ARNPRIOR

Town of Arnprior

Regular Meeting of Council Agenda

Date: Monday, October 25, 2021

Time: 6:30 p.m.

Location: Via Electronic Participation

1. **Call to Order**
2. **Roll Call**
3. **Land Acknowledgement Statement**
4. **Adoption of Agenda (Additions/ Deletions)**
5. **Disclosures of Pecuniary Interest**
6. **Question Period**
7. **Adoption of Minutes of Previous Meeting(s) (Except Minutes of Closed Session)**

   a) **Regular Meeting of Council – October 12, 2021** (Page 1-8)

8. **Awards/ Delegations/ Presentations**

   a) **Delegation**

      i. County of Renfrew, Warden Debbie Robinson, Paul Moreau, CAO, Jeffrey Foss, Director of Corporate Services and Craig Kelly, Director of Development and Property

9. **Public Meetings**
10. **Matters Tabled/ Deferred/ Unfinished Business**
11. **Staff Reports**

    a) **Zoning By-law Amendment 4/21 (Thomas Street South),** Robin Paquette, CAO (Page 9-17)

b) **COVID-19 Vaccination Policy,** Jennifer Morawiec, GMCS, Treasurer, Carly Freeman, Human Resources Officer (Page 18-29)

c) **Asset Management Plan Update,** Patrick Foley, Engineering Officer Facilities and Civil (Page 30-163)

d) **Bi-Annual Financial Update,** Jennifer Morawiec, GMCS, Treasurer (Page 164-170)

e) **Proclamation – Carbon Monoxide Awareness Week**, Maureen Spratt (Page 171-174)

12. Committee Reports and Minutes

a) **Community Development Advisory Committee Minutes – June 21, 2021** (Page 175-177)

13. County Councillor's Report from County Council

14. Correspondence & Petitions

a) Correspondence

i. Correspondence Package I-21-Oct-18

ii. Correspondence Package A-21-Oct-10

15. By-laws & Resolutions

a) By-laws

i. **By-law Number 7222-21** - Part Lot Control Marshall's Bay Meadows Semi-detached (Page 178-179)

ii. **By-law Number 7223-21** - Part Lot Control Arnprior Fairgrounds (Page 180-181)

iii. **By-law Number 7224-21** – COVID-19 Vaccination Policy (Page182-190)

b) Announcements

c) Media Questions

d) Closed Session

One matter pursuant to Section 239 (2)(f) of the Municipal Act, 2001 Matter to discuss advise that is subject to solicitor-client privilege, including communications necessary for that purpose (Brownfield Development)

e) Confirmatory By-law

By-law No. 7225-21 to confirm the proceedings of Council

20. Adjournment

Please note: Town Hall is following social distancing protocols that have been recommended by the federal and provincial governments to help protect the health and well-being of our community. Please see the Town's Website to view the live stream. The meeting will be uploaded to YouTube for future viewing.
The agenda is made available in the Clerk's Office at the Town Hall, 105 Elgin Street West, Arnprior and on the Town's Website. Persons wishing to receive a print item on the agenda by email, fax, or picked up by hand may request a copy by contacting the Clerk's Office at 613-623-4231 ext. 1818. The Agenda and Agenda items will be prepared in an accessible format upon request.
Full Distribution: Council, C.A.O., Managers and Town Administrative Staff
E-mail to: Metroland Media; Oldies 107.7/My Broadcasting Corporation; Valley Heritage Radio; Ottawa Valley Business

Minutes of Council Meeting
October 12, 2021
6:30 PM
Electronic Participation – Via Zoom

Council and Staff Attendance

Council Members Present:
Mayor Walter Stack
County Councillor Dan Lynch
Councillor Ted Strike
Councillor Lynn Grinstead
Councillor Tom Burnette
Councillor Chris Toner
Councillor Lisa McGee

Council Members Absent:

Town Staff Present:
Robin Paquette, CAO
Maureen Spratt, Town Clerk
Kaila Zamojski, Deputy Clerk
Jennifer Morawiec, General Manager, Client Services/ Treasurer

1. **Call to Order**
   Mayor Walter Stack called the Regular Council Meeting to order at 6:30 PM and welcomed those present.

2. **Roll Call**
   The roll was called, with all Members of Council being present.

