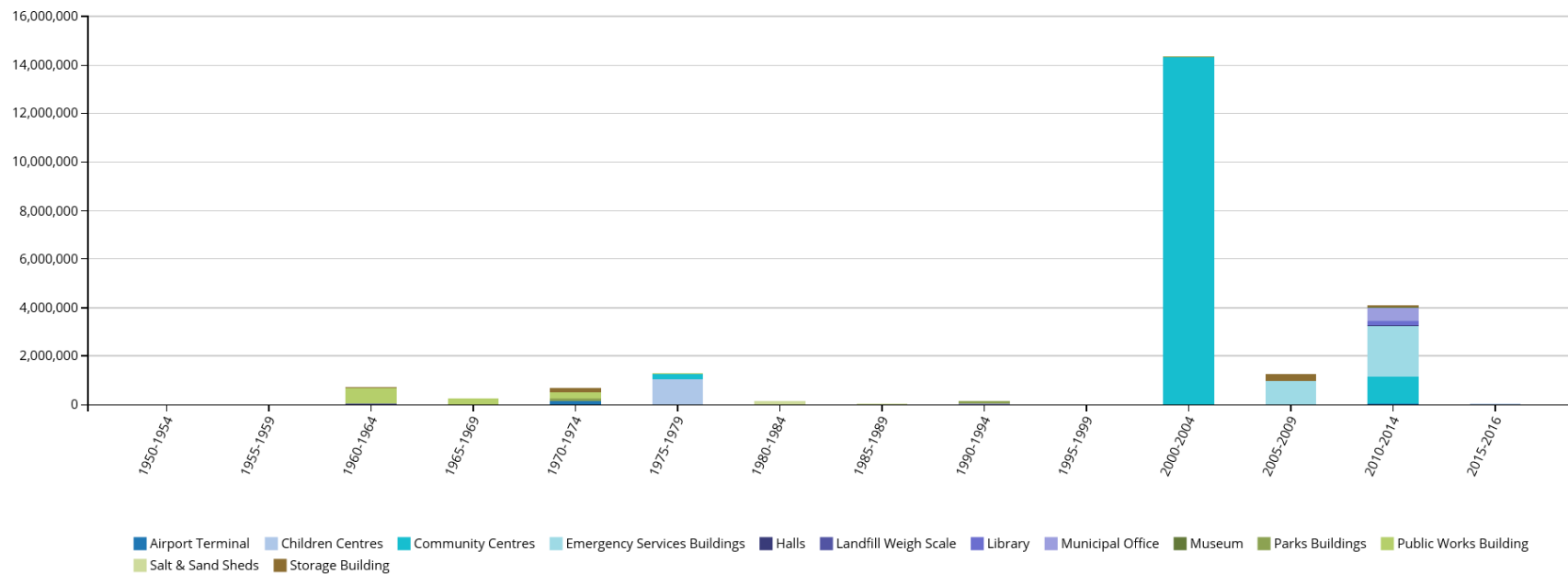
Figure 36 Asset Valuation – Buildings &amp; Facilities



## 6.2 Historical Investment in Infrastructure

Figure 37 shows the municipality's historical investments in its buildings since 1950. While observed condition data will provide superior accuracy in estimating replacement needs and should be incorporated into strategic plans, in the absence of such information, understanding past expenditure patterns and current useful life consumption levels (Section 6.3) can inform the forecasting and planning of short-, medium- and long-term replacement needs.

Figure 37 Historical Investment – Buildings & Facilities

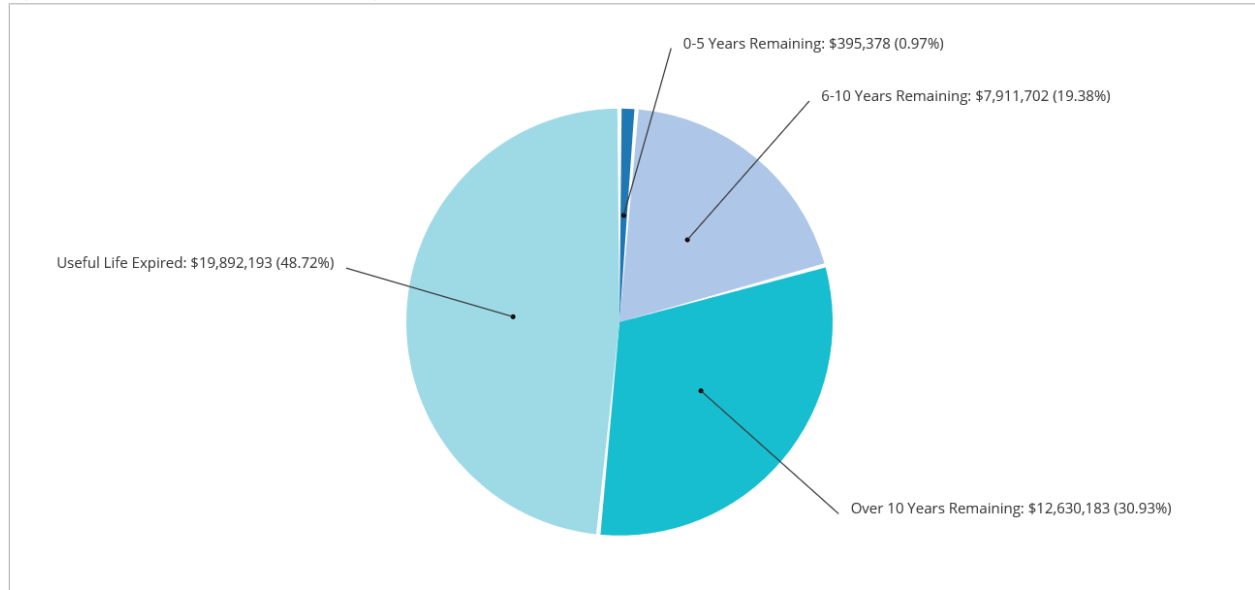


Major investments in buildings and facilities occurred between 2000-2004, totaling more than \$14 million. Since 2005, expenditures have totaled \$5.4 million. Note that the values provided are the 2016 replacement value of the assets.

### 6.3 Useful Life Consumption

In this section, we detail the extent to which assets have consumed their useful life based on the above, established useful life standards. In conjunction historical spending patterns, observed condition data, understanding the consumption rate of assets based on industry established useful life measures provides a more complete profile of the state of a community's infrastructure. Figure 38 illustrates the useful life consumption levels as of 2015 for the municipality's buildings assets.

Figure 38 Useful Life Consumption – Buildings & Facilities

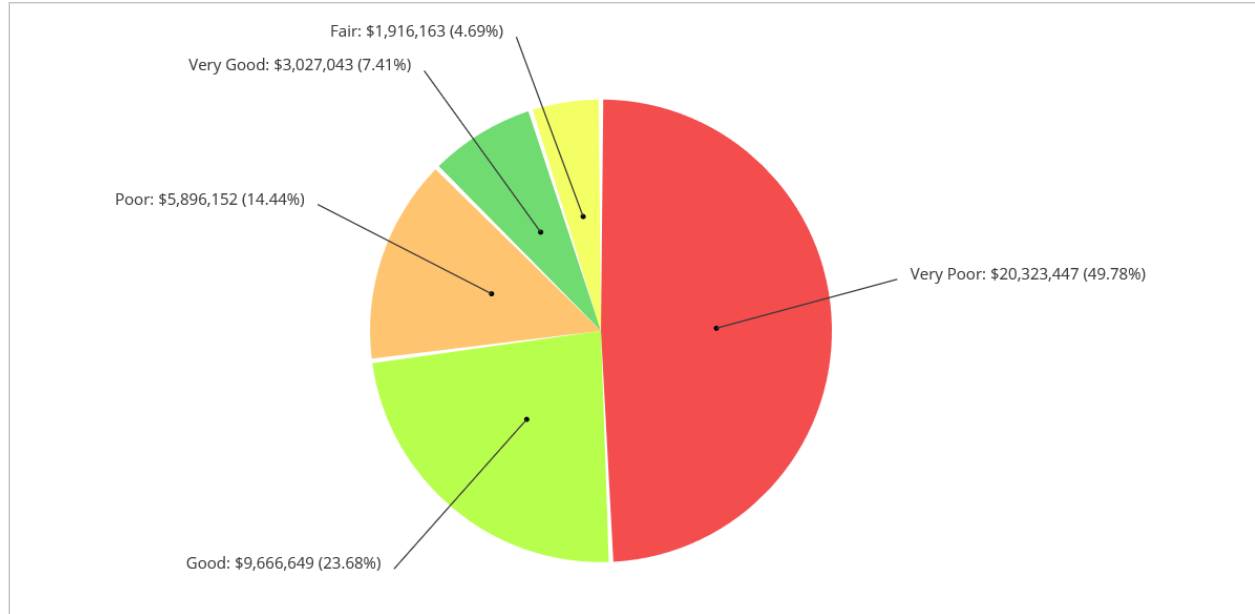


Nearly 50% of assets, with a valuation of \$20 million, remain in operation beyond their useful life; 31% have at least 10 years of useful life remaining.

## 6.4 Current Asset Condition

Using replacement cost, in this section, we summarize the condition of the municipality's buildings assets. By default, we rely on observed field data as provided by the municipality. In the absence of such information, age-based data is used as a proxy. The municipality has not provided condition data.

Figure 39 Asset Condition – Buildings & Facilities (Age-based)

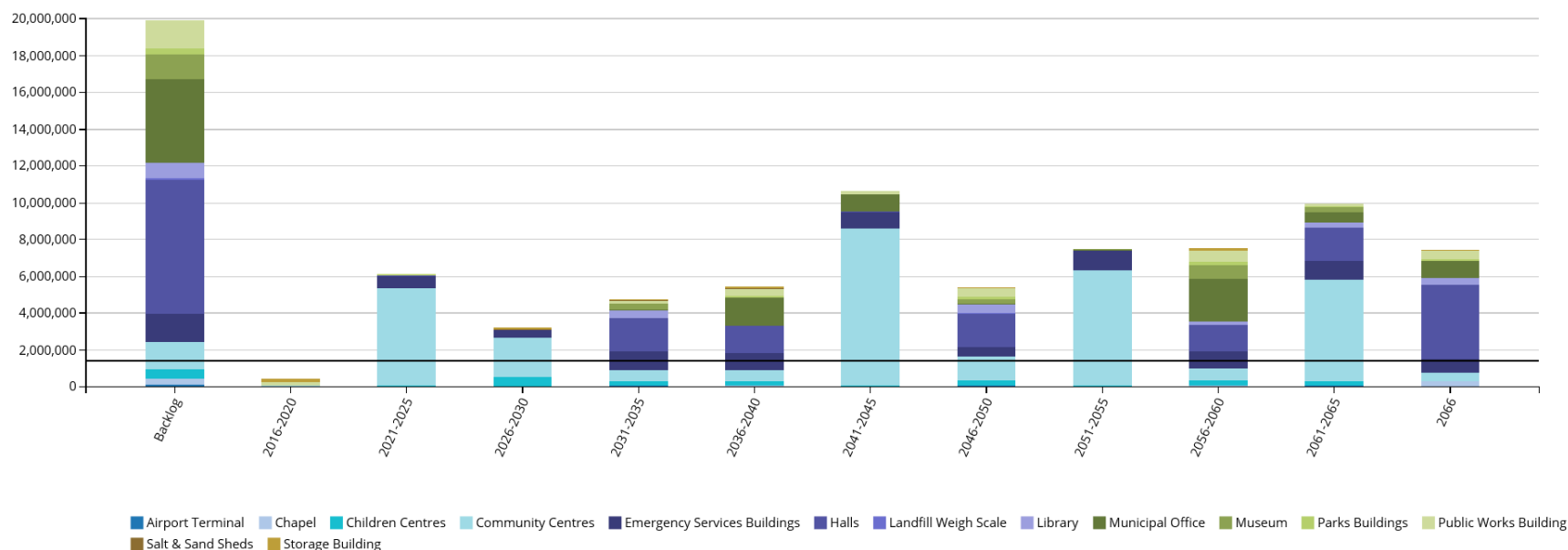


Age-based data indicates that approximately 55% of the buildings assets, with a valuation of \$26 million, are in poor to very poor condition; 31% are in good to very good condition.

## 6.5 Forecasting Replacement Needs

In this section, we illustrate the short-, medium- and long-term infrastructure spending requirements (replacement only) for the municipality's buildings assets. The backlog is the aggregate investment in infrastructure that was deferred over previous years or decades. In the absence of observed data, the backlog represents the value of assets that remain in operation beyond their useful life.

Figure 40 Forecasting Replacement Needs – Buildings & Facilities



Age-based data indicates a significant backlog totaling \$20 million. While less than \$400,000 will be required in the next five years, replacement needs will total \$6.1 million between 2021-2025. The municipality's annual requirements (indicated by the black line) for its buildings total \$1,474,000. At this funding level, the municipality is allocating sufficient funds on an annual basis to meet replacement needs as they arise without the need for deferring projects and accruing annual infrastructure deficits. The municipality is currently allocating \$285,000, leaving an annual deficit of \$1.2 million. See the 'Financial Strategy' section for achieving a more optimal and sustainable funding level. Further, while fulfilling the annual requirements will position the municipality to meet its future replacement needs, injection of additional revenues will be needed to mitigate existing infrastructure backlogs.



## 6.6 Recommendations – Buildings & Facilities

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- The municipality should implement a component based condition inspection program for its facilities. See Section 2, ‘Condition Assessment Programs’ in the ‘Asset Management Strategies’ chapter.
- Using the above information, the municipality should assess its short-, medium- and long-term capital, and operations and maintenance needs.
- An appropriate percentage of the replacement costs should then be allocated for the municipality’s O&M requirements.
- Facility key performance indicators should be established and tracked annually as part of an overall level of service model. See Chapter VII, ‘Levels of Service’.
- The municipality is funding only 19% of its long-term requirements on an annual basis. See the ‘Financial Strategy’ section on how to achieve more sustainable and optimal funding levels.

## 7. Machinery & Equipment

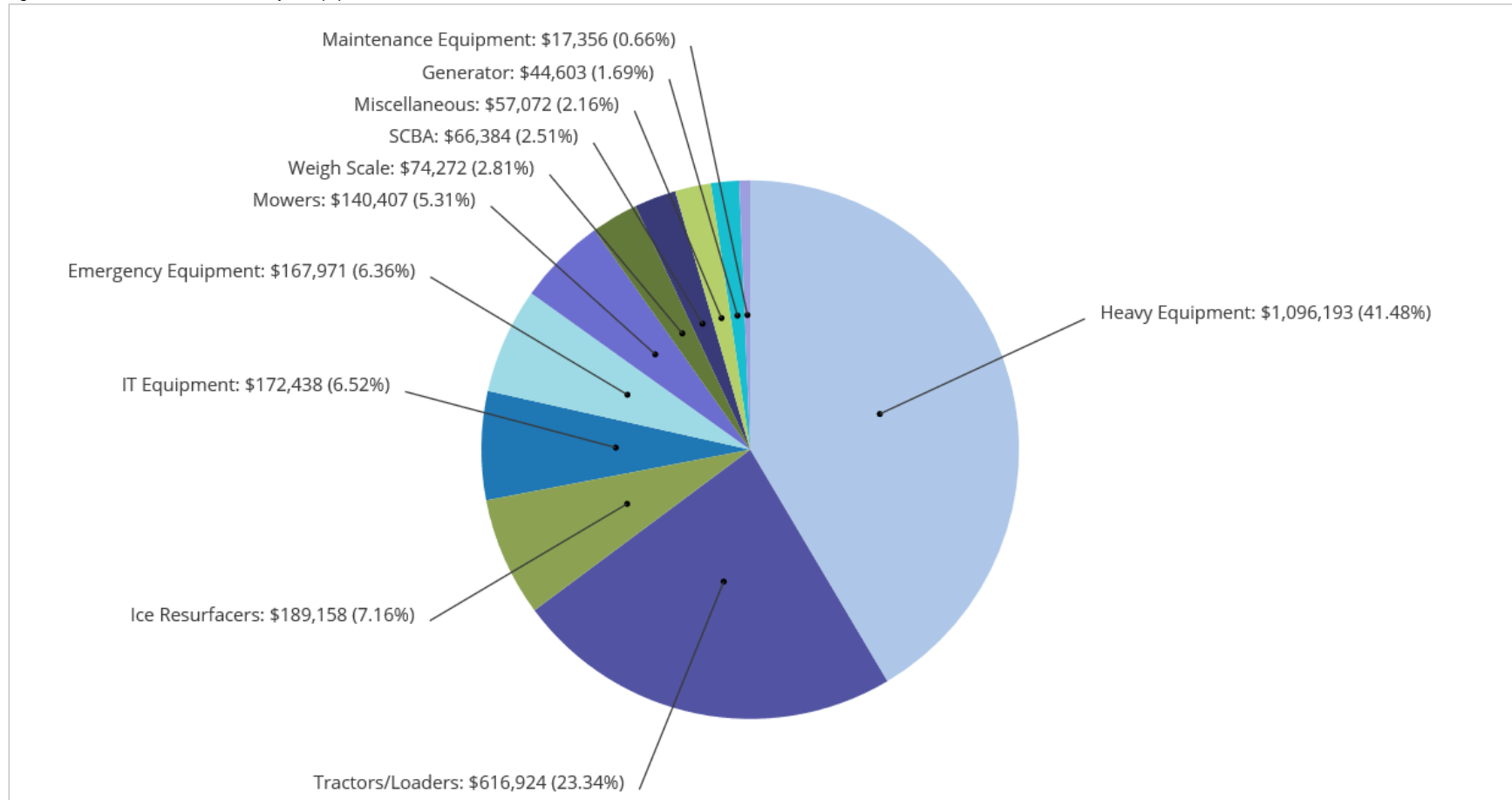
### 7.1 Asset Portfolio: Quantity, Useful Life and Replacement Cost

Table 13 illustrates key asset attributes for the municipality's machinery & equipment assets, including quantities of various assets, their useful life, their replacement cost, and the valuation method by which the replacement costs were derived. In total, the municipality's machinery & equipment assets are valued at \$2.6 million based on 2016 replacement costs. The useful life indicated for the asset types below was assigned by the municipality and obtained from the municipality's accounting data as maintained in the CityWide® Tangible Asset module.

Table 13 Asset Inventory – Machinery & Equipment

Asset Type	Components	Quantity	Useful Life in Years	Valuation Method	2016 Replacement Cost
Machinery & Equipment	IT Equipment	14	5, 10	CPI Monthly (ON)	\$172,438
	Emergency Equipment	10	5, 10, 15	CPI Monthly (ON)	\$167,971
	Generator	2	10	CPI Monthly (ON)	\$44,603
	Heavy Equipment	16	10, 15, 20	CPI Monthly (ON)	\$1,096,193
	Maintenance Equipment	4	10, 15, 20	CPI Monthly (ON)	\$17,356
	Mowers	11	5, 10, 12, 15	CPI Monthly (ON)	\$140,407
	SCBA	27	10	CPI Monthly (ON)	\$66,384
	Tractors/Loaders	9	10, 12, 15	CPI Monthly (ON)	\$616,924
	Weigh Scales	1	10	CPI Monthly (ON)	\$74,272
	Ice Resurfacers	2	10, 15	CPI Monthly (ON)	\$189,158
	Miscellaneous	7	10, 20	CPI Monthly (ON)	\$57,072
Total					\$2,642,778

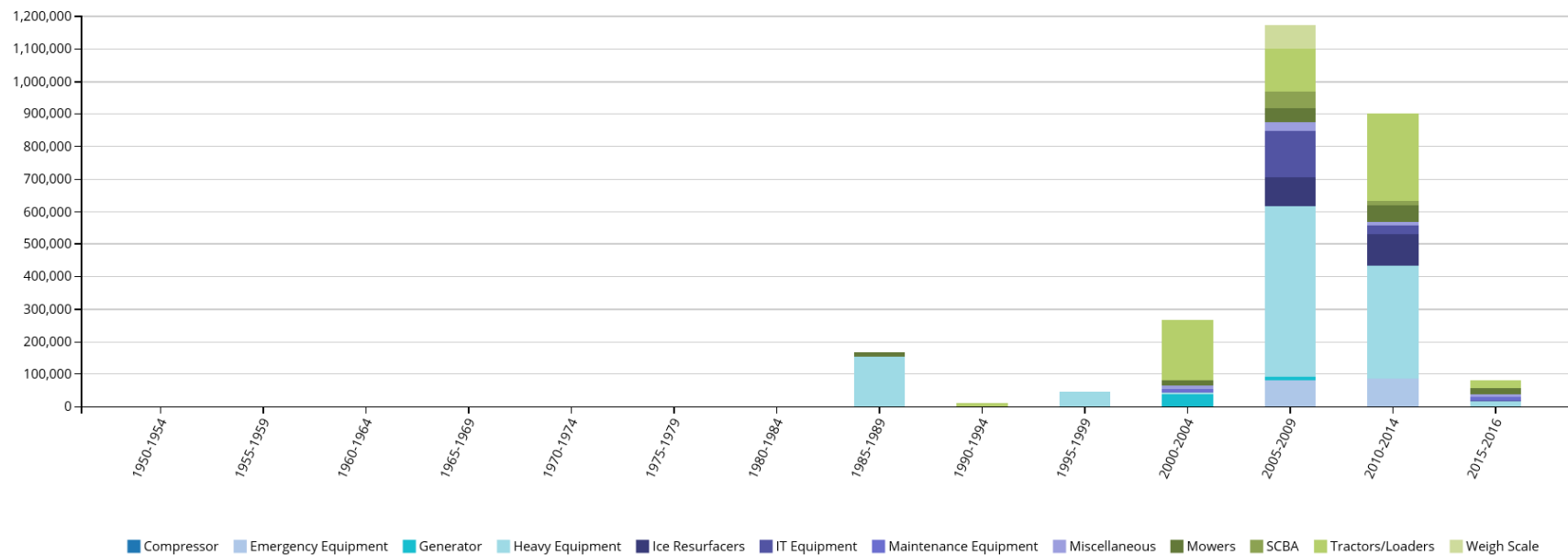
Figure 41 Asset Valuation – Machinery &amp; Equipment



## 7.2 Historical Investment in Infrastructure

Figure 42 shows the municipality's historical investments in its machinery & equipment since 1950. While observed condition data will provide superior accuracy in estimating replacement needs and should be incorporated into strategic plans, in the absence of such information, understanding past expenditure patterns and current useful life consumption levels (Section 7.3) can inform the forecasting and planning of short-, medium- and long-term replacement needs.

Figure 42 Historical Investment – Machinery & Equipment

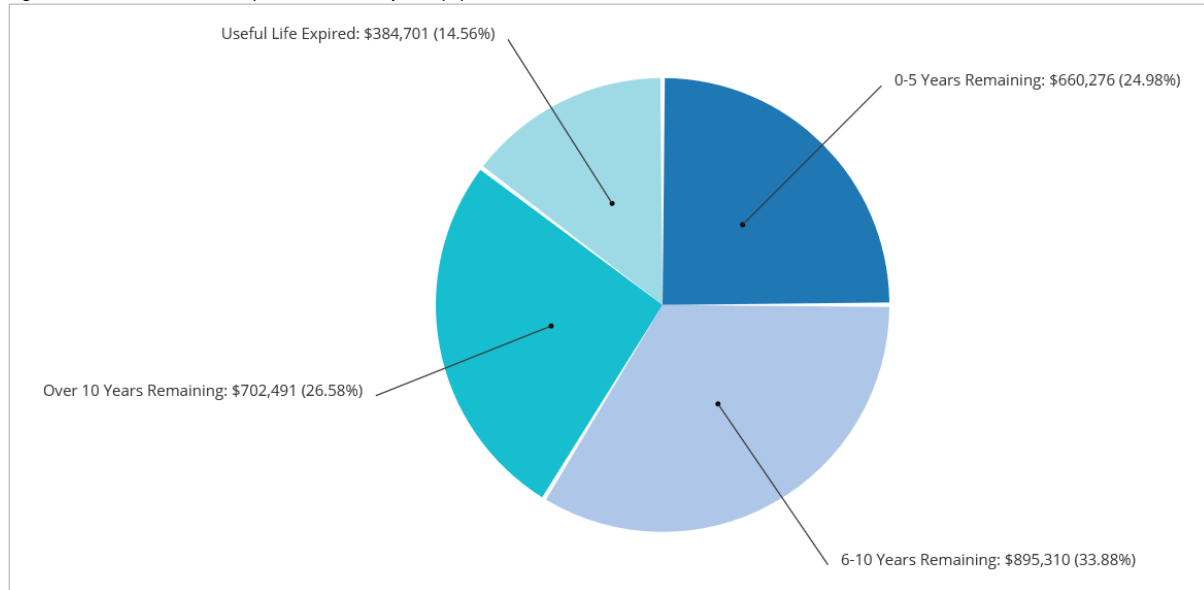


The municipality rapidly expanded its machinery & equipment portfolio beginning in the 2000s, making \$1.4 million in expenditures in between 2000-2009. Since 2010, investments have totaled \$1 million. Note that the values provided are the 2016 replacement value of the assets.