3. **Land Acknowledgement Statement**
   Mayor Walter Stack asked everyone to take a moment to acknowledge and show respect for the Indigenous Peoples as traditional stewards of the land we operate on, by stating:

   I would like to begin by acknowledging that the land on which we work and gather is the traditional unceded territory of the Anishinaabe People. This Algonquin Nation have lived on this land for thousands of years, long before the arrival of the European settlers, and we are grateful to have the opportunity to be present in this territory.

4. **Adoption of Agenda**
   Resolution Number 356-21
   Moved by Lisa McGee
   Seconded by Lynn Grinstead
   Be It Resolved That the agenda, for the Regular Meeting of Council dated Tuesday, October 12, 2021, be adopted.

   Resolution Carried

5. **Disclosures of Pecuniary Interest**
   None

6. **Question Period**
   Mayor Walter Stack thanked Deputy Mayor Chris Toner for chairing the last Council Meeting, while he was away.

7. Adoption of Minutes of Previous Meeting(s)

Resolution Number 357-21
Moved by Lynn Grinstead
Seconded by Tom Burnette

That the minutes of the Regular and Special Meetings of Council listed under item number 7 (a) and (b) on the Agenda be adopted (Regular Meeting of Council – September 27, 2021; Special Meeting of Council – October 1, 2021).

Resolution Carried

8. Awards/Delegations/Presentations

a) Presentation of Youth and Volunteer of the Year Awards

i. Youth of the Year – Jack and Laura Couper

Mayor Walter Stack provided background information on Jack and Laura Couper, noting their efforts in creating ear savers for masks for frontline workers, and donating their creation to hospitals, schools, and businesses. Jack and Laura Couper were presented with the 2021 Town of Arnprior Youth of the Year award at Town Hall in Council Chambers, earlier today. Mayor Walter Stack and Members of Council congratulated Jack and Laura, and thanked them for their contributions to the community.

Both Jack and Laura showed Members of Council their ear saver creation and thanked them for the award.

ii. Volunteer of the Year – Pat Tait

Mayor Walter Stack provided background information on Pat Tait, noting her continued outstanding efforts with the Arnprior & District Food Bank. Pat Tait was presented with the 2021 Volunteer of the Year Award at Town Hall in Council Chambers, earlier today. Mayor Walter Stack and Members of Council congratulated Pat Tait, and thanked her for her continued efforts in keeping the Arnprior & District Food Bank open for residents in need in our community.

Pat Tait thanked Members of Council for the award, noting being at the food bank is tough but rewarding work, and she is relieved to say that the Food Bank in Arnprior did not close during the last 14 months. She further noted that this is because of the number of dedicated volunteers, and that she would be sharing this award with them, and the many supporters of the Food Bank in our community.

b) Presentation of Years of Service – Arnprior Fire Department

Mayor Walter Stack and Members of Council congratulated the following six (6) members of the Arnprior Fire Department on their Provincial Long Service Awards (years of service) and thanked them for their continued contribution to the health and safety of our community:

i. Blaine Carr – 45 Years
ii. Barry Burnette – 30 Years
iii. Rick Desarmia – 25 Years
iv. Jim Herbert – 25 Years
v. Robert Philips – 25 Years
vi. Steve Styles – 25 Years

A photo slideshow was shown on the screen, depicting the formal presentation of these service awards, which was held at the Fire Hall.

9. Public Meeting

None

10. Matter Tabled/ Deferred/ Unfinished Business

None

11. Staff Reports

a) Zoning By-law Amendment 5/21 – Phase 3&4 Marshalls Bay Meadows Subdivision - CAO

Resolution Number 358-21
Moved by Dan Lynch
Seconded by Lynn Grinstead
That Council pass a resolution in support of the extension to the Draft Plan of Subdivision Approval for the Marshall's Bay Meadows Subdivision (47-T-14002) and forward to the County of Renfrew for consideration of approval.

That Council receives an application for amendment to Zoning By-law 6875-18 for the lands known as Phases 3 and 4, Marshall's Bay Meadows Subdivision, the zone designation to permit land uses associated with a Draft Plan of Subdivision, as detailed in this report; and

That pursuant to Section 34(12) of the Planning Act, Council hold a public meeting on Monday, November 8th, 2021, regarding the proposed amendment, to allow for public review and comment.

Resolution Carried

b) Proclamation – Local Government Week – Deputy Clerk

Resolution Number 359-21
Moved by Chris Toner
Seconded by Lisa McGee
That Council proclaim October 18-24, 2021 as Local Government Week in the Town of Arnprior.