### 7.3 Useful Life Consumption

In this section, we detail the extent to which assets have consumed their useful life based on the above, established useful life standards. In conjunction historical spending patterns, observed condition data, understanding the consumption rate of assets based on industry established useful life measures provides a more complete profile of the state of a community's infrastructure. Figure 43 illustrates the useful life consumption levels as of 2015 for the municipality's machinery & equipment assets.

Figure 43 Useful Life Consumption – Machinery & Equipment

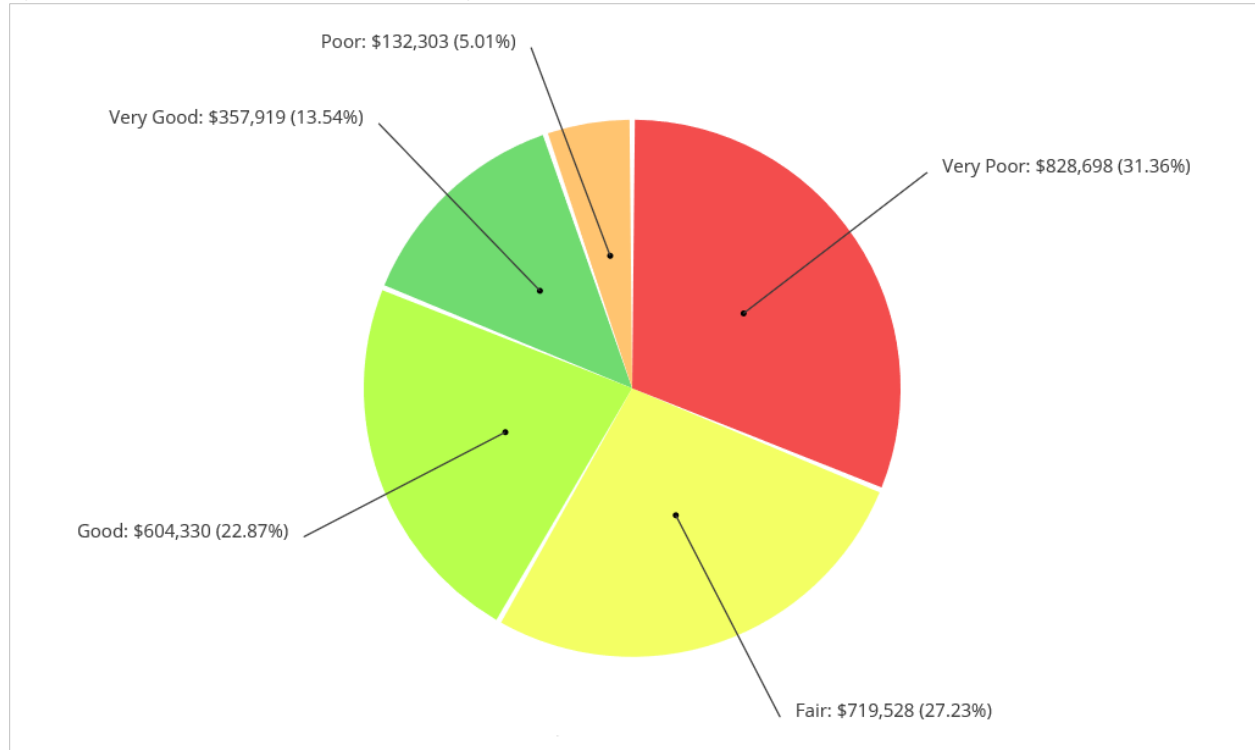


While 27% of assets have at least 10 years of useful life remaining, 15%, with a valuation of \$385,000, remain in operation beyond their useful life. An additional 25% will reach the end of their useful life in the next five years.

## 7.4 Current Asset Condition

Using replacement cost, in this section, we summarize the condition of the municipality's machinery & equipment assets as of 2015. By default, we rely on observed field data as provided by the municipality. In the absence of such information, age-based data is used as a proxy. The municipality has not provided condition data.

Figure 44 Asset Condition – Machinery & Equipment (Age-based)

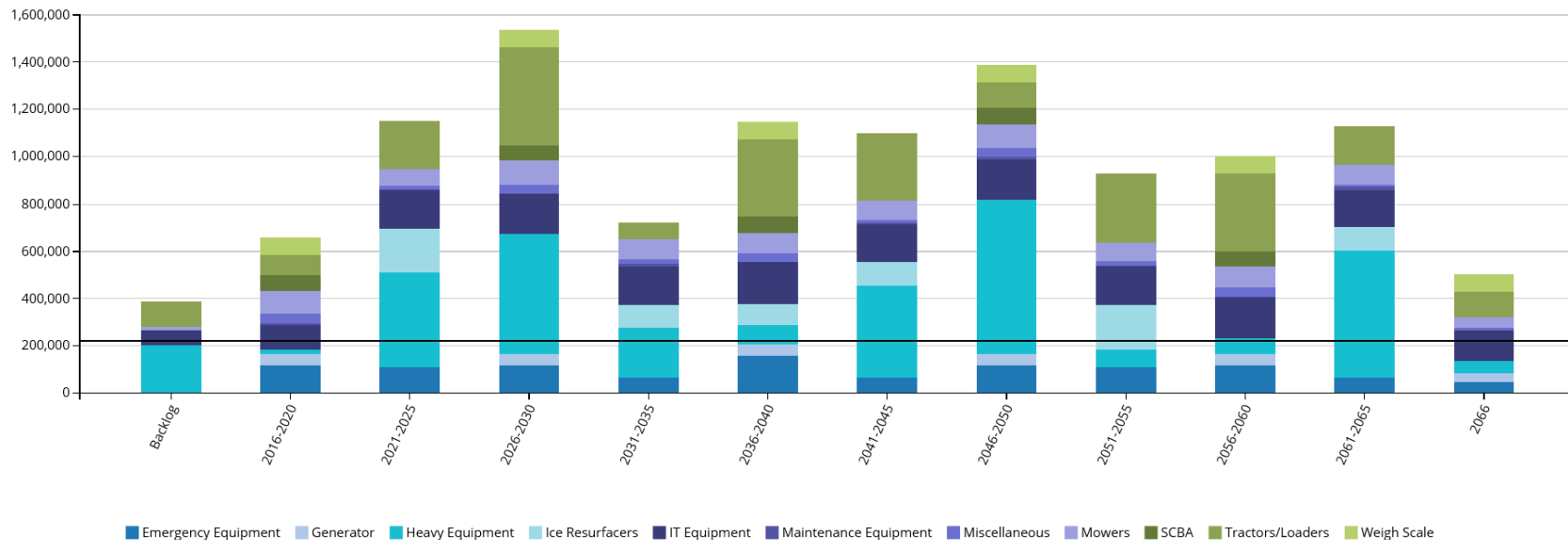


Based on age data, 35% of assets, with a valuation of \$1 million, are in poor to very poor condition; 37% are in good to very good condition.

## 7.5 Forecasting Replacement Needs

In this section, we illustrate the short-, medium- and long-term infrastructure spending requirements (replacement only) for the municipality's machinery & equipment assets. The backlog is the aggregate investment in infrastructure that was deferred over previous years or decades. In the absence of observed data, the backlog represents the value of assets that remain in operation beyond their useful life.

Figure 45 Forecasting Replacement Needs – Machinery & Equipment



In addition to an age-based backlog of \$385,000, the municipality's replacement needs total \$660,000 in the next five years. An additional \$1.1 million will be required between 2021-2025. The municipality's annual requirements (indicated by the black line) for its machinery & equipment total \$224,000. At this funding level, the municipality is allocating sufficient funds on an annual basis to meet replacement needs as they arise without the need for deferring projects and accruing annual infrastructure deficits. The municipality is currently allocating \$277,000, leaving an annual surplus of \$53,000. See the 'Financial Strategy' section for maintaining a sustainable and optimal funding level. Further, while fulfilling the annual requirements will position the municipality to meet its future replacement needs, injection of additional revenues will be needed to mitigate existing infrastructure backlogs.

## **7.6 Recommendations – Machinery & Equipment**

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- The municipality should implement a component based condition inspection program to better define financial requirements for its machinery and equipment. See Section 2, 'Condition Assessment Programs' in the 'Asset Management Strategies' chapter.
- Using the above information, the municipality should assess its short-, medium- and long-term capital, and operations and maintenance needs.
- An appropriate percentage of the replacement costs should then be allocated for the municipality's O&M requirements.
- The municipality is overfunding (124%) of its long-term requirements on an annual basis. See the 'Financial Strategy' section on how to maintain sustainable and optimal funding levels.



## 8. Land Improvements

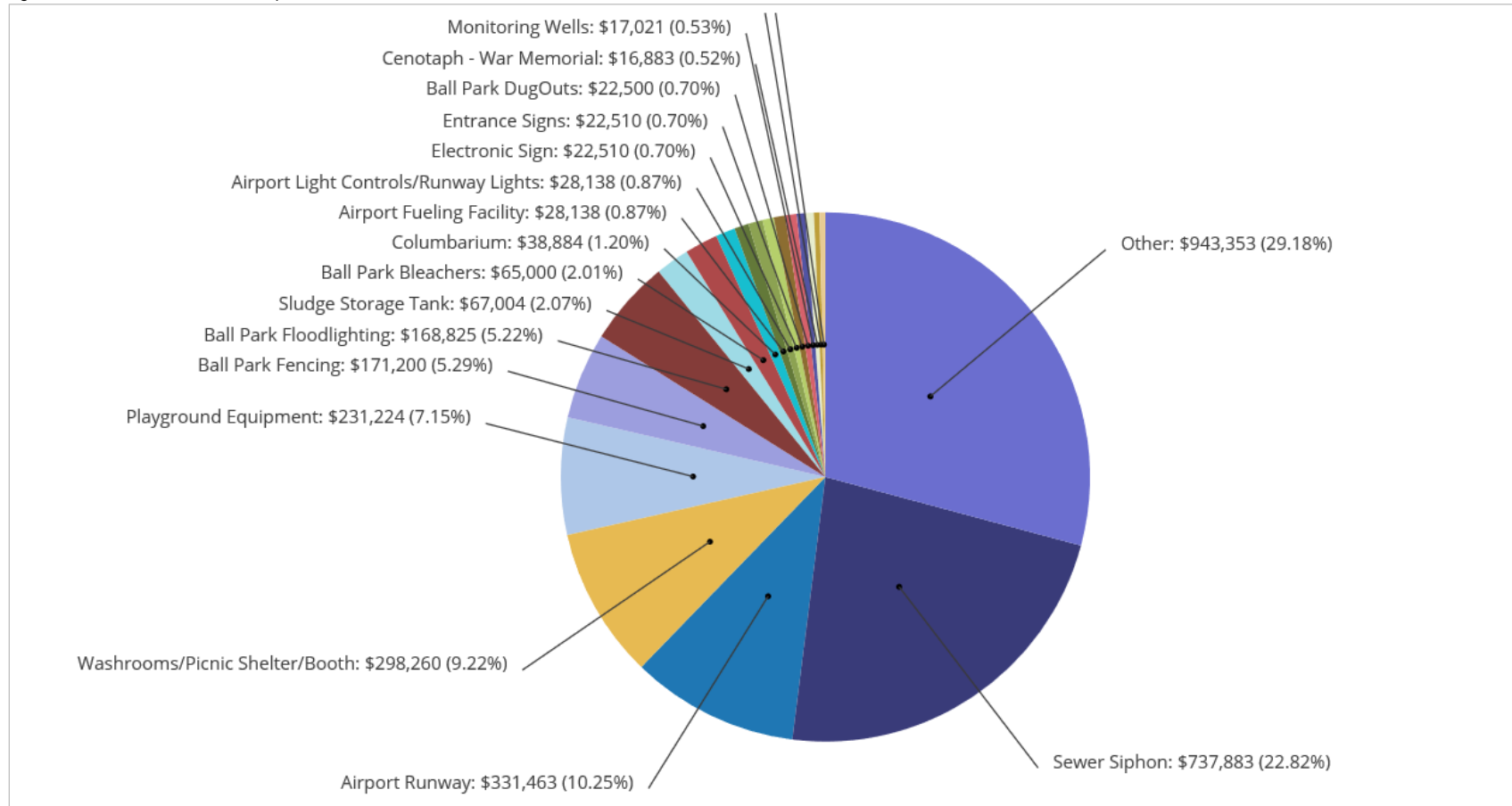
### 8.1 Asset Portfolio: Quantity, Useful Life and Replacement Cost

Table 14 illustrates key asset attributes for the municipality's land improvement assets, including quantities of various assets, their useful life, their replacement cost, and the valuation method by which the replacement costs were derived. In total, the municipality's land improvements assets are valued at \$3.2 million based on 2016 replacement costs. The useful life indicated for the asset types below was assigned by the municipality.

Table 14 Asset Inventory – Land Improvements

Asset Type	Components	Quantity	Useful Life in Years	Valuation Method	2016 Replacement Cost
Land Improvements	Columbarium	2	50	CPI Monthly (ON)	\$38,884
	Playground Equipment	5	15, 20		\$231,224
	Airport Runway	1	20	CPI Monthly (ON)	\$331,463
	Airport Fueling Facility	1	15	\$28,138	\$28,138
	Airport Light Controls/Runway Lights	1	20	\$28,138	\$28,138
	Sludge Storage Tank	1	75	\$67,004	\$67,004
	Sewer Siphon	1	50	CPI Monthly (ON)	\$737,883
	Monitoring Wells	1	50	CPI Monthly (ON)	\$17,021
	Electronic Sign	1	20	\$22,510	\$22,510
	Cenotaph - War Memorial	1	75	\$16,883	\$16,883
	Alice Munro Memorial	1	25	\$11,255	\$11,255
	Entrance Signs	2	20	\$11,255	\$22,510
	Clock/Fountain/Lighting	1	15	\$11,255	\$11,255
	Washrooms/Picnic Shelter/Booth	3	15, 30		\$298,260
	Ball Park Fencing	4	15		\$171,200
	Ball Park Floodlighting	3	20	\$33,765	\$168,825
	Ball Park Bleachers	3	20	\$13,000	\$65,000
	Ball Park Dugouts	2	15	\$3,750	\$22,500
	Other	3	10, 20	CPI Monthly (ON)	\$943,353
Total					\$3,233,306

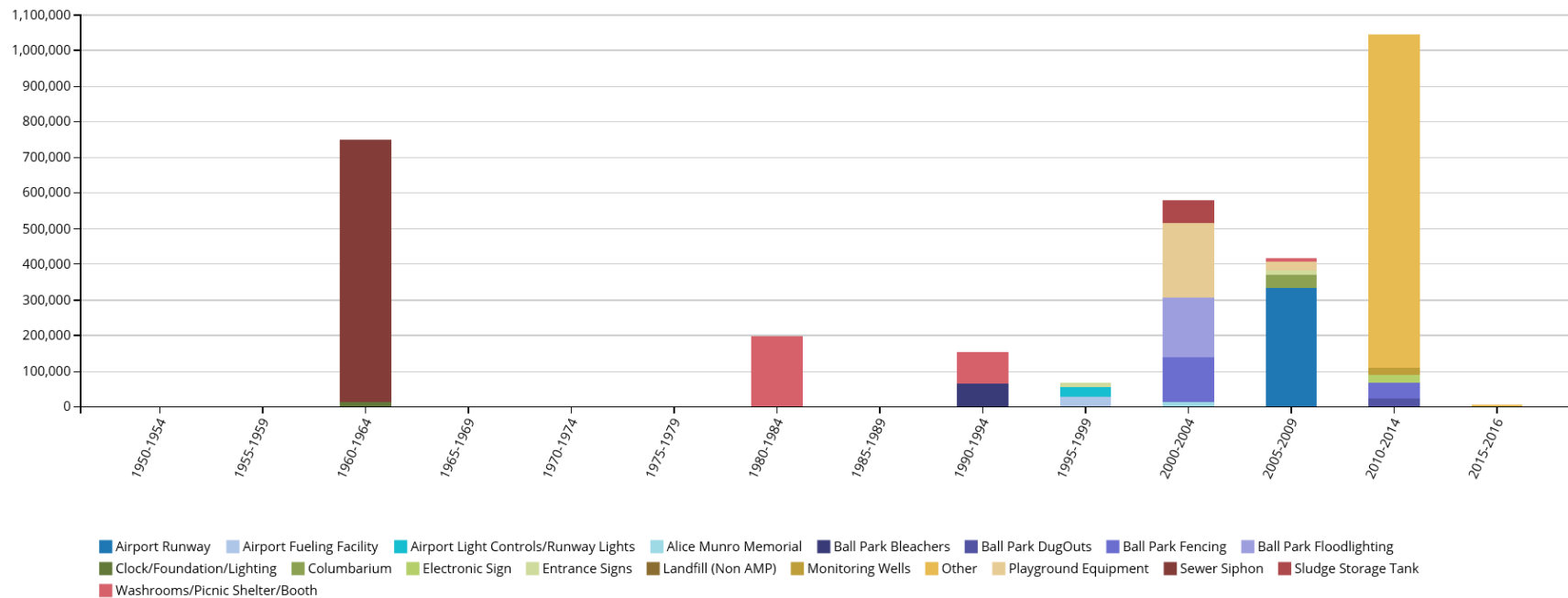
Figure 46 Asset Valuation – Land Improvements



## 8.2 Historical Investment in Infrastructure

Figure 47 shows the municipality's historical investments in its land improvements since 1950. While observed condition data will provide superior accuracy in estimating replacement needs and should be incorporated into strategic plans, in the absence of such information, understanding past expenditure patterns and current useful life consumption levels (Section 8.3) can inform the forecasting and planning of short-, medium- and long-term replacement needs.

Figure 47 Historical Investment – Land Improvements

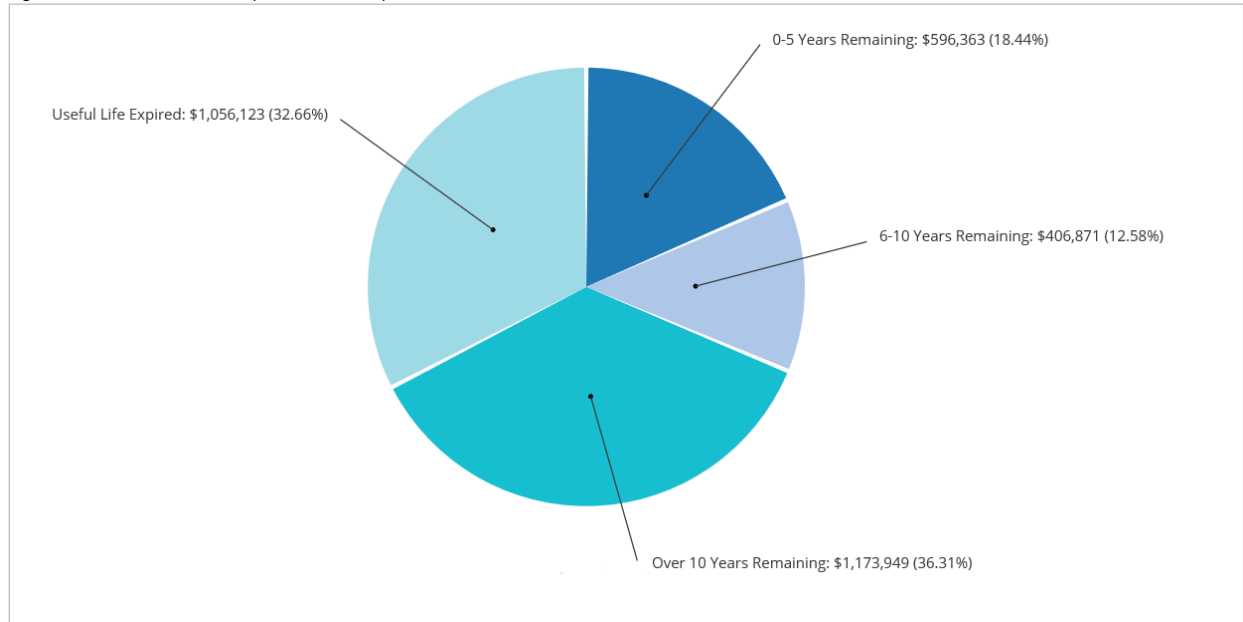


The municipality has made periodic investments in its land improvement assets since the 1960s, including \$738,000 for sewer siphon. Since 2000, expenditures have totaled more than \$2 million. Note that the values provided are the 2016 replacement value of the assets.

### 8.3 Useful Life Consumption

In this section, we detail the extent to which assets have consumed their useful life based on the above, established useful life standards. In conjunction historical spending patterns, observed condition data, understanding the consumption rate of assets based on industry established useful life measures provides a more complete profile of the state of a community's infrastructure. Figure 48 illustrates the useful life consumption levels as of 2015 for the municipality's land improvement assets.

Figure 48 Useful Life Consumption – Land Improvements

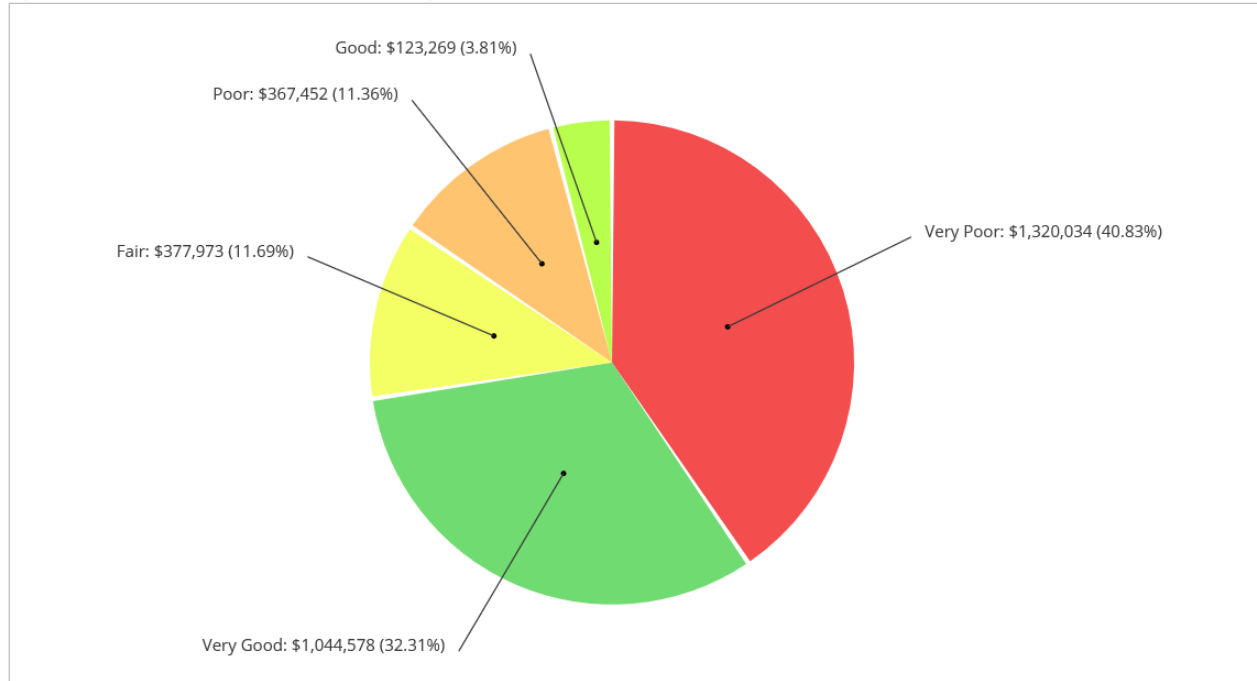


While 36% of the municipality's land improvement assets have at least 10 years of useful life remaining, 33%, with a valuation of \$1.1 million, remain in operation beyond their useful life. An additional 18% will reach the end of their useful life in the next five years.

## 8.4 Current Asset Condition

Using replacement cost, in this section, we summarize the condition of the municipality's land improvement assets. By default, we rely on observed field data as provided by the municipality. In the absence of such information, age-based data is used as a proxy. The municipality has not provided condition data.