Resolution Carried

The Deputy Clerk read the proclamation:

Whereas the week of October 18-24, 2021 will be celebrated in Ontario as Local Government Week; and

Whereas the municipal level of government performs the functions that significantly impact the day to day life of citizens throughout the world; and

Whereas the Association of Municipal Managers, Clerks and Treasurers of Ontario (AMCTO), the Ontario Ministry of Municipal Affairs and Housing and the Association of Municipalities of Ontario (AMO) acknowledge and celebrate the significant role that municipal governments play in helping to define the character, priorities, physical make up and quality of life of communities across Ontario; and

Whereas the Town of Arnprior will be holding a Local Government Week contest, that asks students in grades 1, 5, and 10 "What does it mean to be a good citizen?" Students will be asked to submit a drawing, photo, video, or short essay answering this question. Prizes will be given out to the top three submissions.

Now Therefore, I, Walter Stack, Mayor of the Town of Arnprior, Do Hereby Proclaim October 18-24, 2021 as Local Government Week in the Town of Arnprior.

c) Proclamation – Waste Reduction Week – Deputy Clerk
Resolution Number 360-21
Moved by Tom Burnette
Seconded by Chris Toner
That Council proclaim October 18-24, 2021 as Waste Reduction Week in the Town of Arnprior.
Resolution Carried

The Deputy Clerk read the proclamation:

Whereas the week of October 18-24, 2021 is Waste Reduction Week in Canada; and

Whereas Waste Reduction Week is a national environmental campaign that builds awareness around issues of sustainable and responsible consumption, encourages choice for more environmentally responsible products/services, and promotes actions that divert more waste from disposal and conserves natural resources; and

Whereas as a municipality we are committed to waste reduction, resource conservation, and community education for sustainable living; and

Whereas we realize that losing waste to disposal and as litter are local and global threats to the environment; and

Whereas we as a municipality will take action to reduce our waste and support the circular economy.

Now Therefore, I, Walter Stack, Mayor of the Town of Arnprior, Do Hereby Proclaim October 18-24, 2021 as Waste Reduction Week in the Town of Arnprior and urge residents to choose more environmentally responsible products/services and divert more waste from disposal and conserve natural resources.

d) Proclamation – Ontario Public Library Week – Deputy Clerk
Resolution Number 361-21
Moved by Lisa McGee
Seconded by Dan Lynch
That Council proclaim October 17-23, 2021 as Ontario Public Library Week in the Town of Arnprior.
Resolution Carried

The Deputy Clerk read the proclamation:

Whereas October 17-23, 2021 is being celebrated across the province as Ontario Public Library Week; and

Whereas during this week, libraries and library partners raise awareness of the valuable role libraries play in our lives; and

Whereas the Arnprior Public Library serves as a center for lifelong learning and plays a vital role in helping citizens of all ages access the information and tools that they need to live, learn and work; and

Whereas the board, staff and volunteers of the Arnprior Public Library provide a vital service to our community; and

Whereas this year the theme for Ontario Public Library Week is “One Card, One Million Possibilities; and

Whereas in a world undergoing constant change, public libraries provide enduring connections to the past and future of our communities, nations and civilizations.

Now Therefore, I, Walter Stack, Mayor of the Town of Arnprior, Do Hereby Proclaim October 17-23, 2021 as Ontario Public Library Week in the Town of Arnprior and encourage residents to show their support for their public library, not just this week, but all year long, and utilize the services they have to offer.

e) Proclamation – Small Business Week – Deputy Clerk

Resolution Number 362-21
Moved by Lynn Grinstead
Seconded by Chris Toner
That Council proclaim October 17-23, 2021 as Small Business Week in the Town of Arnprior.

Resolution Carried

The Deputy Clerk read the proclamation:

Whereas Small Business Week has been recognized since 1981 as an opportunity to celebrate the small business owners who provide essential services, local jobs, and an invaluable touchpoint in our communities.

And Whereas the Business Development Bank of Canada organizes Small Business Week in Canada to pay tribute to Canadian entrepreneurs;

And whereas this year's theme is resiliency. This theme celebrates the hardworking Canadian entrepreneurs who have shown their courage and adaptability in the face of the COVID-19 pandemic.

And Whereas the Town of Arnprior recognizes the importance of small businesses to the growth and development of our Town and County.