Figure 49 Asset Condition - Land Improvements (Age-based)

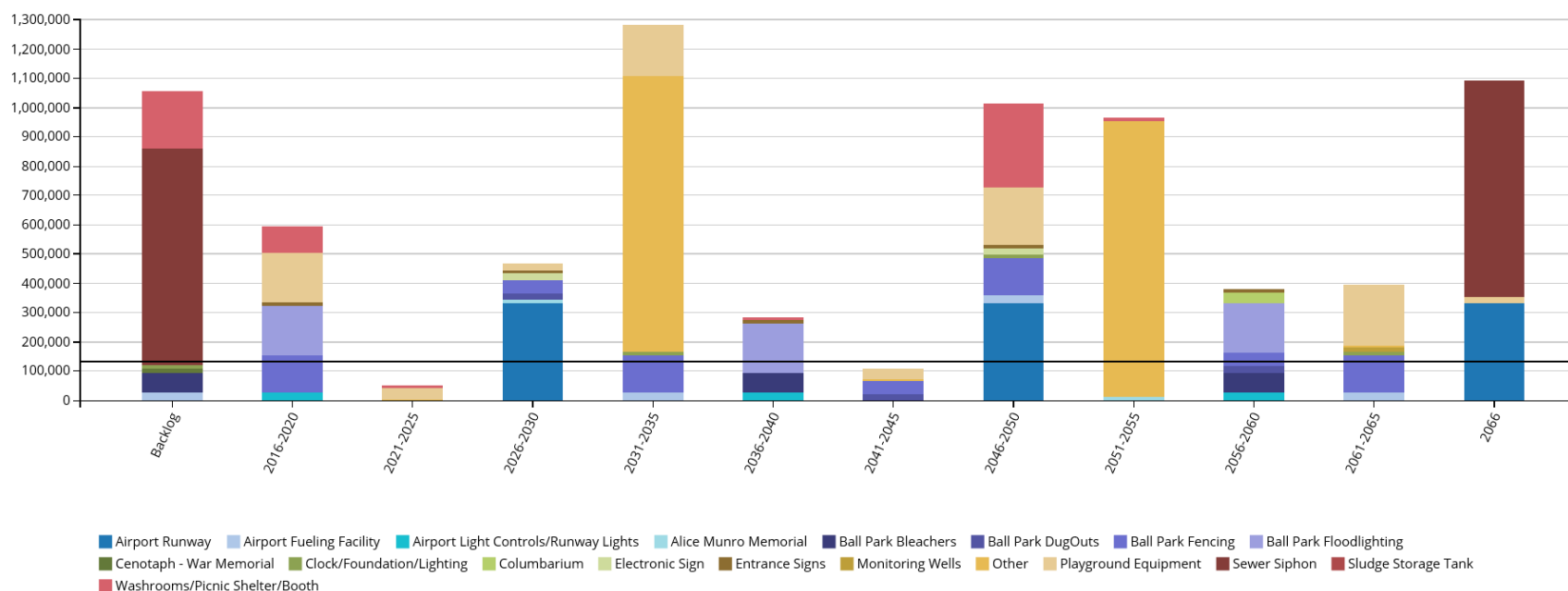


Based on age data, 52% of the municipality's land improvement assets, with a valuation of \$1.7 million, are in poor to very poor condition; 36% are in good to very good condition.

## 8.5 Forecasting Replacement Needs

In this section, we illustrate the short-, medium- and long-term infrastructure spending requirements (replacement only) for the municipality's land improvements assets. The backlog is the aggregate investment in infrastructure that was deferred over previous years or decades. In the absence of observed data, the backlog represents the value of assets that remain in operation beyond their useful life.

Figure 50 Forecasting Replacement Needs – Land Improvements



Age-based data shows a backlog of \$1.1 million. In addition, the municipality's replacement needs will total \$647,000 over the next 10 years. The municipality's annual requirements (indicated by the black line) for its land improvements total \$137,000. At this funding level, the municipality is allocating sufficient funds on an annual basis to meet replacement needs as they arise without the need for deferring projects and accruing annual infrastructure deficits. However, the municipality is currently allocating \$59,000, leaving an annual deficit of \$78,000. See the 'Financial Strategy' section for achieving a more optimal and sustainable funding level. Further, while fulfilling the annual requirements will position the municipality to meet its future replacement needs, injection of additional revenues will be needed to mitigate existing infrastructure backlogs.

## 8.6 Recommendations – Land Improvements

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- The municipality should implement a condition assessment program for its land improvement assets to better estimate actual condition levels. See Section 2, 'Condition Assessment Programs' in the 'Asset Management Strategies' chapter.
- Using the above information the municipality should assess its short-, medium- and long-term capital and operations and maintenance needs.
- An appropriate percentage of the replacement costs should then be allocated for the municipality's O&M requirements.
- The municipality is funding 43% of its long-term replacement needs on an annual basis. See the 'Financial Strategy' section on how to achieve more sustainable and optimal funding levels

## 9. Fleet

### 9.1 Asset Portfolio: Quantity, Useful Life and Replacement Cost

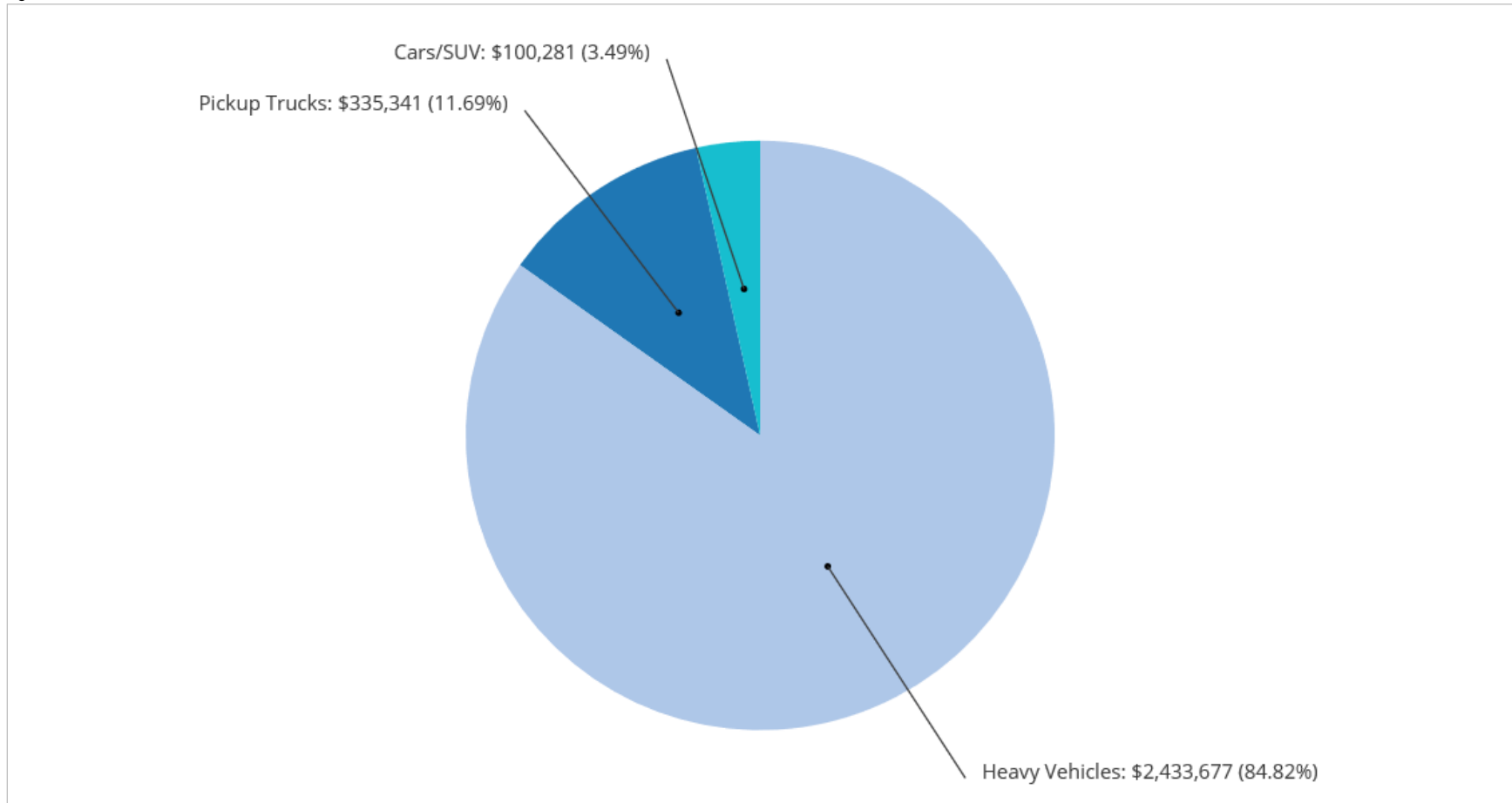
Table 15 illustrates key asset attributes for the municipality's fleet assets, including quantities of various assets, their useful life, their replacement cost, and the valuation method by which the replacement costs were derived. In total, the municipality's fleet assets are valued at \$3 million based on 2016 replacement costs. The useful life indicated for the asset types below was assigned by the municipality.

Table 15 Asset Inventory – Fleet

Asset Type	Components	Quantity	Useful Life in Years	Valuation Method	2016 Replacement Cost
Fleet	Cars/SUV	4	5, 10	CPI Monthly (ON)	\$100,281
	Heavy Vehicles	17	5, 10, 12, 15, 20	CPI Monthly (ON)	\$2,433,677
	Pickup Trucks	13	5, 10, 12	CPI Monthly (ON)	\$335,341
Total					\$2,869,299



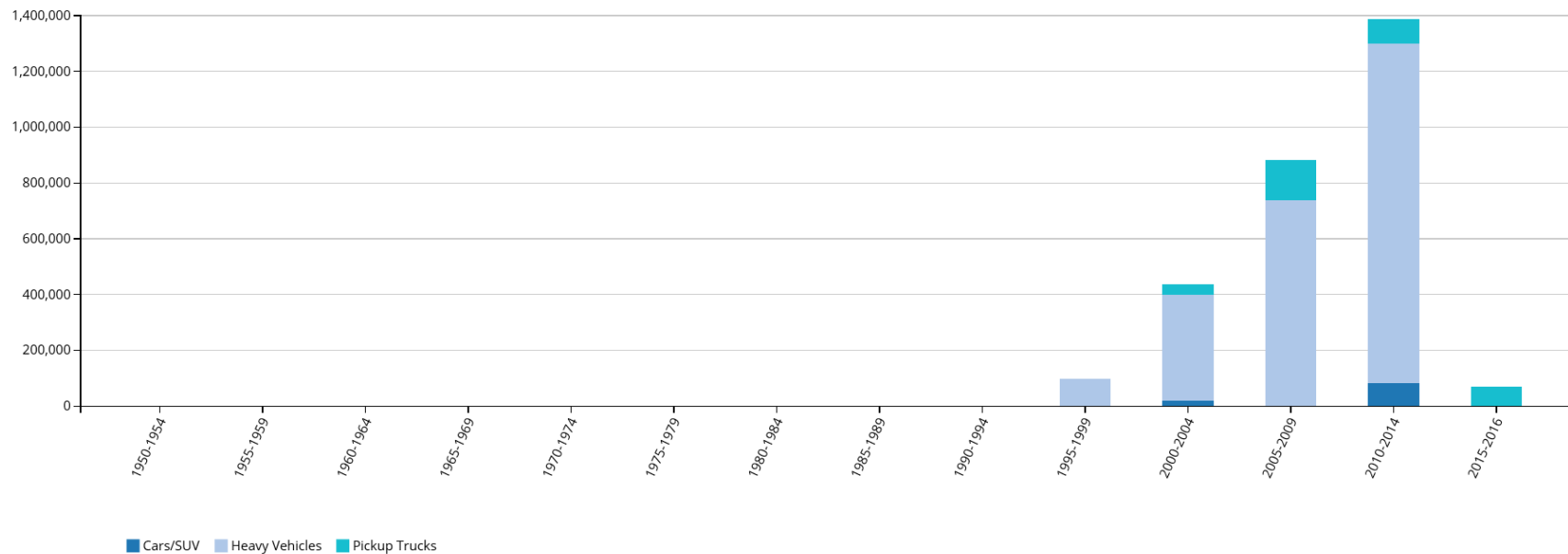
Figure 51 Asset Valuation – Fleet



## 9.2 Historical Investment in Infrastructure

Figure 52 shows the municipality's historical investments in its fleet since 1950. While observed condition data will provide superior accuracy in estimating replacement needs and should be incorporated into strategic plans, in the absence of such information, understanding past expenditure patterns and current useful life consumption levels (Section 9.3) can inform the forecasting and planning of short-, medium- and long-term replacement needs.

Figure 52 Historical Investment – Fleet

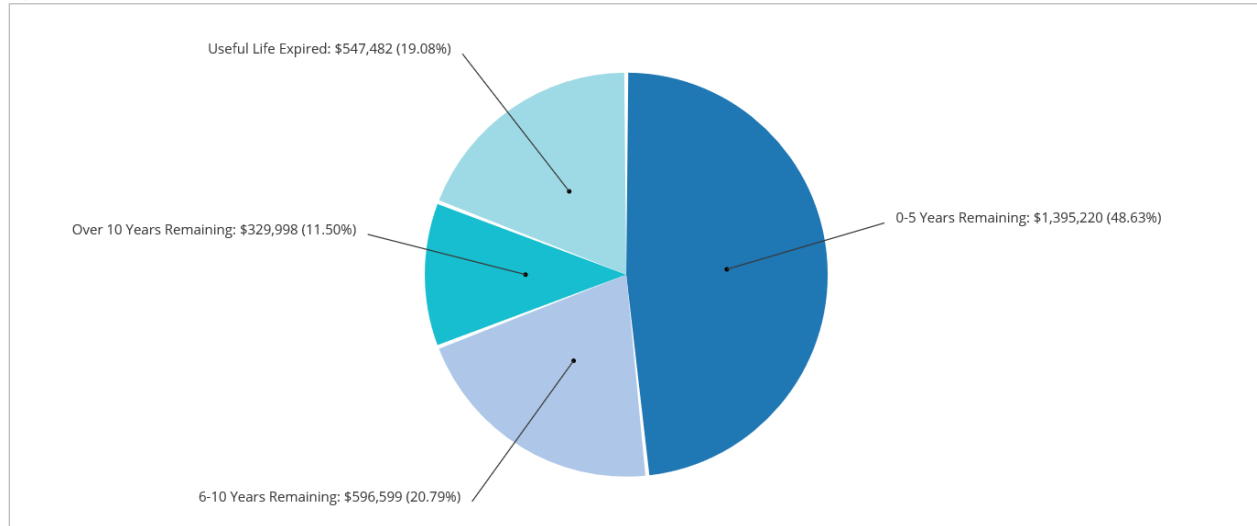


The municipality expanded its fleet portfolio rapidly starting in the 1990s. Since 2010, expenditure have totaled \$1.4 million. Note that the values provided are the 2016 replacement value of the assets.

### 9.3 Useful Life Consumption

In this section, we detail the extent to which assets have consumed their useful life based on the above, established useful life standards. In conjunction historical spending patterns, observed condition data, understanding the consumption rate of assets based on industry established useful life measures provides a more complete profile of the state of a community's infrastructure. Figure 53 illustrates the useful life consumption levels as of 2015 for the municipality's fleet.

Figure 53 Useful Life Consumption – Fleet

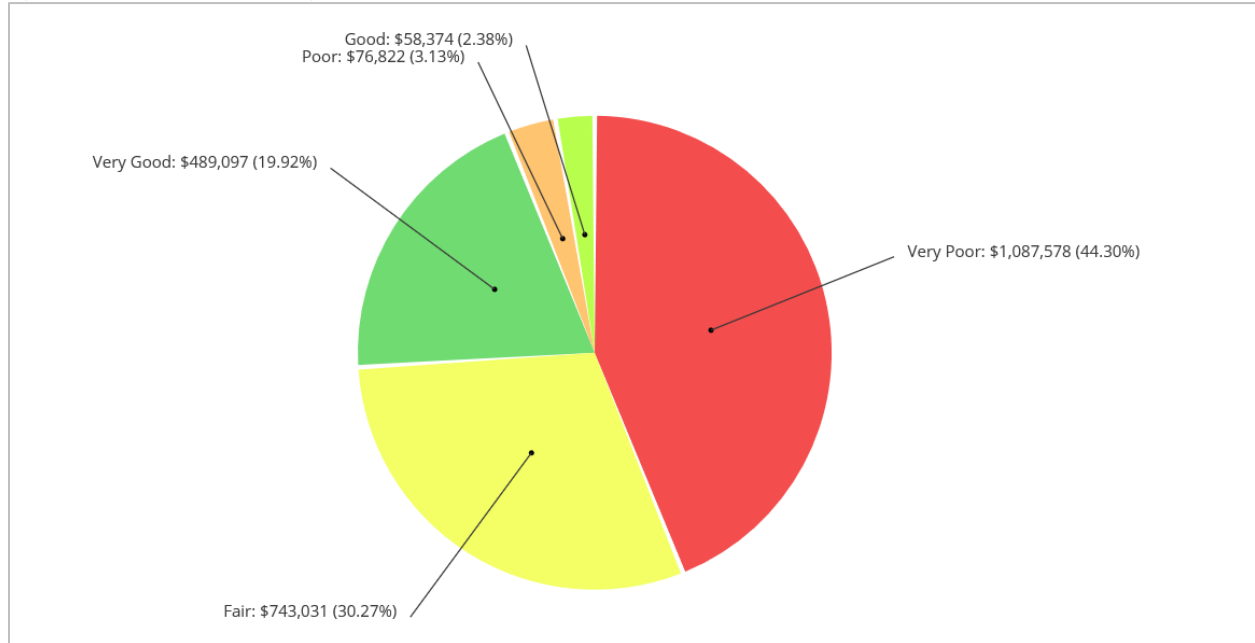


Less than 12% of assets have at least 10 years of useful life remaining; 19%, with a valuation of \$547,000 remain in operation beyond their useful life. An additional 49% will reach the end of their useful life in the next five years.

## 9.4 Current Asset Condition

Using replacement cost, in this section, we summarize the condition of the municipality's fleet assets as of 2015. By default, we rely on observed field data as provided by the municipality. In the absence of such information, age-based data is used as a proxy. The municipality has not provided condition data.

Figure 54 Asset Condition – Fleet (Age-based)

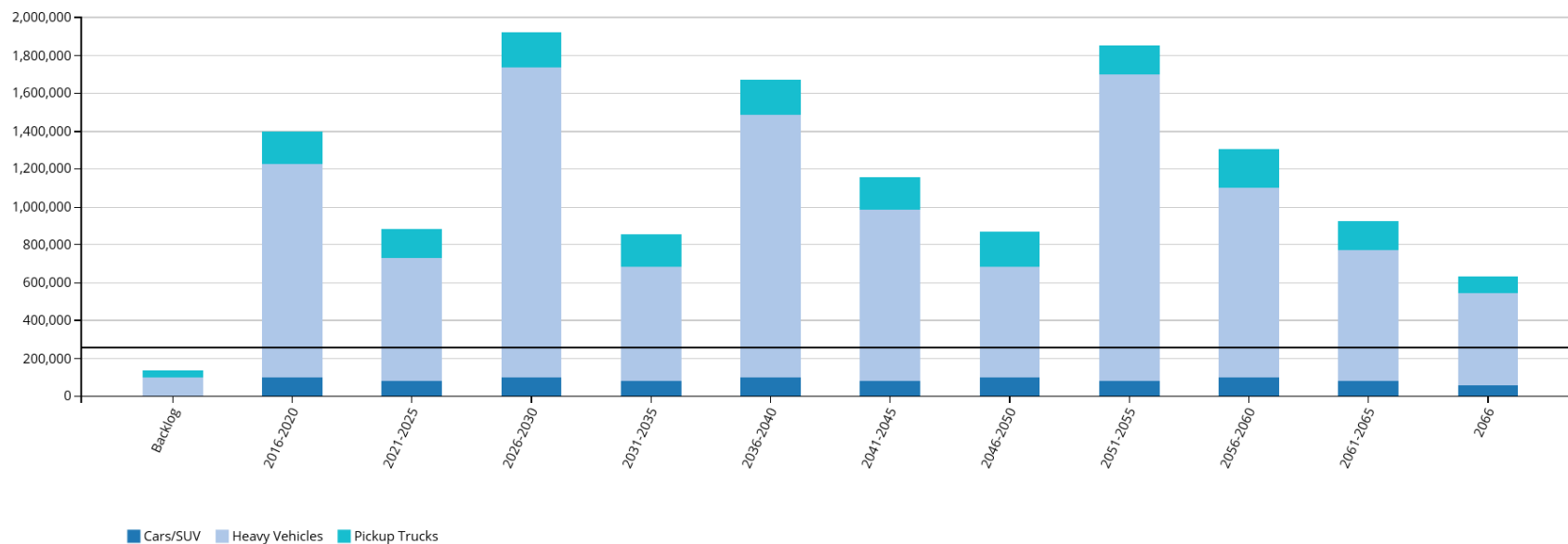


Age-based data shows that 65% of the municipality's fleet assets are in poor to very poor condition; 16%, with a valuation of \$551,000 are in good condition.

## 9.5 Forecasting Replacement Needs

In this section, we illustrate the short-, medium- and long-term infrastructure spending requirements (replacement only) for the municipality's fleet assets. The backlog is the aggregate investment in infrastructure that was deferred over previous years or decades. In the absence of observed data, the backlog represents the value of assets that remain in operation beyond their useful life.

Figure 55 Forecasting Replacement Needs – Fleet



In addition an age-based backlog of \$133,000, replacement needs will total \$1.4 million over the next five years; an additional \$881,000 will be required between 2021-2025. The municipality's annual requirements (indicated by the black line) for its fleet total \$261,000. At this funding level, the municipality is allocating sufficient funds on an annual basis to meet replacement needs as they arise without the need for deferring projects and accruing annual infrastructure deficits. However, the municipality is currently allocating \$83,000, leaving an annual deficit of \$178,000. See the 'Financial Strategy' section for achieving a more optimal and sustainable funding level. Further, while fulfilling the annual requirements will position the municipality to meet its future replacement needs, injection of additional revenues will be needed to mitigate existing infrastructure backlogs.

## 9.6 Recommendations – Fleet

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- A preventative maintenance and life cycle assessment program should be established for the fleet class to gain a better understanding of current condition and performance as well as the short- and medium-term replacement needs. See Section 2, ‘Condition Assessment Programs’ in the ‘Asset Management Strategies’ chapter.
- Using the above information the municipality should assess its short-, medium- and long-term capital and operations and maintenance needs.
- An appropriate percentage of the replacement costs should then be allocated for the municipality’s O&M requirements.
- The municipality is funding 32% of its long-term replacement needs on an annual basis. See the ‘Financial Strategy’ section on how to achieve more sustainable and optimal funding levels.

## VII. Levels of Service

The two primary risks to a municipality's financial sustainability are the total lifecycle costs of infrastructure, and establishing levels of service (LOS) that exceed its financial capacity. In this regard, municipalities face a choice: overpromise and underdeliver; underpromise and overdeliver; or promise only that which can be delivered efficiently without placing inequitable burden on taxpayers. In general, there is often a trade-off between political expedience and judicious, long-term fiscal stewardship.

Developing realistic LOS using meaningful key performance indicators (KPIs) can be instrumental in managing citizen expectations, identifying areas requiring higher investments, driving organizational performance and securing the highest value for money from public assets. However, municipalities face diminishing returns with greater granularity in their LOS and KPI framework. That is, the objective should be to track only those KPIs that are relevant and insightful and reflect the priorities of the municipality.

### 1. Guiding Principles for Developing LOS

Beyond meeting regulatory requirements, levels of service established should support the intended purpose of the asset and its anticipated impact on the community and the municipality. LOS generally have an overarching corporate description, a customer oriented description, and a technical measurement. Many types of LOS, e.g., availability, reliability, safety, responsiveness and cost effectiveness, are applicable across all service areas in a municipality. The following LOS categories are established as guiding principles for the LOS that each service area in the municipality should strive to provide internally to the municipality and to residents/customers. These are derived from the Town of Whitby's *Guide to Developing Service Area Asset Management Plans*.

Table 16 LOS Categories

LOS Category	Description
Reliable	Services are predictable and continuous; services of sufficient capacity are convenient and accessible to the entire community
Cost Effective	Services are provided at the lowest possible cost for both current and future customers, for a required level of service, and are affordable
Responsive	Opportunities for community involvement in decision making are provided; and customers are treated fairly and consistently, within acceptable timeframes, demonstrating respect, empathy and integrity
Safe	Services are delivered such that they minimize health, safety and security risks
Suitable	Services are suitable for the intended function (fit for purpose)
Sustainable	Services preserve and protect the natural and heritage environment.

While the above categories provide broad strategic direction to council and staff, specific and measurable KPIs related to each LOS category are needed to ensure the municipality remains steadfast in its pursuit of delivering the highest value for money to various internal and external stakeholders.



## 2. Key Performance Indicators and Targets

In this section, we identify industry standard KPIs for major infrastructure classes that the municipality can incorporate into its performance measurement and for tracking its progress over future iterations of its AMPs. The municipality should develop appropriate and achievable targets that reflect evolving demand on infrastructure, its fiscal capacity and the overall corporate objectives.

Table 17 Key Performance Indicators – Road Network and Bridges & Culverts

Level	KPI (Reported Annually)
Strategic	<ul style="list-style-type: none"> <li>– Percentage of total reinvestment compared to asset replacement value</li> <li>– Completion of strategic plan objectives (related to right-of-way)</li> </ul>
Financial Indicators	<ul style="list-style-type: none"> <li>– Annual revenues compared to annual expenditures</li> <li>– Annual replacement value depreciation compared to annual expenditures</li> <li>– Cost per capita for roads, and bridges &amp; culverts</li> <li>– Maintenance cost per square metre</li> <li>– Revenue required to maintain annual network growth</li> <li>– Total cost of borrowing vs. total cost of service</li> </ul>
Tactical	<ul style="list-style-type: none"> <li>– Overall Bridge Condition Index (BCI) as a percentage of desired BCI</li> <li>– Percentage of road network rehabilitated/reconstructed</li> <li>– Percentage of paved road lane km rated as poor to very poor</li> <li>– Percentage of bridges and large culverts rated as poor to very poor</li> <li>– Percentage of asset class value spent on O&amp;M</li> <li>– Percentage of signage that pass reflectivity test. The remaining should be replaced</li> </ul>
Operational Indicators	<ul style="list-style-type: none"> <li>– Percentage of roads inspected within the last five years</li> <li>– Percentage of bridges and large culverts inspected within the last two years</li> <li>– Operating costs for paved lane per km</li> <li>– Operating costs for bridge and large culverts per square metre</li> <li>– Percentage of customer requests with a 24-hour response rate</li> </ul>

Table 18 Key Performance Indicators – Buildings &amp; Facilities

Level	KPI (Reported Annually)
Strategic	<ul style="list-style-type: none"> <li>– Percentage of total reinvestment compared to asset replacement value</li> <li>– Completion of strategic plan objectives (related buildings and facilities)</li> </ul>
Financial Indicators	<ul style="list-style-type: none"> <li>– Annual revenues compared to annual expenditures</li> <li>– Annual replacement value depreciation compared to annual expenditures</li> <li>– Revenue required to meet growth related demand</li> <li>– Repair and maintenance costs per square metre</li> <li>– Energy, utility and water cost per square metre</li> </ul>
Tactical	<ul style="list-style-type: none"> <li>– Percentage of component value replaced</li> <li>– Overall facility condition index as a percentage of desired condition index</li> <li>– Annual adjustment in condition indexes</li> <li>– Annual percentage of new facilities (square metre)</li> <li>– Percent of facilities rated poor or critical</li> <li>– Percentage of facilities replacement value spent on operations and maintenance Increase facility utilization rate by [x] percent by 2020.</li> <li>– <math>Utilization Rate = \frac{Occupied Space}{Facility Usable Area}</math></li> </ul>
Operational Indicators	<ul style="list-style-type: none"> <li>– [x] sq.ft. of facilities per full-time employee (or equivalent), i.e., maintenance staff</li> <li>– Percentage of facilities inspected within the last five years</li> <li>– Number/type of service requests</li> <li>– Percentage of customer requests responded to within 24 hours</li> </ul>

Table 19 Key Performance Indicators – Fleet

Level	KPI (Reported Annually)
Strategic	<ul style="list-style-type: none"> <li>– Percentage of total reinvestment compared to asset replacement value</li> <li>– Completion of strategic plan objectives</li> </ul>
Financial Indicators	<ul style="list-style-type: none"> <li>– Annual revenues compared to annual expenditures</li> <li>– Annual replacement value depreciation compared to annual expenditures</li> <li>– Cost per capita for roads, and bridges &amp; culverts</li> <li>– Maintenance cost per square metre</li> <li>– Revenue required to maintain annual network growth</li> <li>– Total cost of borrowing vs. total cost of service</li> </ul>
Tactical	<ul style="list-style-type: none"> <li>– Percentage of all fleet replaced</li> <li>– Average age of fleet</li> <li>– Percent of fleet rated poor or critical</li> <li>– Percentage of fleet replacement value spent on operations and maintenance</li> </ul>
Operational Indicators	<ul style="list-style-type: none"> <li>– Average downtime per fleet category</li> <li>– Average utilization per fleet category and/or each vehicle</li> <li>– Ratio of preventative maintenance repairs vs. reactive repairs</li> <li>– Percent of fleet that received preventative maintenance</li> <li>– Number/type of service requests</li> <li>– Percentage of customer requests responded to within 24 hours</li> </ul>

Table 20 Key Performance Indicators – Water, Sanitary and Storm Networks

Level	KPI (Reported Annually)
Strategic	<ul style="list-style-type: none"> <li>– Percentage of total reinvestment compared to asset replacement value</li> <li>– Completion of strategic plan objectives (related water/sanitary/storm)</li> </ul>
Financial Indicators	<ul style="list-style-type: none"> <li>– Annual revenues compared to annual expenditures</li> <li>– Annual replacement value depreciation compared to annual expenditures</li> <li>– Total cost of borrowing compared to total cost of service</li> <li>– Revenue required to maintain annual network growth</li> <li>– Lost revenue from system outages</li> </ul>
Tactical	<ul style="list-style-type: none"> <li>– Percentage of water/sanitary/storm network rehabilitated/reconstructed</li> <li>– Overall water/sanitary/storm network condition index as a percentage of desired condition index</li> <li>– Annual adjustment in condition indexes</li> <li>– Annual percentage of growth in water/sanitary/storm network</li> <li>– Percentage of mains where the condition is rated poor or critical for each network</li> <li>– Percentage of water/sanitary/storm network replacement value spent on operations and maintenance</li> </ul>
Operational Indicators	<ul style="list-style-type: none"> <li>–</li> <li>– Percentage of water/sanitary/storm network inspected</li> <li>– Operating costs for the collection of wastewater per kilometre of main.</li> <li>– Number of wastewater main backups per 100 kilometres of main</li> <li>– Operating costs for storm water management (collection, treatment, and disposal) per kilometre of drainage system.</li> <li>– Operating costs for the distribution/ transmission of drinking water per kilometre of water distribution pipe.</li> <li>– Number of days when a boil water advisory issued by the medical officer of health, applicable to a municipal water supply, was in effect.</li> <li>– Number of water main breaks per 100 kilometres of water distribution pipe in a year.</li> <li>– Number of customer requests received annually per water/sanitary/storm networks</li> <li>– Percentage of customer requests responded to within 24 hours per water/sanitary/storm network</li> </ul>

Table 21 Key Performance Indicators – Machinery &amp; Equipment

Level	KPI (Reported Annually)
Strategic	– Percentage of total reinvestment compared to asset replacement value
	– Completion of strategic plan objectives
Financial Indicators	– Annual revenues compared to annual expenditures
	– Annual replacement value depreciation compared to annual expenditures
	– Cost per capita for machinery & equipment
	– Revenue required to maintain annual network growth
	– Total cost of borrowing vs. total cost of service
Tactical	– Percentage of all machinery & equipment replaced
	– Average age of machinery & equipment assets
	– Percent of machinery & equipment rated poor or critical
	– Percentage of fleet replacement value spent on operations and maintenance
Operational Indicators	– Average downtime per machinery & equipment asset
	– Ratio of preventative maintenance repairs vs. reactive repairs
	– Percent of machinery & equipment that received preventative maintenance
	– Number/type of service requests

Table 22 Key Performance Indicators – Land Improvements

Level	KPI (Reported Annually)
Strategic	– Percentage of total reinvestment compared to asset replacement value
	– Completion of strategic plan objectives (related buildings and facilities)
Financial Indicators	– Annual revenues compared to annual expenditures
	– Annual replacement value depreciation compared to annual expenditures
	– Cost per capita for supplying parks, playgrounds, etc.
	– Repair and maintenance costs per square met
Tactical	– Overall park condition index as a percentage of desired condition index
	– Annual adjustment in condition indexes
	– Annual percentage of new parkland
	– Percent of park land and infrastructure rated poor or critical
	– Percentage of replacement value spent on operations and maintenance
Operational Indicators	– Parkland per capita
	– Percentage of park and infrastructure inspected within the last five years
	– Number/type of service requests
	– Percentage of customer requests responded to within 24 hours

### 3. Future Performance

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In addition to the financial capacity, and legislative requirements, e.g., *Safe Drinking Water Act*, the Minimum Maintenance Standards for municipal highways, building codes and the *Accessibility for Ontarians with Disability Act*, many factors, internal and external, can influence the establishment of LOS and their associated KPIs, both target and actual, including the municipality's overarching mission as an organization, the current state of its infrastructure, and the municipality's financial capacity.

#### **Strategic Objectives and Corporate Goals**

The municipality's long-term direction is outlined in its corporate and strategic plans. This direction will dictate the types of services it aims to deliver to its residents and the quality of those services. These high level goals are vital in identifying strategic (long-term) infrastructure priorities and as a result, the investments needed to produce desired levels of service.

#### **State of the Infrastructure**

The current state of capital assets will determine the quality of service the municipality can deliver to its residents. As such, levels of service should reflect the existing capacity of assets to deliver those services, and may vary (increase) with planned maintenance, rehabilitation or replacement activities and timelines.

#### **Community Expectations**

The general public will often have qualitative and quantitative opinions and insights regarding the levels of service a particular asset should deliver, e.g., what a road in 'good' condition should look like or the travel time between destinations. The public should be consulted in establishing LOS; however, the discussions should be centered on clearly outlining the lifecycle costs associated with delivering any improvements in LOS.

#### **Economic Trends**

Macroeconomic trends will have a direct impact on the LOS for most infrastructure services. Fuel costs, fluctuations in interest rates, and the purchasing power of the Canadian dollar can impede or facilitate any planned growth in infrastructure services.

#### **Demographic Changes**

The type of residents that dominate a municipality can also serve as infrastructure demand drivers, and as a result, can change how a municipality allocates its resources (e.g., an aging population may require diversion of resources from parks and sports facilities to additional wellbeing centers). Population growth is also a significant demand driver for existing assets (lowering LOS), and may require the municipality to construct new infrastructure to parallel community expectations.

#### **Environmental Change**

Forecasting for infrastructure needs based on climate change remains an imprecise science. However, broader environmental and weather patterns have a direct impact on the reliability of critical infrastructure services.

## **4. Monitoring, Updating and Actions**

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The municipality should collect data on its current performance against the KPIs listed and establish targets that reflect the current fiscal capacity of the municipality, its corporate and strategic goals, and as feasible, changes in demographics that may place additional demand on its various asset classes. For some asset classes, e.g., minor equipment, furniture, etc., cursory levels of service and their respective KPIs will suffice. For major infrastructure classes, detailed technical and customer-oriented KPIs can be critical. Once this data is collected and targets are established, the progress of the municipality should be tracked annually.

## VIII. Asset Management Strategies

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The asset management strategy will develop an implementation process that can be applied to the needs identification and prioritization of renewal, rehabilitation, and maintenance activities. This will assist in the production of a 10-year plan, including growth projections, to ensure the best overall health and performance of the municipality's infrastructure. This section includes an overview of condition assessment; the life cycle interventions required; and prioritization techniques, including risk, to determine which priority projects should move forward into the budget first.



# 1. Non-Infrastructure Solutions & Requirements

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The municipality should explore, as requested through the provincial requirements, which non-infrastructure solutions should be incorporated into the budgets for its infrastructure services. Non-Infrastructure solutions are such items as studies, policies, condition assessments, consultation exercises, etc., that could potentially extend the life of assets or lower total asset program costs in the future without a direct investment into the infrastructure.

Typical solutions for a municipality include linking the asset management plan to the strategic plan, growth and demand management studies, infrastructure master plans, better integrated infrastructure and land use planning, public consultation on levels of service, and condition assessment programs. As part of future asset management plans, a review of these requirements should take place, and a portion of the capital budget should be dedicated for these items in each programs budget.

It is recommended, under this category of solutions, that the municipality should develop and implement holistic condition assessment programs for all asset classes. This will advance the understanding of infrastructure needs, improve budget prioritization methodologies, and provide clearer path of what is required to achieve sustainable infrastructure programs.

# 2. Condition Assessment Programs

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The foundation of good asset management practice is based on having comprehensive and reliable information on the current condition of the infrastructure. Municipalities need to have a clear understanding regarding performance and condition of their assets, as all management decisions regarding future expenditures and field activities should be based on this knowledge. An incomplete understanding about an asset may lead to its premature failure or premature replacement.

Some benefits of holistic condition assessment programs within the overall asset management process are listed below:

- Understanding of overall network condition leads to better management practices
- Allows for the establishment of rehabilitation programs
- Prevents future failures and provides liability protection
- Potential reduction in operation/maintenance costs
- Accurate current asset valuation
- Allows for the establishment of risk assessment programs
- Establishes proactive repair schedules and preventive maintenance programs
- Avoids unnecessary expenditures
- Extends asset service life therefore improving level of service
- Improves financial transparency and accountability
- Enables accurate asset reporting which, in turn, enables better decision making

Condition assessment can involve different forms of analysis such as subjective opinion, mathematical models, or variations thereof, and can be completed through a very detailed or very cursory approach.



When establishing the condition assessment of an entire asset class, the cursory approach (metrics such as good, fair, poor, very poor) is used. This will be a less expensive approach when applied to thousands of assets, yet will still provide up to date information, and will allow for detailed assessment or follow up inspections on those assets captured as poor or critical condition later.

## **2.1 Pavement Network**

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Typical industry pavement inspections are performed by consulting firms using specialized assessment fleet equipped with various electronic sensors and data capture equipment. The fleet will drive the entire road network and typically collect two different types of inspection data – surface distress data and roughness data.

Surface distress data involves the collection of multiple industry standard surface distresses, which are captured either electronically, using sensing detection equipment mounted on the van, or visually, by the van's inspection crew. Roughness data capture involves the measurement of the roughness of the road, measured by lasers that are mounted on the inspection van's bumper, calibrated to an international roughness index.

Another option for a cursory level of condition assessment is for municipal road crews to perform simple windshield surveys as part of their regular patrol. Many municipalities have created data collection inspection forms to assist this process and to standardize what presence of defects would constitute a good, fair, poor, or critical score. Lacking any other data for the complete road network, this can still be seen as a good method and will assist greatly with the overall management of the road network. The CityWide Works software has a road patrol component built in that could capture this type of inspection data during road patrols in the field, enabling later analysis of rehabilitation and replacement needs for budget development.

It is recommended that the municipality continue to its pavement condition assessment program for HCB and expand to include LCB. Further, we recommend that a portion of capital funding is dedicated to this.

## 2.2 Bridges & Culverts

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Ontario municipalities are mandated by the Ministry of Transportation to inspect all structures that have a span of 3 metres or more, according to the OSIM (Ontario Structure Inspection Manual).

Structure inspections must be performed by, or under the guidance of, a structural engineer, must be performed on a biennial basis (once every two years), and include such information as structure type, number of spans, span lengths, other key attribute data, detailed photo images, and structure element by element inspection, rating and recommendations for repair, rehabilitation, and replacement.

The best approach to develop a 10-year needs list for the municipality's structure portfolio would be to have the structural engineer who performs the inspections to develop a maintenance requirements report, and rehabilitation and replacement requirements report as part of the overall assignment. In addition to refining the overall needs requirements, the structural engineer should identify those structures that will require more detailed investigations and non-destructive testing techniques. Examples of these investigations are:

- Detailed deck condition survey
- Non-destructive delamination survey of asphalt covered decks
- Substructure condition survey
- Detailed coating condition survey
- Underwater investigation
- Fatigue investigation
- Structure evaluation

Through the OSIM recommendations and additional detailed investigations, a 10-year needs list will be developed for the municipality's bridges.

## 2.3 Buildings & Facilities

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The most popular and practical type of buildings and facility assessment involves qualified groups of trained industry professionals (engineers or architects) performing an analysis of the condition of a group of facilities, and their components, that may vary in terms of age, design, construction methods, and materials. This analysis can be done by walk-through inspection, mathematical modeling, or a combination of both. But the most accurate way of determining the condition requires a walk-through to collect baseline data. The following asset classifications are typically inspected:

- **Site Components** – property around the facility and includes the outdoor components such as utilities, signs, stairways, walkways, parking lots, fencing, courtyards and landscaping.
- **Structural Components** – physical components such as the foundations, walls, doors, windows, roofs.
- **Electrical Components** – all components that use or conduct electricity such as wiring, lighting, electric heaters, and fire alarm systems
- **Mechanical Components** – components that convey and utilize all non-electrical utilities within a facility such as gas pipes, furnaces, boilers, plumbing, ventilation, and fire extinguishing systems
- **Vertical Movement** – components used for moving people between floors of buildings such as elevators, escalators and stair lifts.

Once collected this type of information can be uploaded into the CityWide®, the municipality's asset management and asset registry software database in order for short- and long-term repair, rehabilitation and replacement reports to be generated to assist with programming the short- and long-term maintenance and capital budgets.

It is recommended that the municipality establish a facilities condition assessment program for its water and sanitary assets, and establish supplementary condition assessment protocols for other buildings and facilities. It is also recommended that a portion of capital funding is dedicated to this.

## **2.4 Fleet**

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The typical approach to optimizing the maintenance expenditures of a corporate fleet of fleet is through routine vehicle inspections, routine vehicle servicing, and an established routine preventative maintenance program. Most, if not all, makes and models of fleet are supplied with maintenance manuals that define the appropriate schedules and routines for typical maintenance and servicing and also more detailed restoration or rehabilitation protocols.

The primary goal of good vehicle maintenance is to avoid or mitigate the consequence of failure of equipment or parts. An established preventative maintenance program serves to ensure this, as it will consist of scheduled inspections and follow up repairs of fleet and equipment in order to decrease breakdowns and excessive downtimes.

A good preventative maintenance program will include partial or complete overhauls of equipment at specific periods, including oil changes, lubrications, fluid changes and so on. In addition, workers can record equipment or part deterioration so they can schedule to replace or repair worn parts before they fail. The ideal preventative maintenance program would move further and further away from reactive repairs and instead towards the prevention of all equipment failure before it occurs.

It is recommended that a preventative maintenance routine is defined and established for all fleet and that a software application is utilized for the overall management of the program.

## **2.4 Water**

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Unlike sewer mains, it is very difficult to inspect water mains from the inside due to the high pressure flow of water constantly underway within the water system. Physical inspections require a disruption of service to residents, can be an expensive exercise, and are time consuming to set up. It is recommended practice that physical inspection of water mains typically only occurs for high risk, large transmission mains within the system, and only when there is a requirement. There are a number of high tech inspection techniques in the industry for large diameter pipes but these should be researched first for applicability as they are quite expensive. Examples include remote eddy field current (RFEC), ultrasonic and acoustic techniques, impact echo (IE), and Georadar.

For the majority of pipes within the distribution network gathering key information in regards to the main and its environment can supply the best method to determine a general condition. Key data that may be used, along with weighting factors, to determine an overall condition score include age, material type, breaks, hydrant flow inspections and soil condition.

It is recommended that the municipality continue its watermain assessment program, and that funds are budgeted for this initiative.

## **2.4 Sewer Network Inspection (Sanitary and Storm)**

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The most popular and practical type of sanitary and storm sewer assessment is the use of Closed Circuit Television Video (CCTV). The municipality currently performs video inspections for its storm and sanitary mains. The process involves a small robotic crawler vehicle with a CCTV camera attached that is lowered down a maintenance hole into the sewer main to be inspected.

The vehicle and camera then travels the length of the pipe providing a live video feed to a truck on the road above where a technician/inspector records defects and information regarding the pipe. A wide range of construction or deterioration problems can be captured including open/displaced joints, presence of roots, infiltration & inflow, cracking, fracturing, exfiltration, collapse, deformation of pipe and more. Therefore, sewer CCTV inspection is a very good tool for locating and evaluating structural defects and general condition of underground pipes.

Even though CCTV is an excellent option for inspection of sewers it is a fairly costly process and does take significant time to inspect a large volume of pipes.

Another option in the industry today is the use of Zoom Camera equipment. This is very similar to traditional CCTV, however, a crawler vehicle is not used but in its place a camera is lowered down a maintenance hole attached to a pole like piece of equipment. The camera is then rotated towards each connecting pipe and the operator above progressively zooms in to record all defects and information about each pipe. The downside to this technique is the further down the pipe the image is zoomed, the less clarity is available to accurately record defects and measurement. The upside is the process is far quicker and significantly less expensive and an assessment of the manhole can be provided as well. Also, it is important to note that 80% of pipe deficiencies generally occur within 20 metres of each manhole.

It is recommended that the municipality continue its sewer mains assessment program and that a portion of capital funding is dedicated to this.

## 2.5 Parks and open spaces

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CSA standards provide guidance on the process and protocols in regards to the inspection of parks and their associated assets, e.g., play spaces and equipment. The park inspection will involve qualified groups of trained industry professionals (operational staff or landscape architects) performing an analysis of the condition of a group of Parks and their components. The most accurate way of determining the condition requires a walk-through to collect baseline data. The following key asset classifications are typically inspected:

- **Physical Site Components** – physical components on the site of the park such as: fences, utilities, stairways, walkways, parking lots, irrigation systems, monuments, fountains.
- **Recreation Components** – physical components such as: playgrounds, bleachers, back stops, splash pads, and benches.
- **Land Site Components** – land components on the site of the park such as: landscaping, sports fields, trails, natural areas, and associated drainage systems.
- **Minor Park Facilities** – small facilities within the park site such as: sun shelters, washrooms, concession stands, change rooms, storage sheds.

It is recommended that the municipality establish a parks condition assessment program and that a portion of capital funding is dedicated to this.

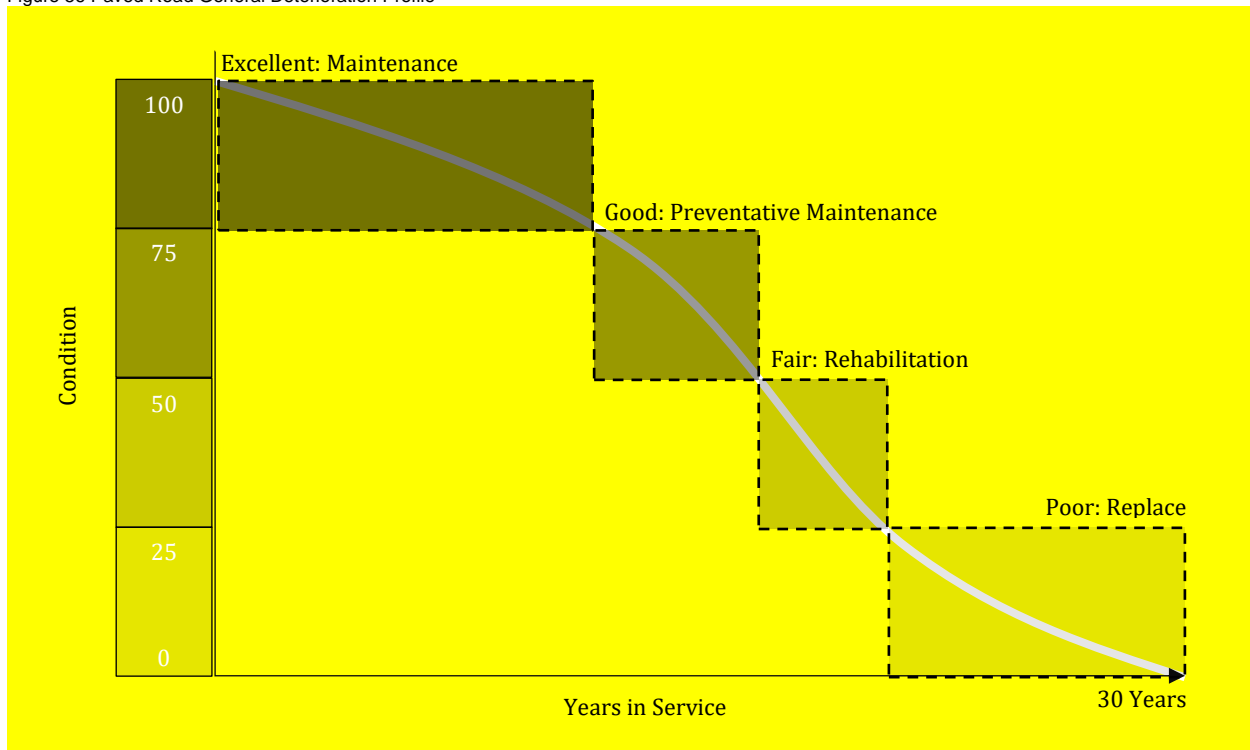
### 3. Life Cycle Analysis Framework

An industry review was conducted to determine which life cycle activities can be applied at the appropriate time in an asset's life, to provide the greatest additional life at the lowest cost. In the asset management industry, this is simply put as doing the right thing to the right asset at the right time. If these techniques are applied across entire asset networks or portfolios (e.g., the entire road network), the municipality could gain the best overall asset condition while expending the lowest total cost for those programs.

#### 3.1 Paved Roads

The following analysis has been conducted at a fairly high level, using industry standard activities and costs for paved roads. With future updates of this Asset Management Strategy, the municipality may wish to run the same analysis with a detailed review of municipality activities used for roads and the associated local costs for those work activities. All of this information can be input into the CityWide software suite in order to perform updated financial analysis as more detailed information becomes available. The following diagram depicts a general deterioration profile of a road with a 30-year life.

Figure 56 Paved Road General Deterioration Profile



As shown above, during the road's life cycle there are various windows available for work activity that will maintain or extend the life of the asset. These windows are: maintenance; preventative maintenance; rehabilitation; and replacement or reconstruction.

The windows or thresholds for when certain work activities should be applied to also coincide approximately with the condition state of the asset as shown below:

Table 23 Asset Condition and Related Work Activity for Paved Roads

Condition	Condition Range	Work Activity
Excellent (Maintenance only phase)	100-76	– Maintenance only
Good (Preventative maintenance phase)	75 - 51	– Crack sealing – Emulsions
Fair (Rehabilitation phase)	50 - 26	– Resurface - mill & pave – Resurface - asphalt overlay – Single & double surface treatment (for rural roads)
Poor (Reconstruction phase)	25 - 1	– Reconstruct - pulverize and pave – Reconstruct - full surface and base reconstruction
Critical (Reconstruction phase)	0	– Critical includes assets beyond their useful lives which make up the backlog. They require the same interventions as the 'poor' category above.

With future updates of this asset management strategy, the municipality may wish to review the above condition ranges and thresholds for when certain types of work activity occur, and adjust to better suit the municipality's work program. Also note: when adjusting these thresholds, it actually adjusts the level of service provided and ultimately changes the amount of money required. These threshold and condition ranges can be easily updated and a revised financial analysis can be calculated. These adjustments will be an important component of future Asset Management Plans, as the province requires each municipality to present various management options within the financing plan.

It is recommended that the municipality establish a life cycle activity framework for the various classes of paved road within their transportation network.

### 3.2 Bridges & Culverts

The best approach to develop a 10 year needs list for the municipality's bridge structure portfolio would be to have the structural engineer who performs the inspections to develop a maintenance requirements report, a rehabilitation and replacement requirements report and identify additional detailed inspections as required.

### 3.3 Facilities & Buildings

The best approach to develop a 10-year needs list for the municipality's facilities portfolio would be to have the engineers, operational staff or architects who perform the facility inspections to also develop a complete portfolio maintenance requirements report and rehabilitation and replacement requirements report, and also identify additional detailed inspections and follow up studies as

required. This may be performed as a separate assignment once all individual facility audits/inspections are complete.

The above reports could be considered the beginning of a 10-year maintenance and capital plan, however, within the facilities industry there are other key factors that should be considered to determine over all priorities and future expenditures. Some examples would be functional/legislative requirements, energy conservation programs and upgrades, customer complaints and health and safety concerns, and also customer expectations balanced with willingness to pay initiatives.

It is recommended that the municipality establish a prioritization framework for the facilities asset class that incorporates the key components outlined above.

### **3.4 Fleet and Fleet**

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The best approach to develop a 10-year needs list for the municipality's fleet and vehicle portfolio would first be through a defined preventative maintenance program, and secondly, through an optimized life cycle vehicle replacement schedule. The preventative maintenance program would serve to determine budget requirements for operating and minor capital expenditures for part renewal and major refurbishments and rehabilitations. An optimized vehicle replacement program will ensure a vehicle is replaced at the correct point in time in order to minimize overall cost of ownership, minimize costly repairs and downtime, while maximizing potential re-sale value. There is significant benchmarking information available within the fleet industry in regards to vehicle life cycles which can be used to assist in this process. Once appropriate replacement schedules are established the short and long term budgets can be funded accordingly.

There are, of course, functional aspects of fleet management that should also be examined in further detail as part of the long-term management plan, such as fleet utilization and incorporating green fleet, etc. It is recommended that the municipality establish a prioritization framework for the fleet asset class that incorporates the key components outlined above.

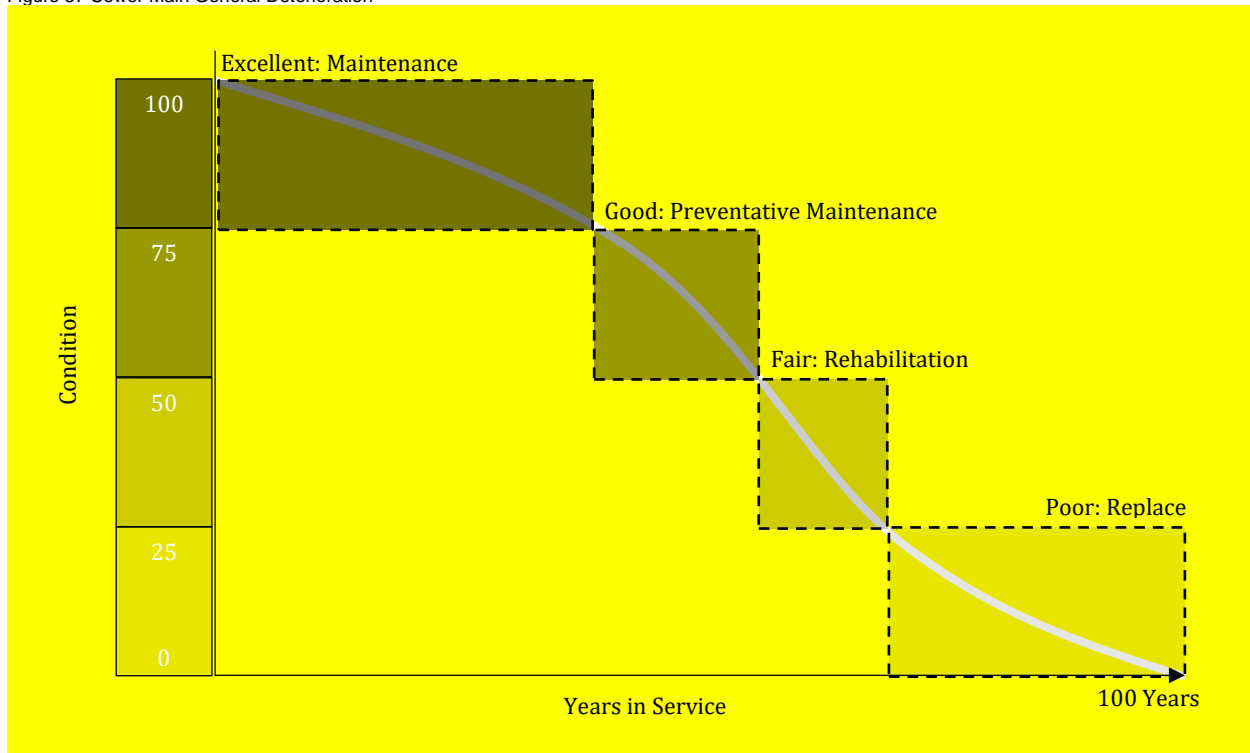
### **3.5 Sanitary and Storm Sewers**

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The following analysis has been conducted at a fairly high level, using industry standard activities and costs for sanitary and storm sewer rehabilitation and replacement. With future updates of this asset management strategy, the municipality may wish to run the same analysis with a detailed review of activities used for sewer mains and the associated local costs for those work activities. This information can be input into the CityWide software suite in order to perform updated financial analysis as more detailed information becomes available. The following diagram depicts a general deterioration profile of a sewer main with a 100 year life.



Figure 57 Sewer Main General Deterioration



As shown above, during the sewer main's life cycle there are various windows available for work activity that will maintain or extend the life of the asset. These windows are: maintenance; major maintenance; rehabilitation; and replacement or reconstruction. The windows or thresholds for when certain work activities should be applied also coincide approximately with the condition state of the asset as shown below:

Table 24 Asset Condition and Related Work Activity for Sewer Mains

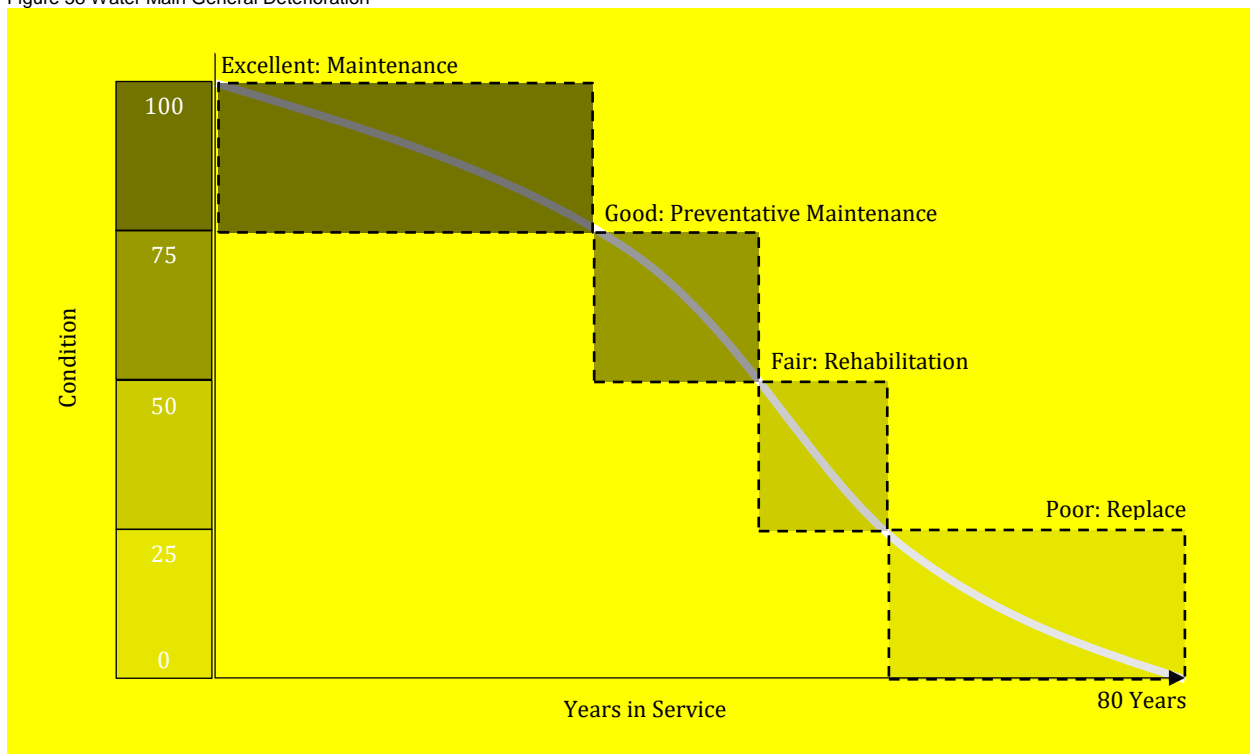
Condition	Condition Range	Work Activity
Excellent (Maintenance only phase)	100-76	– Maintenance only (cleaning & flushing etc.)
Good (Preventative maintenance phase)	75 - 51	– Mahhole repairs – Small pipe section repairs
Fair (Rehabilitation phase)	50 -26	– Structural relining
Poor (Reconstruction phase)	25 - 1	– Pipe replacement
Critical (Reconstruction phase)	0	– Critical includes assets beyond their useful lives which make up the backlog. They require the same interventions as the “poor” category above.

With future updates of this Asset Management Strategy the municipality may wish to review the above condition ranges and thresholds for when certain types of work activity occur, and adjust to better suit the municipality's work program. Also note: when adjusting these thresholds, it actually adjusts the level of service provided and ultimately changes the amount of money required. These adjustments will be an important component of future asset management plans, as the province requires each municipality to present various management options within the financing plan.

### 3.6 Water

As with roads and sewers above, the following analysis has been conducted at a fairly high level, using industry standard activities and costs for water main rehabilitation and replacement. The following diagram depicts a general deterioration profile of a water main with an 80 year life.

Figure 58 Water Main General Deterioration



As shown above, during the water main's life cycle there are various windows available for work activity that will maintain or extend the life of the asset. These windows are: maintenance; major maintenance; rehabilitation; and replacement or reconstruction. The windows or thresholds for when certain work activities should be applied also coincide approximately with the condition state of the asset as shown in Table 25.

Table 25 Asset Condition and Related Work Activity for Water Mains

Condition	Condition Range	Work Activity
Excellent (Maintenance only phase)	100-76	– Maintenance only (cleaning & flushing etc.)
Good (Preventative maintenance phase)	75 - 51	– Water main break repairs – Small pipe section repairs
Fair (Rehabilitation phase)	50 -26	– Structural water main relining
Poor (Reconstruction phase)	25 - 1	– Pipe replacement
Critical (Reconstruction phase)	0	– Critical includes assets beyond their useful lives which make up the backlog. They require the same interventions as the “poor” category above.

## 4. Growth and Demand

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Growth is a critical infrastructure demand driver for most infrastructure services. As such, the municipality must not only account for the lifecycle cost for its existing asset portfolio, but those of any anticipated and forecasted capital projects associated specifically with growth. The population for North Huron, currently 4,884, has declined from its 2006 census (5,015), consistent with declining population trend since 1996.

Declining populations represent a catch-22 for municipalities: lower demand will place less burden on assets while also reducing the municipality's ability to maintain existing service levels due to lower revenues. As such, a comprehensive understanding of existing asset condition and thorough demographic analyses can be pivotal in informing decision-making. In addition to population changes, demographic shifts (e.g., aging population) can place disproportionate demand on certain asset categories, e.g., housing and social services.

## 5. Project Prioritization and Risk Management

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Generally, infrastructure needs exceed municipal capacity. As such, municipalities rely heavily on provincial and federal programs and grants to finance important capital projects. Fund scarcity means projects and investments must be carefully selected based on the state of infrastructure, economic development goals, and the needs of an evolving and growing community. These factors, along with social and environmental considerations will form the basis of a robust risk management framework.

### 5.1 Defining Risk Management

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From an asset management perspective, risk is a function of the consequences of failure (e.g., the negative economic, financial, and social consequences of an asset in the event of a failure); and, the probability of failure (e.g., how likely is the asset to fail in the short- or long-term). The consequences of failure are typically reflective of:

- An asset's importance in an overall system:  
For example, the failure of an individual computer workstation for which there are readily available substitutes is much less consequential and detrimental than the failure of a network server or telephone exchange system.
- The criticality of the function performed:  
For example, a mechanical failure on a piece road construction equipment may delay the progress of a project, but a mechanical failure on a fire pumper truck may lead to immediate life safety concerns for fire fighters, and the public, as well as significant property damage.
- The exposure of the public and/or staff to injury or loss of life:  
For example, a single sidewalk asset may demand little consideration and carry minimum importance to The municipality's overall pedestrian network and performs a modest function. However, members of the public interact directly with the asset daily and are exposed to potential injury due to any trip hazards or other structural deficiencies that may exist.

The probability of failure is generally a function of an asset's physical condition, which is heavily influenced by the asset's age and the amount of investment that has been made in the maintenance and renewal of the asset throughout its life.

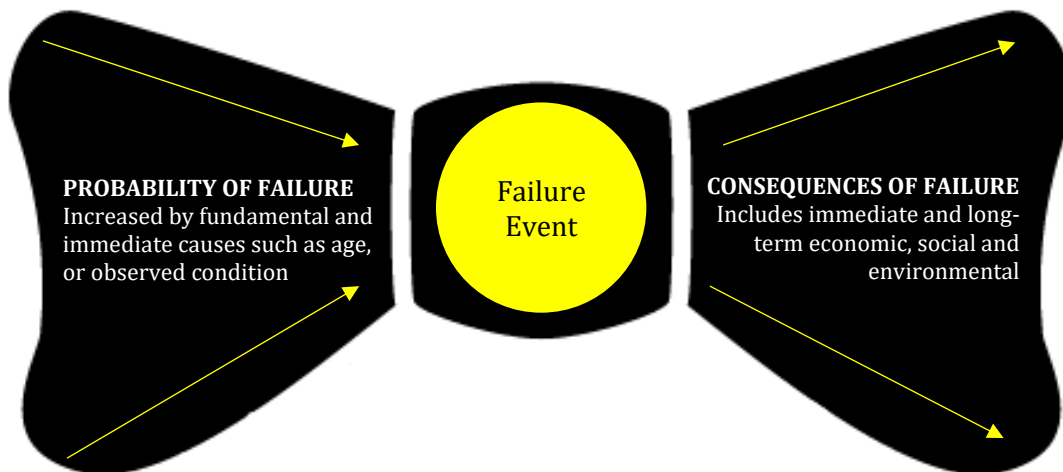
Risk mitigation is traditionally thought of in terms of safety and liability factors. In asset management, the definition of risk should heavily emphasize these factors but should be expanded to consider the risks to the municipality's ability to deliver targeted levels of service

- The impact that actions (or inaction) on one asset will have on other related assets
- The opportunities for economic efficiency (realized or lost) relative to the actions taken

## 5.2 Risk Matrices

Using the logic above, a risk matrix will illustrate each asset's overall risk, determined by multiplying the probability of failure (PoF) scores with the consequence of failure (CoF) score, as illustrated in the table below. This can be completed as a holistic exercise against any data set by determining which factors (or attributes) are available and will contribute to the PoF or CoF of an asset. The following diagram (known as a bowtie model in the risk industry) illustrates this concept. The probability of failure is increased as more and more factors collude to cause asset failure.

Figure 59 Bow Tie Risk Model



## Probability of Failure

In this AMP, the probability of a failure event is predicted by the condition of the asset.

Table 26 Probability of Failure – All Assets

Asset Classes	Condition Rating	Probability of Failure
ALL	0-20 Very Poor	5 – Very High
	21-40 Poor	4 – High
	41-60 Fair	3 – Moderate
	61-80 Good	2 – Low
	81-100 Excellent	1 – Very Low

## Consequence of Failure

The consequence of failure for the asset classes analyzed in this AMP will be determined either by the replacement costs of assets, or their material types, classifications (or other attributes). Asset classes for which replacement cost is used include: bridges & culverts, buildings, land improvements, fleet, and machinery & equipment. This approach is premised on the assumption that the higher the replacement cost, the larger (and likely more important) the asset, requiring higher risk scoring.

Assets for which other attributes are used include: water, wastewater, storm, roads, and rate facilities. Attributes are selected based on their impact on service delivery. For linear infrastructure, pipe diameter is used to estimate a suitable consequence of failure score. Scoring for roads and rate-based facilities is based on classification or asset type.

Table 27 Consequence of Failure – Roads

Road Classification	Consequence of failure
Unpaved	Score of 1
Paved - LCB	Score of 3
Paved - HCB	Score of 5

Table 28 Consequence of Failure – Bridges & Culverts

Replacement Value	Consequence of failure
Up to \$150k	Score of 1
\$151 to \$300k	Score of 2
\$301 to \$600k	Score of 3
\$601 to \$1.5 million	Score of 4
\$1.5 million and over	Score of 5

Table 29 Consequence of Failure – Water Mains

Pipe Diameter	Consequence of Failure
Less than 50mm	Score of 1
51–100mm	Score of 2
101–200mm	Score of 3
201–300mm	Score of 4
300mm and over	Score of 5

Table 30 Consequence of Failure – Sanitary Sewers

Pipe Diameter	Consequence of failure
Less than 100mm	Score of 1
100-200mm	Score of 2
201-300mm	Score of 3
301-400mm	Score of 4
501 mm and over	Score of 5

Table 31 Consequence of Failure – Storm Sewers

Pipe Diameter	Consequence of Failure
Less than 200mm	Score of 1
201-400mm	Score of 2
401-600mm	Score of 3
601-800mm	Score of 4
801mm and over	Score of 5

Table 32 Consequence of Failure – Buildings &amp; Facilities

Replacement Value	Consequence of failure
Up to \$50k	Score of 1
\$51k to \$100k	Score of 2
\$101k to \$350k	Score of 3
\$351k to \$1.5 million	Score of 4
Over \$1.5 million	Score of 5

Table 33 Consequence of Failure – Machinery &amp; Equipment

Replacement Value	Consequence of failure
Up to \$10k	Score of 1
\$11k to \$30k	Score of 2
\$31k to \$50k	Score of 3
\$51k to \$100k	Score of 4
Over \$1000k	Score of 5

Table 34 Consequence of Failure – Land Improvements

Replacement Value	Consequence of failure
Up to \$10k	Score of 1
\$11k to \$30k	Score of 2
\$31k to \$50k	Score of 3
\$51k to \$100k	Score of 4
Over \$1000k	Score of 5

Table 35 Consequence of Failure – Fleet

Replacement Value	Consequence of failure
Up to \$25k	Score of 1
\$26k to \$60k	Score of 2
\$61k to \$100k	Score of 3
\$101k to \$250k	Score of 4
Over \$250k	Score of 5

The risk matrices that follow show the distribution of assets within each asset class according to the probability and likelihood of failure scores as discussed above.



Figure 60 Distribution of Assets Based on Risk – All Asset Classes

Consequence	5	158 Assets 1,502.41 unit(s), km, m \$21,565,869.00	93 Assets 23.70 unit(s), km \$18,515,355.60	18 Assets 366.70 unit(s), km, m \$5,822,146.00	4 Assets 7.64 unit(s), m \$24,324,052.14	25 Assets 1,161.99 unit(s), km, m \$15,569,103.60
	4	29 Assets 3,522.18 unit(s), m, km \$8,590,884.94	16 Assets 865.70 unit(s), m \$6,670,213.19	60 Assets 3,413.80 unit(s), m \$5,138,144.80	21 Assets 2,498.29 m, unit(s) \$4,439,670.94	34 Assets 1,136.60 unit(s), m \$11,680,207.30
	3	67 Assets 4,606.20 unit(s), km, m \$4,211,847.00	41 Assets 1,617.46 unit(s), m, km \$5,433,785.34	354 Assets 28,765.38 unit(s), m \$25,907,577.40	26 Assets 1,914.66 unit(s), m \$2,026,058.03	55 Assets 1,636.84 unit(s), m \$8,072,456.22
	2	147 Assets 9,879.86 unit(s), m \$7,211,809.28	67 Assets 4,009.82 unit(s), m \$3,742,389.38	140 Assets 12,182.77 unit(s), m \$10,361,569.46	133 Assets 10,375.35 unit(s), m \$9,620,588.16	108 Assets 4,945.59 unit(s), m \$5,848,520.85
	1	97 Assets 1,832.55 unit(s), m, km \$3,530,239.16	81 Assets 845.10 unit(s), m, km \$3,111,856.22	39 Assets 2,856.60 unit(s), km, m \$1,333,885.85	19 Assets 57.11 unit(s), km \$478,240.90	52 Assets 31.86 unit(s), km \$887,277.06
		1	2	3	4	5
		Probability				

Figure 61 Distribution of Assets Based on Risk – Road Network

Consequence	5	136 Assets 32.22 km, unit(s) \$16,922,389.00	85 Assets 16.70 km, unit(s) \$10,371,454.00	4 Assets 0.64 km \$400,269.00	0 Assets - \$0.00	9 Assets 10.05 km \$1,272,220.00
	4	1 Assets 2.00 km \$548,869.00	0 Assets - \$0.00	0 Assets - \$0.00	0 Assets - \$0.00	0 Assets - \$0.00
	3	3 Assets 3.78 km \$196,635.00	1 Assets 1.10 km \$580,302.00	0 Assets - \$0.00	0 Assets - \$0.00	0 Assets - \$0.00
	2	0 Assets - \$0.00	0 Assets - \$0.00	0 Assets - \$0.00	0 Assets - \$0.00	0 Assets - \$0.00
	1	56 Assets 11.54 km \$2,265,056.00	62 Assets 10.12 km \$2,518,758.00	8 Assets 1.15 km \$264,272.00	7 Assets 1.11 km \$295,791.00	8 Assets 0.86 km \$225,370.00
		1	2	3	4	5
		Probability				

Figure 62 Distribution of Assets Based on Risk – Bridges &amp; Culverts

Consequence	5	1 Assets 1.00 unit(s) \$2,810,165.00	1 Assets 1.00 unit(s) \$1,673,834.00	0 Assets - \$0.00	0 Assets - \$0.00	0 Assets - \$0.00
	4	1 Assets - unit(s) \$1,313,783.00	0 Assets - \$0.00	0 Assets - \$0.00	0 Assets - \$0.00	1 Assets 1.00 unit(s) \$1,309,486.00
	3	1 Assets 1.00 unit(s) \$375,170.00	5 Assets 5.00 unit(s) \$2,326,773.00	1 Assets 1.00 unit(s) \$440,103.00	0 Assets - \$0.00	0 Assets - \$0.00
	2	0 Assets - \$0.00	1 Assets 1.00 unit(s) \$256,550.00	0 Assets - \$0.00	0 Assets - \$0.00	0 Assets - \$0.00
	1	0 Assets - \$0.00	0 Assets - \$0.00	0 Assets - \$0.00	0 Assets - \$0.00	0 Assets - \$0.00
		1	2	3	4	5
		Probability				

Figure 63 Distribution of Assets Based on Risk – Water System

Consequence	5	0 Assets - \$0.00	0 Assets - \$0.00	8 Assets 360.06 m \$436,164.00	0 Assets - \$0.00	7 Assets 1,141.78 m \$1,356,796.00
	4	4 Assets 228.70 unit(s), m \$1,470,889.00	1 Assets 1.00 unit(s) \$405,885.00	56 Assets 3,300.77 unit(s), m \$4,048,780.00	1 Assets 1.00 unit(s) \$68,204.00	1 Assets 1.00 unit(s) \$757,136.00
	3	7 Assets 592.42 unit(s), m \$512,736.00	0 Assets - \$0.00	340 Assets 27,808.14 m \$24,565,595.00	0 Assets - \$0.00	2 Assets - unit(s) \$202,591.80
	2	0 Assets - \$0.00	0 Assets - \$0.00	58 Assets 5,877.38 unit(s), m \$5,043,537.60	1 Assets 1.00 unit(s) \$26,385.00	2 Assets 1.00 unit(s) \$86,385.60
	1	2 Assets 1.00 unit(s) \$56,700.00	0 Assets - \$0.00	22 Assets 2,850.45 m \$963,042.00	1 Assets 1.00 unit(s) \$7,343.00	2 Assets 2.00 unit(s) \$8,428.00
		1	2	3	4	5
		Probability				

Figure 64 Distribution of Assets Based on Risk – Sanitary Services

Consequence	5	1 Assets - unit(s) \$139,174.00	0 Assets - \$0.00	1 Assets 1.00 unit(s) \$3,665,028.00	2 Assets 7.64 unit(s), m \$20,540,021.00	2 Assets 6.16 unit(s), m \$5,894,856.00
	4	12 Assets 754.46 m \$1,052,300.00	3 Assets 356.01 m \$129,076.00	1 Assets 1.00 unit(s) \$466,126.00	16 Assets 2,495.29 m \$1,670,030.00	13 Assets 1,126.60 m \$760,366.00
	3	13 Assets 1,363.00 m \$1,021,911.00	19 Assets 1,312.96 unit(s), m \$976,166.00	8 Assets 726.95 m \$526,466.00	22 Assets 1,899.66 m \$1,747,761.00	17 Assets 1,622.84 m \$1,543,681.00
	2	24 Assets 2,099.13 m, unit(s) \$1,434,534.00	37 Assets 2,759.23 unit(s), m \$2,065,946.00	69 Assets 6,299.38 m \$4,912,933.00	127 Assets 10,358.35 m \$9,408,915.00	62 Assets 4,920.59 m \$4,033,653.00
	1	2 Assets 67.00 m, unit(s) \$19,510.00	2 Assets 2.00 unit(s) \$15,673.00	0 Assets - \$0.00	0 Assets - \$0.00	0 Assets - \$0.00
		1	2	3	4	5
		Probability				

Figure 65 Distribution of Assets Based on Risk – Storm

Consequence	5	20 Assets 1,469.19 m \$1,694,141.00	0 Assets - \$0.00	0 Assets - \$0.00	0 Assets - \$0.00	0 Assets - \$0.00
	4	10 Assets 2,537.02 m \$4,018,603.00	2 Assets 503.69 m \$472,946.00	1 Assets 111.03 m \$148,716.00	0 Assets - \$0.00	0 Assets - \$0.00
	3	44 Assets 2,647.85 m \$2,308,831.00	6 Assets 290.55 m \$198,182.00	3 Assets 227.29 m \$152,675.00	0 Assets - \$0.00	0 Assets - \$0.00
	2	114 Assets 7,775.74 m \$5,340,537.00	17 Assets 1,247.59 m \$759,288.00	0 Assets - \$0.00	0 Assets - \$0.00	0 Assets - \$0.00
	1	25 Assets 1,744.01 m \$1,011,319.00	6 Assets 827.98 m \$420,096.00	0 Assets - \$0.00	0 Assets - \$0.00	0 Assets - \$0.00
		1	2	3	4	5
		Probability				

Figure 66 Distribution of Assets Based on Risk – Buildings &amp; Facilities

Consequence	5	4	3	2	1
	0 Assets - \$0.00	2 Assets 1.00 unit(s) \$4,798,565.60	0 Assets - \$0.00	2 Assets - unit(s) \$3,784,031.14	3 Assets 1.00 unit(s) \$5,852,645.60
	4 Assets 2.00 unit(s) \$1,917,361.26	4 Assets 1.00 unit(s) \$3,699,667.87	2 Assets - unit(s) \$1,582,314.20	1 Assets - unit(s) \$1,189,752.54	9 Assets 2.00 unit(s) \$7,766,011.30
	2 Assets 1.00 unit(s) \$348,641.40	3 Assets 1.00 unit(s) \$622,815.94	1 Assets 1.00 unit(s) \$191,336.40	3 Assets 1.00 unit(s) \$666,540.03	24 Assets 6.00 unit(s) \$5,323,658.42
	8 Assets 2.00 unit(s) \$605,613.58	5 Assets 1.00 unit(s) \$365,504.50	2 Assets 1.00 unit(s) \$108,443.44	3 Assets 1.00 unit(s) \$205,180.82	13 Assets 2.00 unit(s) \$927,845.59
	7 Assets 2.00 unit(s) \$155,427.16	9 Assets 6.00 unit(s) \$180,095.22	2 Assets - unit(s) \$34,068.85	1 Assets - unit(s) \$50,647.90	18 Assets 5.00 unit(s) \$453,286.06
Probability					
1 2 3 4 5					

Figure 67 Distribution of Assets Based on Risk – Machinery &amp; Equipment

Consequence	5	4	3	2	1
	1 Assets 1.00 unit(s) \$104,300.00	2 Assets 2.00 unit(s) \$434,571.00	2 Assets 2.00 unit(s) \$474,529.00	0 Assets - \$0.00	1 Assets 1.00 unit(s) \$153,904.00
	1 Assets - unit(s) \$97,308.00	1 Assets 1.00 unit(s) \$67,406.00	1 Assets 1.00 unit(s) \$91,850.00	0 Assets - \$0.00	3 Assets 3.00 unit(s) \$261,506.00
	1 Assets 1.00 unit(s) \$45,578.00	1 Assets 1.00 unit(s) \$50,209.00	1 Assets 1.00 unit(s) \$31,402.00	2 Assets 15.00 unit(s) \$83,236.00	3 Assets 3.00 unit(s) \$118,628.00
	3 Assets - unit(s) \$56,583.00	2 Assets 1.00 unit(s) \$33,413.00	5 Assets 17.00 unit(s) \$117,839.00	1 Assets 1.00 unit(s) \$12,537.00	11 Assets 11.00 unit(s) \$172,199.00
	8 Assets 7.00 unit(s) \$54,150.00	3 Assets 2.00 unit(s) \$18,731.00	1 Assets 1.00 unit(s) \$3,908.00	6 Assets 52.00 unit(s) \$36,530.00	18 Assets 18.00 unit(s) \$122,461.00
Probability					
1 2 3 4 5					

Figure 68 Distribution of Assets Based on Risk – Land Improvements

Consequence	5	2 Assets 2.00 unit(s) \$938,200.00	0 Assets - \$0.00	1 Assets 1.00 unit(s) \$331,463.00	0 Assets - \$0.00	3 Assets 2.00 unit(s) \$1,038,682.00
	4	0 Assets - \$0.00	1 Assets 1.00 unit(s) \$67,004.00	0 Assets - \$0.00	3 Assets - unit(s) \$198,000.00	1 Assets - unit(s) \$90,041.00
	3	2 Assets 2.00 unit(s) \$81,682.00	0 Assets - \$0.00	0 Assets - \$0.00	5 Assets 1.00 unit(s) \$169,452.00	0 Assets - \$0.00
	2	1 Assets 1.00 unit(s) \$17,021.00	3 Assets - unit(s) \$48,765.00	3 Assets - unit(s) \$46,510.00	0 Assets - \$0.00	9 Assets 1.00 unit(s) \$191,311.00
	1	2 Assets 1.00 unit(s) \$7,675.00	1 Assets - unit(s) \$7,500.00	0 Assets - \$0.00	0 Assets - \$0.00	0 Assets - \$0.00
		1	2	3	4	5
		Probability				

Figure 69 Distribution of Assets Based on Risk – Fleet

Consequence	5	1 Assets 1.00 unit(s) \$329,998.00	0 Assets - \$0.00	1 Assets 1.00 unit(s) \$379,126.00	0 Assets - \$0.00	0 Assets - \$0.00
	4	0 Assets - \$0.00	0 Assets - \$0.00	2 Assets 2.00 unit(s) \$312,043.00	0 Assets - \$0.00	3 Assets 3.00 unit(s) \$537,661.00
	3	0 Assets - \$0.00	0 Assets - \$0.00	0 Assets - \$0.00	0 Assets - \$0.00	3 Assets 3.00 unit(s) \$242,966.00
	2	4 Assets 4.00 unit(s) \$159,099.00	2 Assets 2.00 unit(s) \$58,374.00	0 Assets - \$0.00	1 Assets 1.00 unit(s) \$29,328.00	7 Assets 7.00 unit(s) \$260,646.00
	1	0 Assets - \$0.00	0 Assets - \$0.00	3 Assets 3.00 unit(s) \$51,862.00	3 Assets 3.00 unit(s) \$47,494.00	3 Assets 3.00 unit(s) \$46,305.00
		1	2	3	4	5
		Probability				

# IX. Financial Strategy

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## 1. General Overview

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In order for an AMP to be effective and meaningful, it must be integrated with financial planning and long-term budgeting. The development of a comprehensive financial plan will allow the municipality to identify the financial resources required for sustainable asset management based on existing asset inventories, desired levels of service, and projected growth requirements.



Figure 70 Cost Elements

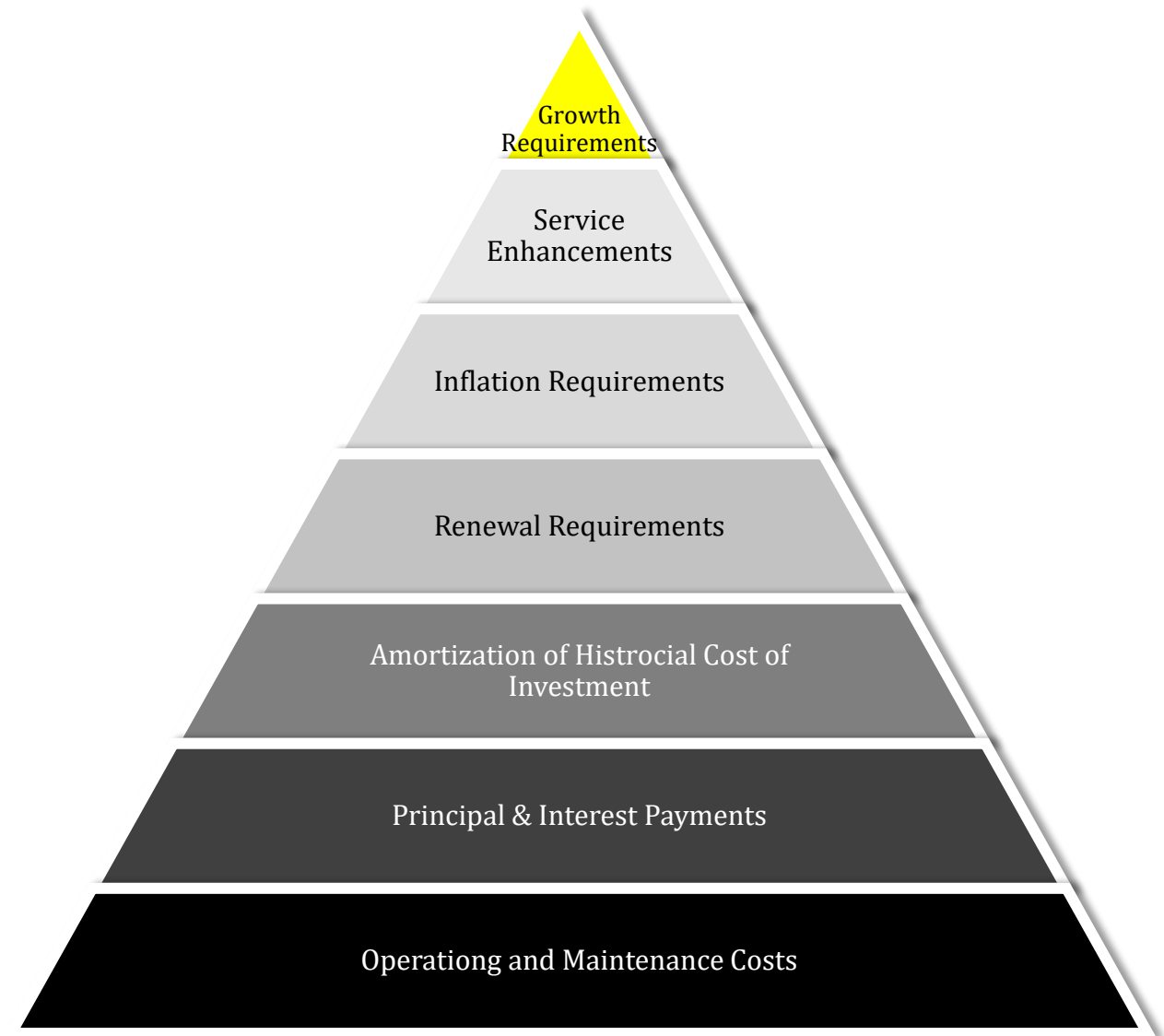


Figure 70 depicts the various cost elements and resulting funding levels that should be incorporated into AMPs that are based on best practices. Municipalities meeting their operational and maintenance needs, and debt obligations are funding only their cash cost. Funding at this level is severely deficient in terms of lifecycle costs.

Meeting the annual amortization expense based on the historical cost of investment will ensure municipalities adhere to accounting rules implemented in 2009; however, funding is still deficient for long-term needs. As municipalities graduate to the next level and meet renewal requirements, funding at this level ensures that need and cost of full replacement is deferred. If municipalities meet inflation requirements, they're positioning themselves to meet replacement needs at existing levels of service. In the final level, municipalities that are funding for service enhancement and growth requirements are fiscally sustainable and cover future investment needs.



This report develops a financial plan by presenting several scenarios for consideration and culminating with final recommendations. It includes recommendations that avoid long-term funding deficits. As outlined below, the scenarios presented model different combinations of the following components:

- the financial requirements (as documented in the SOTI section of this report) for existing assets, existing service levels, requirements of contemplated changes in service levels (none identified for this plan), and requirements of anticipated growth (none identified for this plan)
- use of traditional sources of municipal funds including tax levies, user fees, reserves, debt, and development charges
- use of non-traditional sources of municipal funds, e.g., reallocated budgets
- use of senior government funds, such as the federal Gas Tax Fund, Ontario Community Infrastructure Fund (OCIF)

If the financial plan component of an AMP results in a funding shortfall, the province requires the inclusion of a specific plan as to how the impact of the shortfall will be managed. In determining the legitimacy of a funding shortfall, the province may evaluate a municipality's approach to the following:

- In order to reduce financial requirements, consideration has been given to revising service levels downward.
- All asset management and financial strategies have been considered. For example:
  - If a zero debt policy is in place, is it warranted? If not, the use of debt should be considered.
  - Do user fees reflect the cost of the applicable service? If not, increased user fees should be considered.

## 2. Financial Profile: Tax Funded Assets

### 2.1 Funding Objective

We have developed scenarios that would enable the municipality to achieve full funding within five to 20 years for the following assets: roads; bridges & culverts; storm sewers; buildings; machinery & equipment; fleet; and yard improvement. For each scenario developed we have included strategies, where applicable, regarding the use of tax revenues, user fees, reserves and debt.

### 2.2 Current Funding Position

Table 36 and Table 37 outline, by asset class, the municipality's average annual asset investment requirements, current funding positions, and funding increases required to achieve full funding on assets funded by taxes.

Table 36 Infrastructure Requirements and Current Funding Available: Tax Funded Assets

Asset class	Average Annual Investment Required	Total Funding Available in 2016					Annual Deficit/Surplus
		Taxes	Gas Tax	OCIF	Taxes to Reserves	Total Funding Available	
Road Network	1,577,000	77,000	146,000	92,000	105,000	1,850,000	147,000
Bridges & Culverts	147,000	0	0	0	0	-77,000	220,000
Storm	224,000	0	0	0	4,000	-1,246,000	1,189,000
Buildings & Facilities	1,474,000	37,000	0	0	248,000	1,622,000	78,000
Machinery & Equipment	224,000	70,000	0	0	207,000	277,000	-53,000
Land Improvements	137,000	24,000	0	0	35,000	-65,000	178,000
Fleet	261,000	44,000	0	0	39,000	-3,700,000	2,916,000
Total	4,044,000	252,000	146,000	92,000	638,000	-1,339,000	4,675,000

## 2.3 Recommendations for Full Funding

The average annual investment requirement for tax funded categories is \$4,044,000. Annual revenue currently allocated to these assets for capital purposes is \$1,128,000, leaving an annual deficit of \$2,916,000. To put it another way, these infrastructure categories are currently funded at 28% of their long-term requirements. In 2016, the municipality has annual tax revenues of \$4,721,000. As illustrated in Table 37, without consideration of any other sources of revenue, full funding would require the following tax change over time:

Table 37 Tax Change Required for Full Funding

Asset class	Tax Change Required for Full Funding
Road Network	24.5%
Bridges & Culverts	3.1%
Storm	4.7%
Buildings & Facilities	25.2%
Machinery & Equipment	-1.1%
Land Improvements	1.7%
Fleet	3.8%
Total	61.9%

The following changes in costs and/or revenues over the next number of years should also be considered in the financial strategy:

- North Huron’s formula based OCIF grant is scheduled to grow from \$92,000 in 2016 to \$322,000 in 2019.
- North Huron’s debt payments for these asset categories will be decreasing by \$18,000 over the next 5 years and by \$116,000 over the next 10 years. Although not shown in the table, debt payment decreases will be \$164,000 and \$250,000 over the next 15 and 20 years respectively.

Our recommendations include capturing the above changes and allocating them to the infrastructure deficit. Table 38 outlines this concept and presents a number of options.

Table 38 Effect of Changes in OCIF Funding and Reallocating Decreases in Debt Costs

	Without Capturing Changes				With Capturing Changes			
	5 Years	10 Years	15 Years	20 Years	5 Years	10 Years	15 Years	20 Years
Infrastructure Deficit	2,916,000	2,916,000	2,916,000	2,916,000	2,916,000	2,916,000	2,916,000	2,916,000
Change in OCIF Grant	N/A	N/A	N/A	N/A	-230,000	-230,000	-230,000	-230,000
Changes in Debt Costs	N/A	N/A	N/A	N/A	-18,000	-116,000	-164,000	-250,000
Resulting Infrastructure Deficit	2,916,000	2,916,000	2,916,000	2,916,000	2,668,000	2,570,000	2,522,000	2,436,000
Resulting Tax Increase Required:								
Total Over Time	61.8%	61.8%	61.8%	61.8%	56.5%	54.4%	53.4%	51.6%
Annually	12.4%	6.2%	4.1%	3.1%	11.3%	5.4%	3.6%	2.6%

Considering all of the above information, we recommend the 20 year option that includes capturing the changes. This involves full funding being achieved over 20 years by:

- when realized, reallocating the debt cost reductions of \$250,000 to the infrastructure deficit as outlined above.
- increasing tax revenues by 2.6% each year for the next 20 years solely for the purpose of phasing in full funding to the tax funded asset classes covered in this AMP.
- allocating the current gas tax and OCIF revenue as outlined in Table 36.
- allocating the scheduled OCIF grant increases to the infrastructure deficit as they occur.
- reallocating appropriate revenue from categories in a surplus position to those in a deficit position.
- increasing existing and future infrastructure budgets by the applicable inflation index on an annual basis in addition to the deficit phase-in.

**Notes:**

- As in the past, periodic senior government infrastructure funding will most likely be available during the phase-in period. By Provincial AMP rules, this periodic funding cannot be incorporated into an AMP unless there are firm commitments in place. We have included OCIF formula based funding, if applicable, since this funding is a multi-year commitment.
- We realize that raising tax revenues by the amounts recommended above for infrastructure purposes will be very difficult to do. However, considering a longer phase-in window may have even greater consequences in terms of infrastructure failure.

Although this option achieves full funding on an annual basis in 20 years and provides financial sustainability over the period modeled, the recommendations do require prioritizing capital projects to fit the resulting annual funding available. Current data shows a pent up investment demand of \$1,492,000 for paved roads, \$0 for bridges & culverts, \$0 for storm sewers, \$385,000 for machinery & equipment, \$19,892,000 for facilities, \$1,056,000 for land improvements and \$133,000 for vehicles. Prioritizing future projects will require the current data to be replaced by condition based data. Although our recommendations include no further use of debt, the results of the condition based analysis may require otherwise.

### 3. Financial Profile: Rate Funded Assets

#### 3.1 Funding Objective

We have developed scenarios that would enable the municipality to achieve full funding within five to 20 years for the following assets: water, and sanitary. For each scenario developed we have included strategies, where applicable, regarding the use of tax revenues, user fees, reserves and debt.

#### 3.2 Current Funding Position

Table 39 and Table 40 outline, by asset class, the municipality's average annual asset investment requirements, current funding positions, and funding increases required to achieve full funding on assets funded by rates.

Table 39 Summary of Infrastructure Requirements and Current Funding Available

Asset class	Average Annual Investment Required	Total Funding Available in 2016				Annual Deficit/Surplus
		Rates	To Operations	Other	Total Funding Available	
Water System	573,000	1,061,000	-741,000	0	320,000	253,000
Sanitary Services	892,000	906,000	-598,000	0	308,000	584,000
Total	1,465,000	1,967,000	-1,339,000	0	628,000	837,000

### 3.3 Recommendations for Full Funding

The average annual investment requirement for sanitary services and water services is \$1,465,000. Annual revenue currently allocated to these assets for capital purposes is \$628,000 leaving an annual deficit of \$837,000. To put it another way, these infrastructure categories are currently funded at 43% of their long-term requirements. In 2016, North Huron has annual sanitary revenues of \$906,000 and annual water revenues of \$1,061,000. As illustrated in Table 40, without consideration of any other sources of revenue, full funding would require the following increases over time:

Table 40 Rate Change Required for Full Funding

Asset class	Rate Change Required for Full Funding
Water System	64.5%
Sanitary Services	23.8%

Through Table 41 we have expanded the above scenario to present multiple options. Due to the significant rate increases require, we have provided phase-in options of up to 20 years.

Table 41 Revenue Options for Full Funding

	Water System				Sanitary Services			
	5 Years	10 Years	15 Years	20 Years	5 Years	10 Years	15 Years	20 Years
Annual rate increase required	4.8%	2.4%	1.6%	1.2%	12.9%	6.5%	4.3%	3.2%

Considering the above information, we recommend the 20 year option that includes reallocations. This involves full funding being achieved over 20 years by:

- increasing rate revenues by 3.2% for sanitary services and 1.2% for water services each year for the next 20 years solely for the purpose of phasing in full funding to rate funded categories.
- increasing existing and future infrastructure budgets by the applicable inflation index on an annual basis in addition to the deficit phase-in.

**Notes:**

- As in the past, periodic senior government infrastructure funding will most likely be available during the phase-in period. By Provincial AMP rules, this periodic funding cannot be incorporated into an AMP unless there are firm commitments in place. We have included OCIF formula based funding, if applicable, since this funding is a multi-year commitment.
- We realize that raising rate revenues by the amounts recommended above for infrastructure purposes will be very difficult to do. However, considering a longer phase-in window may have even greater consequences in terms of infrastructure failure.
- Any increase in rates required for operations would be in addition to the above recommendations.

Although this option achieves full funding on an annual basis in 10 years and provides financial sustainability over the period modeled, the recommendations do require prioritizing capital projects to fit the resulting annual funding available. Current data shows a pent up investment demand of \$0 for sanitary services and \$886,000 for water services. Prioritizing future projects will require the current data to be replaced by condition based data. Although our recommendations include no further use of debt, the results of the condition based analysis may require otherwise.



## 4. Use of Debt

For reference purposes, Table 42 outlines the premium paid on a project if financed by debt. For example, a \$1M project financed at 3.0%<sup>3</sup> over 15 years would result in a 26% premium or \$260,000 of increased costs due to interest payments. For simplicity, the table does not take into account the time value of money or the effect of inflation on delayed projects.

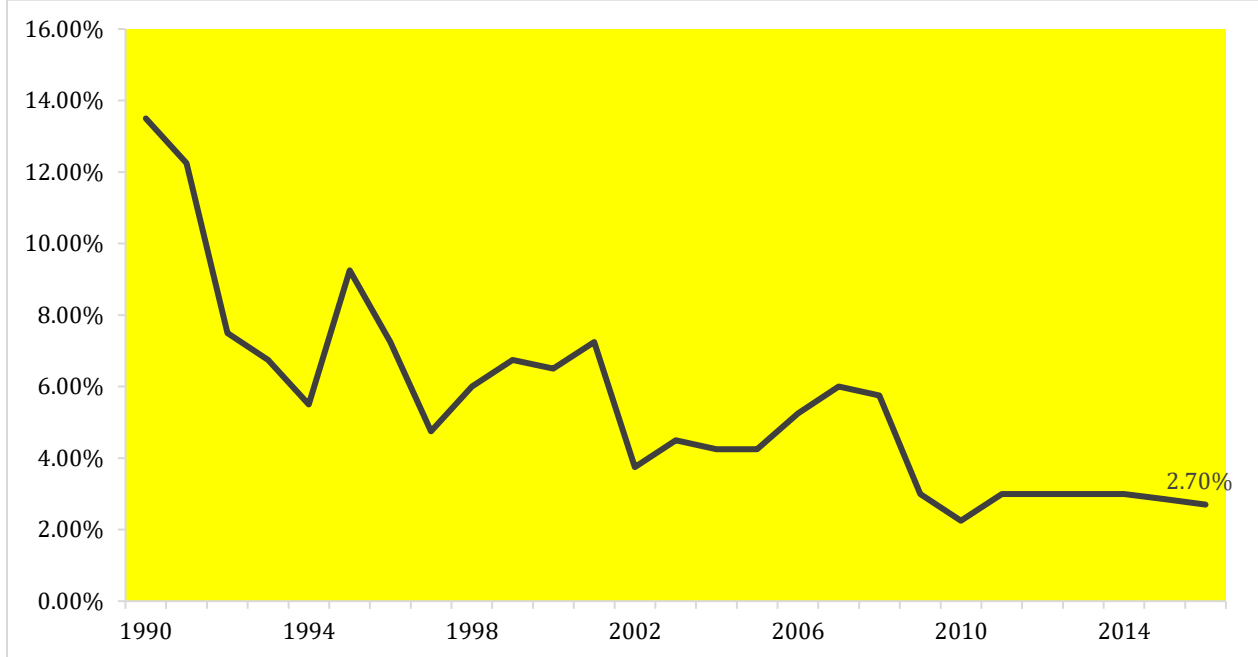
Table 42 Total Interest Paid as a Percentage of Project Costs

Interest Rate	Number of Years Financed					
	5	10	15	20	25	30
7.0%	22%	42%	65%	89%	115%	142%
6.5%	20%	39%	60%	82%	105%	130%
6.0%	19%	36%	54%	74%	96%	118%
5.5%	17%	33%	49%	67%	86%	106%
5.0%	15%	30%	45%	60%	77%	95%
4.5%	14%	26%	40%	54%	69%	84%
4.0%	12%	23%	35%	47%	60%	73%
3.5%	11%	20%	30%	41%	52%	63%
3.0%	9%	17%	26%	34%	44%	53%
2.5%	8%	14%	21%	28%	36%	43%
2.0%	6%	11%	17%	22%	28%	34%
1.5%	5%	8%	12%	16%	21%	25%
1.0%	3%	6%	8%	11%	14%	16%
0.5%	2%	3%	4%	5%	7%	8%
0.0%	0%	0%	0%	0%	0%	0%

<sup>3</sup> Current municipal Infrastructure Ontario rates for 15 year money is 3.2%.

It should be noted that current interest rates are near all-time lows. Sustainable funding models that include debt need to incorporate the risk of rising interest rates. The following graph shows where historical lending rates have been:

Figure 71 Historical Prime Business Interest Rates



As illustrated in Table 42 , a change in 15 year rates from 3% to 6% would change the premium from 26% to 54%. Such a change would have a significant impact on a financial plan.

Table 43 and Table 44 outline how North Huron has historically used debt for investing in the asset categories as listed. There is currently \$2,228,000 of debt outstanding for the assets covered by this AMP with corresponding principal and interest payments of \$250,000, well within its provincially prescribed maximum of \$2,219,000.

Table 43 Overview of Use of Debt

Asset class	Debt at December 31 <sup>st</sup> , 2015	Use of Debt in Last Five Years				
		2011	2012	2013	2014	2015
Road Network	175,000	293,000	0	0	0	0
Bridges & Culverts	0	0	0	0	0	0
Storm Sewer Network	0	0	0	0	0	0
Buildings & Facilities	1,376,000	193,000	1,464,000	0	0	0
Machinery & Equipment	83,000	109,000	0	0	0	0
Land Improvements	0	0	0	0	0	0
Fleet	594,000	778,000	0	0	0	0
<b>Total Tax Funded</b>	<b>2,228,000</b>	<b>1,373,000</b>	<b>1,464,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
Sanitary Services	0	0	0	0	0	0
Water System	0	0	0	0	0	0
<b>Total Rate Funded</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Table 44 Overview of Debt Costs

Asset class	Principal & Interest Payments in Next Ten Years						
	2016	2017	2018	2019	2020	2021	2026
Road Network	35,000	35,000	35,000	35,000	35,000	18,000	0
Bridges & Culverts	0	0	0	0	0	0	0
Storm	0	0	0	0	0	0	0
Buildings & Facilities	134,000	134,000	134,000	134,000	134,000	134,000	94,000
Machinery & Equipment	10,000	10,000	10,000	10,000	10,000	10,000	5,000
Land Improvements	0	0	0	0	0	0	0
Fleet	71,000	71,000	71,000	71,000	70,000	70,000	35,000
<b>Total Tax Funded</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>249,000</b>	<b>232,000</b>	<b>134,000</b>
Sanitary Services	0	0	0	0	0	0	0
Water System	0	0	0	0	0	0	0
<b>Total Rate Funded</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

The revenue options outlined in this plan allow North Huron to fully fund its long-term infrastructure requirements without further use of debt. However, project prioritization based on replacing age-based data with observed data for several tax funded and rate funded classes may require otherwise.

## 5. Use of Reserves

### 5.1 Available Reserves

Reserves play a critical role in long-term financial planning. The benefits of having reserves available for infrastructure planning include: the ability to stabilize tax rates when dealing with variable and sometimes uncontrollable factors; financing one-time or short-term investments; accumulating the funding for significant future infrastructure investments; managing the use of debt; and, normalizing infrastructure funding requirements. By infrastructure class, Table 45 outlines the details of the reserves currently available to North Huron.

Table 45 Summary of Reserves Available

Asset class	Balance at December 31 <sup>st</sup> , 2015
Road Network	403,000
Bridges & Culverts	264,000
Storm	68,000
Machinery & Equipment	719,000
Facilities	846,000
Land Improvements	212,000
Fleet	118,000
Total Tax Funded	2,630,000
Water System	2,657,000
Sanitary Services	2,678,000
Total Rate Funded	5,335,000

There is considerable debate in the municipal sector as to the appropriate level of reserves that a municipality should have on hand. There is no clear guideline that has gained wide acceptance. Factors that municipalities should take into account when determining their capital reserve requirements include: breadth of services provided, age and condition of infrastructure, use and level of debt, economic conditions and outlook, and internal reserve and debt policies.

The reserves in Table 45 are available for use by applicable asset classes during the phase-in period to full funding. This, coupled with North Huron's judicious use of debt in the past, allows the scenarios to assume that, if required, available reserves and debt capacity can be used for high priority and emergency infrastructure investments in the short to medium-term.

## **5.2 Recommendation**

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As North Huron updates its AMP, we recommend that future planning should include determining what its long-term reserve balance requirements are and a plan to achieve such balances.

## X. 2016 Infrastructure Report Card

The following infrastructure report card illustrates the municipality's performance on the two key factors: Asset Health and Financial Capacity. Appendix 1 provides the full grading scale and conversion chart, as well as detailed descriptions, for each grading level.

Table 46 2016 Infrastructure Report Card

Asset class	Asset Health Grade	Funding Percentage	Financial Capacity Grade	Average Asset class Grade	Comments
Roads	B	27%	F	D	<p>Based on 2016 replacement cost, and a blend of age-based and field data, 64% of assets, with a valuation of \$139 million are in good to very good condition. However, nearly 30% are in poor to very poor condition.</p> <p>The municipality is funding 28% of its long-term needs for tax funded assets and 43% for its rate funded assets.</p>
Bridges & Culverts	B	0%	F	C	
Water System	B	56%	D	C	
Sanitary Services	C	35%	F	D	
Storm	B	2%	F	D	
Buildings & Facilities	D	19%	F	F	
Machinery & Equipment	D	124%	A	C	
Land Improvements	D	43%	F	F	
Fleet	D	32%	F	F	
Average Asset Health Grade			C		
Average Financial Capacity Grade			F		
Overall Grade for the Municipality			F		

# XI. Appendix: Grading and Conversion Scales

Table 47 Asset Health Scale

Letter Grade	Rating	Description
A	Excellent	Asset is new or recently rehabilitated
B	Good	Asset is no longer new, but is fulfilling its function. Preventative maintenance is beneficial at this stage.
C	Fair	Deterioration is evident but asset continues to full its function. Preventative maintenance is beneficial at this stage.
D	Poor	Significant deterioration is evident and service is at risk.
F	Very Poor	Asset is beyond expected life and has deteriorated to the point that it may no longer be fit to fulfill its function.

Table 48 Financial Capacity Scale

Letter Grade	Rating	Funding percent	Timing Requirements	Description
A	Excellent	90-100 percent	<input checked="" type="checkbox"/> Short Term <input checked="" type="checkbox"/> Medium Term <input checked="" type="checkbox"/> Long Term	The municipality is fully prepared for its short-, medium- and long-term replacement needs based on existing infrastructure portfolio.
B	Good	70-89 percent	<input checked="" type="checkbox"/> Short Term <input checked="" type="checkbox"/> Medium Term <input checked="" type="checkbox"/> Long Term	The municipality is well prepared to fund its short-term and medium-term replacement needs but requires additional funding strategies in the long-term to begin to increase its reserves.
C	Fair	60-69 percent	<input checked="" type="checkbox"/> Short Term <input checked="" type="checkbox"/> Medium Term <input checked="" type="checkbox"/> Long Term	The municipality is underpreparing to fund its medium- to long-term infrastructure needs. The replacement of assets in the medium-term will likely be deferred to future years.
D	Poor	40-59 percent	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> Short Term <input checked="" type="checkbox"/> Medium Term <input checked="" type="checkbox"/> Long Term	The municipality is not well prepared to fund its replacement needs in the short-, medium- or long-term. Asset replacements will be deferred and levels of service may be reduced.
F	Very Poor	0-39 percent	<input checked="" type="checkbox"/> Short Term <input checked="" type="checkbox"/> Medium Term <input checked="" type="checkbox"/> Long Term	The municipality is significantly underfunding its short-term, medium-term, and long-term infrastructure requirements based on existing funds allocation. Asset replacements will be deferred indefinitely. The municipality may have to divest some of its assets (e.g., bridge closures, arena closures) and levels of service will be reduced significantly.





## TOWNSHIP OF NORTH HURON

## REPORT

Item No.

**REPORT TO:** Reeve Vincent and Members of Council  
**PREPARED BY:** Donna White  
**DATE:** 18/09/2017  
**SUBJECT:** Margaret Bennett Jr Citizen Award Fund  
**ATTACHMENTS:** N/A

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### **RECOMMENDATION:**

THAT the Council of the Township of North Huron hereby accepts the recommendation from the Director of Finance to close the Margaret Bennett Junior Citizen Award Fund in the amount of \$366.84 and round the amount up to \$375.00;  
AND FURTHER THAT the Township make this one-time donation to F.E. Madill Secondary School in the form of an award to a Wingham student.

### **EXECUTIVE SUMMARY**

The Margaret O. Bennett Junior Citizen Award Fund was established in 1988 through a bank account. According to staff history, this account was established to provide awards to a junior citizen who displayed an outstanding achievement in the community.

### **DISCUSSION**

This account has been dormant for more than 5 years and is incurring fees. Mrs. Bennett passed away in February 1989. The account has been closed and the Director of Finance has contacted F. E. Madill Secondary School Guidance Department to inquire if it would be possible to select a Wingham Student who has shown outstanding citizenship to receive this award as part of the upcoming Graduation Ceremonies. The Guidance Department has indicated that it would be possible to select a deserving student.

### **FINANCIAL IMPACT**

There would be an impact of \$8.16 to the Township of North Huron budget to round the award amount up to \$375.00.

### **FUTURE CONSIDERATIONS**

N/A

### **RELATIONSHIP TO STRATEGIC PLAN**

Goal # 4- Our administration is fiscally responsible and strives for operational excellence.

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Donna White, Director of Finance

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Dwayne Evans, CAO



## TOWNSHIP OF NORTH HURON

## REPORT

Item No.

**REPORT TO:** Reeve Vincent and Members of Council  
**PREPARED BY:** Donna White  
**DATE:** 18/09/2017  
**SUBJECT:** OCIF Top Up Application – Mill Street  
**ATTACHMENTS:** N/A

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### **RECOMMENDATION:**

THAT the Council of the Township of North Huron hereby authorizes an application under the OCIF Top Up Application funding for the Mill Street Project in Blyth.

### **EXECUTIVE SUMMARY**

The Ministry of Agriculture, Food and Rural Affairs is accepting proposals for the 2017 intake of OCIF Top-Up Application funding. The Township of North Huron is eligible to apply for up to \$1,462,364.00. The application deadline is Wednesday, September 27, 2017 at 5:00 p.m. Successful applicants must sign and return a contribution agreement by March 15, 2018 and projects must be completed by December 31, 2019. Municipalities may apply for up to 90% of the total project cost to a maximum of their funding cap.

### **DISCUSSION**

This project is considered a Wastewater project and has been submitted previously under several other grant funding programs which were unsuccessful. Therefore, the gas tax allocation has been accumulating and used to complete the outlet in 2015 and Phase 2 on Westmoreland Street has been tendered in 2017 and the work will be completed this fall. This portion begins at #4 Highway and will end part way through the parking lot on Mill Street.

R J Burnside has provided the engineering on this project and staff have requested assistance for the application to update the project pricing since the last estimates in 2014 and provide any new information along with revising the application estimates to exclude the two phases which have/will be completed and therefore not included in the new application.

This project is “shovel-ready” and is a critical project for the Village of Blyth in order to mitigate risk due to undersized storm sewer and allow for future expansion.

### **FINANCIAL IMPACT**

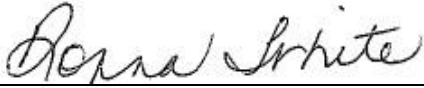
The revised project cost is being completed by R J Burnside and the numbers will be available next week. The percentage of funding requested will be based on the revised costs and council will be updated at the October meeting.

### **FUTURE CONSIDERATIONS**

If the application is successful, the project will be included in the 2018 budget.

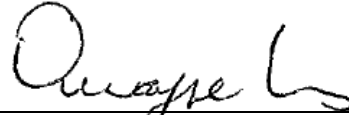
**RELATIONSHIP TO STRATEGIC PLAN**

Goal # 3 – The Township is health and safe. Goal #4 – The Administration is fiscally responsible and strives for operational excellence.



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Donna White, Director of Finance



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Dwayne Evans, CAO



## TOWNSHIP OF NORTH HURON

## REPORT

Item No.

**REPORT TO:** Reeve Vincent and Members of Council  
**PREPARED BY:** Donna White  
**DATE:** 9/18/2017  
**SUBJECT:** Section 357 – Sept 2017  
**ATTACHMENTS:** N/A

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### **RECOMMENDATION:**

THAT the Council of the Township of North Huron hereby adopts the report in regard to tax refunds under Section 357 1 (d) of the Municipal Act in the amount of \$ 3,976.72 as presented by the Director of Finance and approves the adjustments to be made to the Collector's Roll.

### **EXECUTIVE SUMMARY**

Section 357 of the Municipal Act allows for reduction, cancellation or refund of taxes. There have been two applications received under Section 357 1 (d). The reasons for these applications are:

- Demolition – one application relates to the demolition of a house due to fire and one application relates to demolition of the building (former Blyth Public School)

### **DISCUSSION**

Demolition permits were issued by the Township of North Huron. The applications have been sent to the Municipal Property Assessment Corporation (MPAC) for review and have been returned with recommended assessment adjustments. Under Section 357 (5), council shall hold a meeting on or before September 30<sup>th</sup> of the year following the year for which the application was made. Notification of the meeting was sent to the applicant.

This Council meeting meets the requirement under the Act and the applicant may make representation to council. If the applicant is in attendance at the meeting, they are to be asked if they wish to comment on their application.

Tax Year	Roll #	Property Address	Reason	Tax Refund
2017	40-50-580-009-034-00-000	4 Queen's Street, Belgrave	House demolished (fire)	\$987.09
2017	40-50-560-004-142-00-0000	237 King Street, Blyth	Building demolished	\$2,989.63
Total				\$3,976.72

### **FINANCIAL IMPACT**

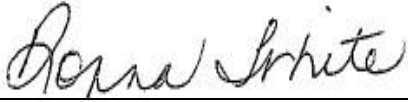
The Township budgets annually for the reduction, cancellation or refund of taxes, vacancy and charitable rebate programs. The 2017 budget includes \$26,000.00 and to date \$11,867.78 has been processed.

### **FUTURE CONSIDERATIONS**

Applications will be monitored as they are received and will be included in the council meeting package prior to September 30<sup>th</sup> each year, to review any new applications received up until that date.

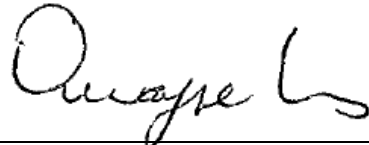
### **RELATIONSHIP TO STRATEGIC PLAN**

Goal # 4 – Our administration is fiscally responsible and strives for operational excellence.



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Donna White, Director of Finance



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Dwayne Evans, CAO



## TOWNSHIP OF NORTH HURON

## REPORT

Item No.

**REPORT TO:** Reeve Vincent and Members of Council  
**PREPARED BY:** Pat Newson  
**DATE:** 18/09/2017  
**SUBJECT:** Almost Famous Players MOU  
**ATTACHMENTS:** Draft Memorandum of Understanding with Almost Famous Players

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### **RECOMMENDATION:**

THAT the Council of the Township of North Huron hereby receive the report on the Almost Famous Players MOU for information purposes;

AND FURTHER THAT the Clerk be directed to prepare an authorizing by-law for the Memorandum of Understanding between the Township of North Huron and the Almost Famous Players for the use of the Wingham Town Hall Theatre.

### **EXECUTIVE SUMMARY**

Since 2004 the Almost Famous Players have used the Wingham Town Hall Theatre. The group practices weekly on Mondays between 1:00 – 2:30pm. The group has always used the theatre at no charge. The North Huron Donation and Fee Waiving Policy requires that fees may be waived under the following conditions:

- A Reciprocal Agreement Partnership Agreement is in place and adopted by the Township of North Huron as by-law. The agreement may outline rates or fees that differ from the Rates and Fees By-Law and would supersede this policy.
- A Committee of Council where the “Terms of Reference” for that committee has been adopted as by-law by council, and may outline a specific arrangement for rental rates or facility usage for that committee to carry out their mandate.

This report outlines the background and recommendation for the Almost Famous Players use of the facility and fees for use.

### **DISCUSSION**

#### **Reason for the MOU**

The Almost Famous Players provide an essential service for adults with disabilities in the community. The organization is a Not for Profit Charity operated by an independent Board of Directors. The group meets weekly to rehearse in the Wingham Town Hall Theatre. They do not pay for the use of the theatre for rehearsals, and they rehearse at a time when groups are not permitted to perform or rehearse in the theatre according to the Wingham Town Hall Theatre Rental Terms and Conditions adopted by Council May 2017. Due to the disruption to the Administration Offices, groups are not permitted to perform or rehearse between 8:30am-4:30pm Monday to Friday. The exception has always been the Almost Famous Players. In the past, all their fees for the rehearsals have been waived by the Wingham Heritage Theatre Group that operated the theatre prior to its closing. Through the theatre closure, the Almost Famous Players have been

permitted to rehearse in the theatre on Mondays with permission and provisions outlined by the North Huron Fire Chief. The Almost Famous Players are requesting that their terms of use not change as a result of the new policies for renting the Wingham Town Hall Theatre in North Huron. To accommodate this request, the Almost Famous Players representatives from the Board of Directors, and the Director of Recreation and Facilities have drafted a Memorandum of Understanding for Council's consideration.

### Rational

The Almost Famous Players are a Not for Profit Charity. They have been stakeholders in the Wingham Town Hall Theatre since 2004. They have representation on the Wingham Town Hall Theatre Renovation Committee. When the theatre was operated by the Wingham Heritage Theatre Group, the Almost Famous Players were not charged any rent for either rehearsals or performances. The draft MOU has permitted that rehearsal rental fees are waived, but fees for performances will be charged at the community rate. The rehearsals occur on Mondays when the building is already staffed, so there is no additional staffing cost to supervise the rehearsal. Staff are required during performances for public safety and facility management.

The Almost Famous Players organization provide a unique service in the community. Their members rely on this weekly activity for social and personal development. The Township of North Huron strives to be an inclusive community and a goal of Recreation is to "Counteract social exclusion". For these reasons, the Almost Famous Players are a community partner with the Recreation Department and warrant consideration for waiving fees to support their necessary work. As a charity they operate solely on donations and cannot afford to pay the weekly rental fee for their rehearsals.

The Memorandum of Understanding also outlines some terms by which the Almost Famous Players may store some of their electronic sound equipment and rehearsal props at the theatre.

### **FINANCIAL IMPACT**

The annual fee for using the theatre for their rehearsals would total \$1,764.00 (estimate)

Rehearsal Rate (Community Group)	\$24.50/hour
Mondays 1:00-2:30	\$36.75/Monday
48 Mondays per year (estimated use)	\$1,764.00

### **FUTURE CONSIDERATIONS**

If Council accepts the terms of the Memorandum of Understanding between the Township and the Almost Famous Players, it would be prepared as a by-law agreement for Council to adopt at a future meeting.

### **RELATIONSHIP TO STRATEGIC PLAN**

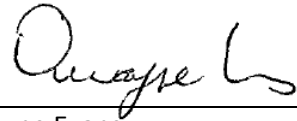
Our residents are engaged and well informed. Under this goal the Outcome: We cultivate a culture of volunteerism and belonging.

Our administration is fiscally responsible and strives for operational excellence.



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Pat Newson  
Director of Recreation and Facilities



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Dwayne Evans,  
CAO





# MEMORANDUM OF UNDERSTANDING

## MEMORANDUM

Dated.....2017

Between:

Almost Famous Players Ltd.

AND

Township of North Huron

### **WHERE AS:**

The Almost Famous Players began in the fall of 2004 forging a mutual relationship with the Wingham Heritage Theatre. In 2010, the Almost Famous Players gained not for profit status and became a Non-Profit Charitable Organization overseen by a 13 member Board of Directors. The Board is made up of community people and players. The Almost Famous Players encourages adults with disabilities to engage in sharing their artistic and creative talents while promoting community awareness and connection at every given opportunity. Through Almost Famous Players, individuals are taught to be good community citizens and are encouraged to give back to their communities by providing volunteer entertainment at numerous community venues as well as donating funds when possible to a variety of causes. The use of the Wingham Town Hall Theatre on a weekly basis helps participants of Almost Famous engage in group work that promotes self-confidence, self-awareness, team building and purpose. It is the goal of the Almost Famous Players to raise awareness of the participant's tremendous abilities and to be respected and equal contributing members of society.

### **THIS MEMORANDUM OF UNDERSTANDING (MOU)**

#### **1. COMMENCEMENT**

The MOU becomes effective when signed and dated by both parties.

#### **1. DURATION**

This MOU will continue indefinitely until terminated in accordance with Section 8 or until such time as the Almost Famous Players ceases to exist, or until such time as a revision of this Memorandum of Understanding is signed by both parties, replacing this MOU agreement.

#### **2. MODIFICATIONS**

Additions or modifications to this MOU must be made in writing and signed by the authorized representatives of both parties.

#### **1. INTENT OF THIS MOU:**

- 1.1. The purpose of this Memorandum is to provide a framework for the relationship between the Almost Famous Players and the Township of North Huron for use of the Wingham Town Hall Theatre located at 274 Josephine Street, Wingham, ON.

### **2. TOWNSHIP OF NORTH HURON'S OBLIGATIONS**

- 2.1. The Wingham Town Hall Theatre, owned by the Township of North Huron is ultimately the responsibility of the Township of North Huron.
- 2.2. A member of the North Huron Recreation and Facilities Department, delegated by the Director of Recreation and Facilities, will be the primary contact for the Almost Famous Players. This primary contact will provide advice on municipal operational policies and procedures, and scheduling of the Wingham Town Hall Theatre.
- 2.3. Host a meeting annually with the Almost Famous Players representative to establish plans for the use of the theatre for the upcoming calendar year.
- 2.4. The Township agrees to waive any rental fees for rehearsals one time per week, between 1:00-3:00pm on Mondays. The Community Rate for rental fees will be charged for theatre rental fees for any show where the public is invited or charged a ticket fee.
- 2.5. The Township will permit the Almost Famous Players to store their electronic and rehearsal equipment in the backstage theatre under the conditions of 3.8 in this agreement

### **3. ALMOST FAMOUS PLAYERS OBLIGATIONS**

- 3.1. The Almost Famous Player will remain an organization.

- 3.2. The Almost Famous Players is responsible for managing its' own funds. The Town of North Huron has no authority over of any funds belonging to the Almost Famous Players.
- 3.3. Annually, the Almost Famous Players agree to sign a rental contract and follow all the terms and conditions of a rental contract for their use of the theatre. Fees for Monday afternoon rehearsals will be waived. Rentals for performances for the public will follow all the standard practices of a rental contract with the Township of North Huron, including rental fees.
- 3.4. It is understood at this time that the only space provided to the Almost Famous Players is the Wingham Town Hall Theatre, lobby and lobby washrooms, usage excludes the Council Chambers and any administrative spaces on the first floor and the basement of the Wingham Town Hall Building.
- 3.5. The Almost Famous Players will be responsible for cleaning and general tidiness of the theatre during their rehearsals, and after they leave. Garbage and recycling will be placed in receptacles, and all personal items removed from the theatre.
- 3.6. The Almost Famous Players will appoint one member to represent the needs and desires, of the Almost Famous Players. This member will be the formal point of contact between the Almost Famous Players and the Township of North Huron. This appointed member will make all requests to the Township's primary contact and be responsible for reporting back to the Almost Famous Players.
- 3.7. The Almost Famous Players will require permission for any major changes to Wingham Town Hall Theatre. Any improvement permanently installed in the theatre must have prior written approval by the Township of North Huron. The value of any permanent asset will be identified in the Township asset management plan, and will be owned by the Township of North Huron. The Almost Famous Players will establish a value, life expectancy, maintenance plan, and removal or replacement plan for the improvement before the project can be installed on municipal property.
- 3.8. Annually the Almost Famous Players will store their electrical equipment in a locked cabinet at the Theatre. The list of equipment owned and stored by Almost Famous Players is listed on Schedule A attached to this agreement. Schedule A will be updated annually by Almost Famous Players to confirm the list is accurate. The Almost Famous Players are responsible for their own equipment and insurance for this equipment. The Township is not responsible for anything stored in the theatre by Almost Famous Players.
- 3.9. The Almost Famous Players will ensure members are made aware of any risks associated with using the Wingham Town Hall Theatre, and provide necessary training for the safety of Almost Famous Players members, including and not limited to all emergency and evacuation procedures.
- 3.10. The Almost Famous Players representative will communicate any damages, safety concerns or vandalism to the North Huron Recreation and Facilities department primary contact.

#### **4. INDEMNITY**

- 4.1. Each party is responsible for its' own negligent acts.
- 4.2. The Almost Famous Players shall indemnify and save harmless the Township of North Huron from and against all fines, suits, claims, demands and actions of any kind or nature to which the Township shall or may become liable for or suffer by reason of any breach, violation or non-performance of the Almost Famous Players of any term or provision of this MOU or by reason of any loss, damage, or injury occasioned to or suffered by any person or persons or any property by reason of any action, neglect, negligence, willful misconduct or default on the part of the Almost Famous Players, its employees or volunteers save and except any fines, suits, claims, demands and actions of any kind or nature resulting from any action, neglect, negligence, willful misconduct or default on the part of the Township, its employees or Members of Council

#### **5. INSURANCE**

- 5.1. The Almost Famous Players are not covered under the Township of North Huron insurance policy. The Almost Famous Players shall provide to the Township proof of general liability insurance for a limit no less than \$2,000,000 (two million) per occurrence including but not limited to bodily injury, personal injury, property damage including loss of use thereof, blanket contractual liability, non-owned auto and contain a cross liability/severability of insured clause. The insurance must be acceptable to the Township covering said events and shall name the Township of North Huron as an additional insured. The Almost Famous Players shall provide confirmation of insurance in the form of a certificate of insurance annually. The Township of North Huron has the right to reasonably increase the minimum limit or type of required insurance, providing adequate written notice to the Almost Famous Players.

**6. NOTICES**

6.1. Notices must be in writing, signed by, or on behalf of the sender. The notices must be addressed to the recipient and delivered to the recipient's address either by pre-paid mail, or email. Any email delivery requires confirmation of receipt by the sender.

**7. DISPUTE RESOLUTION**

7.1. If a dispute arises regarding the intention and or interpretation of this MOU, the issue shall be resolved between The Almost Famous Players and the Director of Recreation and Facilities of the Township of North Huron through a discussion. If a resolution cannot be reached, the dispute can be referred to the Council of the Township of North Huron for a decision. Both parties, (the Almost Famous Players and the Director of Recreation and Facilities of the Township of North Huron) can request the intervention of the Council.

**8. TERMINATION**

8.1. Either party may terminate this arrangement without cause, by giving at least three (3) months' notice, or any period as may be mutually agreed to, with written notice to the other party.

EXECUTED AS A MEMORANDUM OF UNDERSTANDING

SIGNED for and on behalf of

ALMOST FAMOUS PLAYERS  
By

\_\_\_\_\_  
Date: \_\_\_\_\_  
David Shaw, President

\_\_\_\_\_  
Date: \_\_\_\_\_  
Witness

Print Name: \_\_\_\_\_

SIGNED for and on behalf of

THE TOWNSHIP OF NORTH HURON

\_\_\_\_\_  
Date: \_\_\_\_\_  
Neil Vincent, Reeve

\_\_\_\_\_  
Date: \_\_\_\_\_  
Richard AI, Clerk

\_\_\_\_\_  
Date: \_\_\_\_\_  
Witness

Print Name: \_\_\_\_\_



## TOWNSHIP OF NORTH HURON

## REPORT

Item No.

**REPORT TO:** Reeve Vincent and Members of Council  
**PREPARED BY:** Larry McGregor  
**DATE:** 18/09/2017  
**SUBJECT:** Streetlight Conversion to LED  
**ATTACHMENTS:**

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### **RECOMMENDATION:**

THAT the Council of the Township of North Huron hereby authorizes that a contract be entered into with LAS/RealTerm Energy to provide services to convert the Township of North Huron's streetlights to LED units as presented in Option # 1;

AND FURTHER THAT Council directs the Clerk to prepare an authorizing by-law for the October 2<sup>nd</sup>, 2017 Council Meeting.

### **EXECUTIVE SUMMARY**

On April 3<sup>rd</sup>, 2017 the following motion was passed:

THAT the Council of the Township of North Huron hereby receive the report LED Streetlight Conversion Program – LAS/RealTerm Energy Proposal for information;

AND THAT Council approve the execution of a Letter of Engagement with LAS and their service partner RealTerm Energy for the audit, design, upgrade, and energy performance of LED streetlights as detailed in their proposal;

AND THAT Council approve the project funding from the Water and Sewer reserves for approximately \$530,000, with savings from the reduced energy costs of streetlights being allocated back to the Water and Sewer reserves for the full amount of borrowing;

AND THAT Council direct staff, following completion of the borrowing term, to continue streetlight revenues on trend with current rates and redirect the surplus into a Roads reserve.

### **DISCUSSION**

The audit has been completed and options presented in the presentation to Council this evening.

It is to the benefit of the municipality to enter into any program which will reduce overall operating costs. LED fixtures provide a proven quality of lighting for street illumination at a greatly reduced energy cost and provide a substantial reduced amount of maintenance costs.

### **FINANCIAL IMPACT**

As approved above on April 3, 2017.

### **FUTURE CONSIDERATIONS**

Upon completion of the conversion energy savings will be immediate and can be applied to the loan from reserves which when paid will provide ongoing savings in operation costs into the future for the Township.

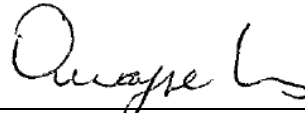
### **RELATIONSHIP TO STRATEGIC PLAN**

Goal 3 the Township is healthy and safe. Goal 4 the administration is fiscally responsible and strives for operational excellence.



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Larry McGregor, Interim Director of Public Works



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Dwayne Evans, CAO



## TOWNSHIP OF NORTH HURON

## REPORT

Item No.

**REPORT TO:** Reeve Vincent and Members of Council  
**PREPARED BY:** Dwayne Evans, CAO  
**DATE:** 18/09/2017  
**SUBJECT:** Proposed Economic Development Committee  
**ATTACHMENTS:** Draft Economic Development Committee Terms of Reference

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### **RECOMMENDATION:**

THAT the Council of the Township of North Huron hereby receives this report and provides direction to staff regarding the proposed Economic Development Committee.

### **EXECUTIVE SUMMARY**

At the August 8, 2017 regular Council meeting, Councillor Knott requested consideration of the establishment of an Economic Development Committee. Staff has reviewed terms of references for other area Economic Development Committees and has developed the attached Terms of Reference for Council's consideration. Staff is seeking Council input and direction on the draft terms of reference and how Council wishes to proceed.

### **DISCUSSION**

The establishment of an Economic Development Committee comprised of Council, BIA and economic sector representatives has the following benefits:

1. A unified and collaborative approach to economic development across the municipality;
2. Sharing of information, ideas and expertise across economic sectors;
3. Opportunities to identify and make efficient use of all available resources;
4. Job creation and retention; and
5. Development of a municipal marketing package.

### **FINANCIAL IMPACT**

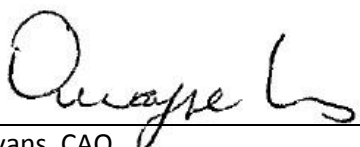
No immediate financial impacts short term. For longer term impacts, please refer to Future Considerations.

### **FUTURE CONSIDERATIONS**

For the 2018 budget, it is recommended Council allocate \$2,500 to the Economic Development Committee.

### **RELATIONSHIP TO STRATEGIC PLAN**

Goal #4-Our administration is fiscally responsible and strives for operational excellence.

  
\_\_\_\_\_  
Dwayne Evans, CAO

# THE CORPORATION OF THE TOWNSHIP OF NORTH HURON

## ECONOMIC DEVELOPMENT COMMITTEE

### TERMS OF REFERENCE

#### MANDATE

The Corporation of the Township of North Huron's Economic Development Committee is to enhance the economic opportunities as well as the quality of life for all Township residents. The Economic Development Committee provides comment on the implementation of the Economic Development Strategic Plan, and will recommend to Council on matters related to economic development, marketing, and business attraction/retention. The Committee will promote and maintain communication with Council in an advisory role and work with the public forums on initiatives that promote job creation.

#### PURPOSE

- To provide workshops and forums for citizens and the business community to raise issues and concerns regarding job growth and sustainable development;
- To provide recommendations and guidance to Council on matters pertaining to policies, practices and programs concerning economic development;
- To review and provide comment on the economic needs of the community;
- To provide creative discussions in order to improve the quality of life in the community;
- To provide support and coordination of regional efforts necessary for the development and implementation of economic related programs;
- To provide comment on the development of lands for economic development and compatible uses that promote greater growth within the community and region.
- Advising Council on the co-ordination of economic development strategies and initiatives with other regional organizations such as the County of Huron, the other townships, Ministry of Economic Development, Trade and Employment, the Ministry of Agriculture and Food, Ministry of Rural Affairs, and the Blyth and Wingham Business Improvement Areas.

#### MEMBERSHIP

It is recognized that Economic Development initiatives are most effective when business leaders and staff work in a collaborative way to craft and execute strategies, therefore membership in the Committee will be as follows:

The Committee shall be comprised of a maximum of **11 voting members**: Comprised of 2 Council members, 1 appointed Blyth BIA representative, 1 appointed Wingham BIA representative, and up to 7 public members at large. Public members at large will be chosen to represent a broad spectrum of business sectors including but not limited to: manufacturing, creative industries, agriculture, healthcare, real estate, retail and agri-food.

In making public member appointments, Council shall have regard for the diversity of business interests and qualifications of citizen candidates for the Committee and to have representation from all wards of

the Township. They shall endeavour to have at least one member appointed to represent the interests of the sectors indicated.

Public members shall be residents, property owners or business owners of North Huron and be at least 18 years of age.

Members are expected to undertake their responsibilities on an impartial and objective basis. Any member whose financial interest could be in conflict with the interests of the Township is obliged to disclose same at the meeting. Members will not participate in any decision or recommendation in which they or their immediate family has any financial interest except in common with residents in the municipality

In addition, the following staff members will sit as non-voting members;

The CAO as Economic Development Officer, and 1 staff member as a Resource Person.

The Township Resource Person will provide technical support to the Committee by:

- 1) Assisting the chair in the creation of agendas.
- 2) Taking minutes at meetings and distributing minutes within one week of a meeting.
- 3) Distributing meeting materials at least one week prior to the next scheduled meeting.
- 4) Acting as a resource for the committee during meetings, which may include presenting background reports, distributing government information and similar activities.
- 5) Facilitating recommendations to Council through the creation of reports.
- 6) Coordinating committee initiatives with other Town departments.

All members are to be appointed by Council resolution.

The Committee may from time to time require experts or other representatives to attend meetings as presenters, advisors or observers because of their knowledge of the subject or as part of a project or consultation mechanism. These attendees have no voting privileges.

The Chair and Vice-Chair will be elected from among the voting members at the first meeting of each calendar year.

## **TERM**

The term of office shall be for term of council commencing in January. Once appointed, members may apply for reappointment by Council if they continue to be eligible.

## **APPOINTMENT TO THE COMMITTEE**

In order to be considered for appointment or reappointment, interested persons should submit a letter of interest to Town staff by the stated deadline determined in a given year.

All letters received from eligible applicants will be forwarded to Council for review and appointment.



## **REPORTING RELATIONSHIP**

The Committee is to serve as an advisory body to Council. The Committee does not have any delegated authority. Recommendations requiring implementation, expenditures, reports or staff actions must first be passed by motion at the Committee level then sent to the Township Clerk to be considered by Council. Council may cause the Committee to review and report on matters pertaining to the Committee's mandate.

## **COMMITTEE CHAIR**

A Chair and Vice-Chair shall be elected by majority vote. The term of Chair shall be one year. If a Chair or Vice-Chair is not present, members are to select an acting Chair to serve in the same capacity for the duration of the meeting.

The Chair is responsible for ensuring the effective operation of the Committee and its roles in accordance with the municipality's meeting procedures. The Chair shall be responsible for:

- Calling meetings order
- Conducting meetings in accordance with the municipality's procedural by-law
- Acting as the spokesperson in conjunction with the Economic Development Officer
- Representing the Committee when necessary

## **DECISION MAKING AND VOTING**

Where possible, decisions will be made by way of consensus. When a resolution is to go to Council, a motion must be moved and seconded and recorded in writing prior to voting. A resolution is deemed to be carried if the majority of members present vote in the affirmative. Recorded votes shall not be permitted. The Committee shall not reconsider a previous motion, unless directed to do so by Council.

## **QUORUM**

Quorum shall be 50% + 1 of the voting committee members. If determined practical, a meeting may proceed without a quorum, however, substantive recommendations are not fully ratified until supported by the majority of members. If no quorum is present and there are time constraints with respect to a particular item on the agenda, the Chair may reconvene a special meeting in order to determine Committee support for that particular item.

## **MEETING STRUCTURE AND FORMAT**

Regular meetings will be held on a monthly basis as required. Agendas for each meeting will be distributed to members in advance along with the minutes of the previous meeting. Minutes will be received by Council and substantive recommendations will be forwarded to staff for review and action if deemed necessary. Recommendations must relate to the Committee's mandate.

## **ATTENDANCE**

If a Committee Member misses three (3) regular meetings without explanation or valid regrets, they may be asked to resign from the Committee.

Regrets should be sent to the Staff Resource Person as early as possible.

## **PROJECTS**

Based on its stated mandate and purpose, the Committee will establish its priorities at the beginning of each new term and develop a plan to focus its attention and action. Additionally, the Committee may address items referred to it by others.

The Committee may consider matters that are deemed to be of importance and within its purview. The Committee will also consider matters referred to it by Council or other committees.

## **EXPENSES**

No member of the Task Force shall receive payment for any work or services performed for the Committee or North Huron, except that, with the approval of the Committee, reimbursement may be made for travel or other expenses incurred in the performance of duties specifically requested by the Committee. Rates paid will be consistent with rates paid to Township of North Huron employees in effect at the time expenses are incurred.

## **OPEN MEETINGS**

Committee meetings are open to the public. Advisory Committees of Council do not usually consider business of a “closed” nature; however, if circumstances arise, there must be strict compliance with the Township’s Procedure By-law and the Municipal Act.

The Township of North Huron Procedural By-law shall be followed for all matters not specifically addressed within this document. These Terms of Reference are established by Council and can only be altered by Council.



# Huron Residential HOSPICE

Friday, August 11<sup>th</sup>, 2017

RECEIVED

SEP 05 2017

TOWNSHIP OF NORTH HURON

Dear Township of North Huron Council,

"What do we live for, if it is not to make life less difficult for each other?"

(George Eliot)

There is much truth in Mr. Eliot's words –perhaps even more so today given what is happening around the world.

My name is Gwen Devereaux, and I am the chair of the fundraising committee for the Huron Residential Hospice *Moments Matter* Campaign. I have spent my career in the pursuit of making health care better for the residents of Huron County. Without a doubt, one of the most important things we can do for each other is to provide proper care for the critically ill and their families. I am proud to announce that a group of dedicated volunteers recognize this need and have decided to work together to establish the first Ministry of Health-approved residential hospice in Huron County.

Simply put, a hospice is a residence that provides the special care, peace, and comfort needed by those with life-limiting illnesses, while providing support for their families. These services are provided at no cost to the resident.

Today I am asking you to help us with this important project. We need to raise \$2.1 million for capital expenses. We have already received the support of the Ontario Ministry of Health and Long Term Care, who will provide ongoing operational funds. We would like an opportunity to meet with you to discuss this project and explain not only the benefits of residential hospice care in the community, but also how your company can assist by providing support. Your financial support would touch the lives of so many in our community who struggle to provide care for their loved ones during their time of need.

We welcome you to reach out and establish a date and time that works for you by contacting me personally at (519) 870-3667. Alternatively, you may call (519) 482-3440 to contact Michelle Field (ext.#6301) or Shirley Dinsmore (ext.# 6300) at the Huron Hospice Volunteer Service to inquire about the donation process.

On behalf of your clients, neighbours, and friends in Huron County, we appreciate you taking the time to read this letter and look forward to meeting you in the future. Thank you for your time.

Sincerely,

Gwen Devereaux  
Chair, *Moments Matter... Capital Campaign*  
Huron Residential Hospice



# Huron Residential HOSPICE

*Moments*

*Matter....*

**WE NEED  
YOUR  
HELP!!!**



## Capital Campaign Levels of Support

### Operating Fund Campaign



**Join our \$1,000 TEAM**

*Pick a very special day & your  
donation will operate Huron  
Residential Hospice on that day*

*\$1,000 will cover  
operating costs on your day*



**To support the "Moments Matter"  
Campaign please contact:**

Huron Residential Hospice  
Phone: 519-482-3440 ext. 6301  
Clinton Public Hospital  
98 Shipley Street  
Clinton, ON N0M 1L0  
[infohospice@tcc.on.ca](mailto:infohospice@tcc.on.ca)

<i>Name the Residential Hospice</i>	<b>\$1, 000, 000</b>
<i>Name a Residence Room</i>	<b>\$500. 000</b>
<i>Name Family Suite</i>	<b>\$250, 000</b>
<i>Name Children's Activity Room</i>	<b>\$100,000</b>
<i>Dedicated Gardens</i>	<b>\$50, 000</b>
<i>Name The Spiritual Room</i>	<b>\$25, 000</b>
<i>Name Family Quiet Room</i>	
<i>Bench for garden, deck or patio</i>	<b>\$10,000</b>
<i>Named Bricks on sidewalks &amp; pathways to gardens</i>	<b>\$1,000</b>

### OUR CAMPAIGN TEAM

*sincerely appreciates our DONORS*

**THE CORPORATION OF THE  
TOWNSHIP OF NORTH HURON**

**BY-LAW NO. 83-2017**

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Being a by-law to authorize the Reeve and Clerk to sign, on behalf of Council,  
A Sign Agreement with WVRH Holdings Inc. Huron Tractor Blyth.

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**WHEREAS** the Municipal Act, 2001, as amended permits the Councils of all municipalities to enter into certain agreements;

**AND WHEREAS** Council of the Township of North Huron Council is desirous of executing a Sign Agreement with WVRH Holdings Inc. Huron Tractor Blyth;

**AND WHEREAS** Council deems it expedient to enter into said agreement;

**NOW THEREFORE**, the Council of the Corporation of the Township of North Huron ENACTS the following:

1. That the Reeve and Clerk are hereby authorized to sign, on behalf of Council, a Sign Agreement with WVRH Holdings Inc. Huron Tractor Blyth.
2. That a copy of the said Agreement is attached hereto and designated as Schedule ‘A’ to this By-law.
3. That this By-law shall come into force and takes effect on the day of the final passing thereof.

READ A FIRST AND SECOND TIME THIS 18<sup>TH</sup> DAY OF SEPTEMBER, 2017.

READ A THIRD TIME AND PASSED THIS 18<sup>TH</sup> DAY OF SEPTEMBER, 2017.

CORPORATE SEAL

---

Neil G. Vincent, Reeve

---

Richard Al, Clerk

## AGREEMENT

THIS AGREEMENT made in duplicate this \_\_\_\_\_ day of \_\_\_\_\_, 2017.

**BETWEEN:**

**THE CORPORATION OF THE TOWNSHIP OF NORTH HURON  
(hereinafter called the Township)**

**-and-**

**WVRH HOLDINGS INC.  
o/a Huron Tractor  
(hereinafter called WVRH Holdings Inc.)**

**WHEREAS** the Township has established a "Welcome to Blyth" sign in the Northwest Corner of Block J, Part Park Lot 9, Plan 171, Queen Street, east side, Village of Blyth on the property owned by WVRH Holdings Inc.;

**AND WHEREAS** the Township and WVRH Holdings Inc. have had similar arrangements since 1989;

**NOW THEREFORE** parties to this Agreement agree to the following terms and conditions:

**THAT:**

1. WVRH Holdings Inc. grants permission to the Township, its successors and assigns, the right, at any time, to enter unto the lands described in this Agreement, for the purpose of installing, constructing, repairing and maintaining the said structure.
2. The Township agrees to keep the said structure in good repair at all times.
3. This Agreement to be in force for a term of five (5) years and to be computed from the first day of January, 2017.
4. The Township and WVRH Holdings Inc. agree that this Agreement shall continue and remain in effect for a term of five (5) years from its effective date as set out above, and may be renewed thereafter upon mutual agreement of the Parties.
5. The Township agrees to pay rent annually and for every year after, during the said term of this Agreement to WVRH Holdings Inc. and their assigns, the sum as outlined in Schedule 'A' to this Agreement and payable on the first day of January of each of the five (5) years of this Agreement.
6. The Township and WVRH Holdings Inc. agree that at the termination of this lease, the Township will remove all structures on the leased lands and return the lands as closely as practically possible to their original condition.
7. The Township agrees to include the sign for liability coverage under its municipal insurance policy.

- 8. In the event of the sale of the lands owned by WVRH Holding Inc., this Agreement shall become null and void and a new Agreement would be required with any new owner.
- 9. This Agreement may be terminated by either party by giving sixty (60) days written notice to the other party. The form of said notice shall be by personal delivery or by registered mail.

IN WITNESS WHEREOF of the parties hereunto set their hand and seals.

SIGNED, SEALED & DELIVERED IN THE PRESENCE OF:

**Township of North Huron**

\_\_\_\_\_  
Reeve Neil G. Vincent

\_\_\_\_\_  
Date

\_\_\_\_\_  
Clerk Richard Al

\_\_\_\_\_  
Date

**WVRH Holdings Inc.**

\_\_\_\_\_  
Representative

\_\_\_\_\_  
Date

\_\_\_\_\_  
Representative

\_\_\_\_\_  
Date

**SCHEDULE ‘A’**  
**TO**  
**AGREEMENT**

**BETWEEN:**

**THE CORPORATION OF THE TOWNSHIP OF NORTH HURON**  
**(hereinafter called the Township)**

**-and-**

**WVRH HOLDINGS INC.**  
**(hereinafter called WVRH Holdings Inc.)**

The Township agrees to pay rent annually and for every year during the said term of this Agreement to WVRH Holdings Inc. and their assigns, the sum as outlined below and payable on the first day of January of each of the five (5) years of this Agreement.

January 1, 2017	\$375.00
January 1, 2018	\$375.00
January 1, 2019	\$375.00
January 1, 2020	\$375.00
January 1, 2021	\$375.00



# **THE TOWNSHIP OF NORTH HURON**

## **BY-LAW NO. 84-2017**

### **A By-law of the Township of North Huron To confirm generally previous actions of the Council of the Township of North Huron**

**THEREFORE** the Council of the Corporation of the Township of North Huron enacts as follows:

1. The actions of the Council of the Corporation of the Township of North Huron at its meeting on September 18, 2017, be confirmed.
2. Execution by the Reeve and the Clerk of all Deeds, Instruments, and other Documents necessary to give effect to any such Resolution, Motion or other action and the affixing of the Corporate Seal, to any such Deed, Instruments, or other Documents is hereby authorized and confirmed.
3. This By-law shall come into force and takes effect on the date of its final passing.

**READ A FIRST AND SECOND TIME** this 18<sup>th</sup> day of September, 2017.

**READ A THIRD TIME AND FINALLY PASSED** this 18<sup>th</sup> day of September, 2017.

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**Neil Vincent, Reeve**

**SEAL**

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**Richard Al, Clerk**