Now Therefore, I, Walter Stack, Mayor of the Town of Arnprior, Do Hereby Proclaim October 17-23, 2021 as Small Business Week in the Town of Arnprior and encourage Arnprior residents to shop and support their local small businesses.

12. Committee Reports and Minutes

Resolution Number 363-21
Moved by Ted Strike
Seconded by Chris Toner
That Council receive the following Committee Minutes as information:

- Corporate Services Advisory Committee Minutes – May 3, 2021
- Operations Advisory Committee Minutes – May 17, 2021

Resolution Carried

13. Notice of Motions

None

14. County Councillor's Report from County Council

County Councillor Lynch noted the following information from the County of Renfrew:

- The County's Truth & Reconciliation Garden is progressing nicely and could be finished by end November.
- Nominations for Warden are being accepted. The present day Warden, Debbie Robinson has indicated she will run again.
- Delegation –Renfrew County Community Futures Development – Board Chair, Mr. Ray Bonenberg, provided an overview of activities during COVID. Highlights included:

- Business can apply for a 300K loan with a 10 year pay back
- To date they have loaned out $41,882,607.00
- 4614 jobs created\maintained
- 7.1% of jobs were in Arnprior

- Delegation – Local Immigration Partnership – Jodi Bucholtz provided a presentation. Highlights included:
  - Through Algonquin College
  - Making a pitch to newcomers to come to Renfrew County (agriculture, etc)
  - "Team" which would include the nationality of the newcomer to Welcome families
  - Welcome Wagon
- 2022 Ontario Winter Games are having issues with schools\transportation. In the end of October, a decision is to be made.
- Jan17\18, 2022 County Budget Work Shop Levy to be set at 2.5%.
- EORN – County GIG submission was not accepted in its entirety, will be piecemealed, and monitored by our team led by Jennifer Murphy.
- For persons using the Algonquin Trail, the CN Line near Pembroke will be barricaded (closed) on November 1, 2021.
- Provincial Capital projects that have been or are in approval stages in Arnprior including:
  - Conseil des écoles catholiques due Centre-Est, a new school build, that will contain a licenced childcare centre, and has an expected completion date of September 2022. Projected for 49 licenced care spaces (10 infant, 15 toddler, and 24 preschool).
  - As well, plans have been submitted for a new licensed childcare with the existing St John XXIII with an unknown completion date.
- Attendance at four meetings, Algonquin Trail, Operations and Development & Property and County Council.

Mayor Walter Stack asked County Councillor Lynch if he could request a recorded vote at the County Council Meeting, on the topic of the Cost Sharing Policy in regards to growth of lower tiers. County Councillor Lynch noted this final policy is scheduled to come back to County Council in February 2022, and that he would make note to request the recorded vote.

15. Correspondence & Petitions

a) Correspondence Package – I-21-OCT-17

Resolution Number 364-21
Moved by Lynn Grinstead
Seconded by Dan Lynch

That the Correspondence Package Number I-21-OCT-17 be received as information and filed accordingly.

Resolution Carried

County Councillor Dan Lynch noted the following items:

- Page 9 - By November 15th, Long Term Care Home Residents will be more protected as COVID 19 vaccinations will be mandatory for all in home staff, support workers, students, and volunteers.
- Page 21 - The Province is strengthening commitment to Athlete Safety on Rowan's Law Day by investing 125K to create a safer environment for athletes to play sports. Rowan Day is in honour of Rowan Stringer, a 17-year-old Ottawa Rugby player who died from a condition known as Second Impact Syndrome.

- Page 44 – The Township of North Algona Wilberforce has opened up their new municipal office.
- Page 45 - The President of the Renfrew County ATV Club, Teresa Hebb, has released a notice that the CN B Trail has been sold to private property developers. Due to the Muskrat River, there are no detours. This closure will affect riders in all directions.
- Page 51 - The County of Renfrew is now accepting nominations for the "Warden's Community Service Award". The deadline for submission is November 5, 2021.

15. By-laws/Resolutions

a) By-laws

None

b) Resolutions

Resolution Number 365-21
Moved by Ted Strike
Seconded by Lynn Grinstead

Whereas Council approved the recommendation for the plan of subdivision proposed by T. Anas Holding Inc. in September of 2014 and indicated to the approval authority, the County of Renfrew, that the proposed draft plan of subdivision was not premature, that it met the intent of the Provincial Policy Statements and requesting the conditions of draft approval as outlined in the staff report; and

Whereas draft approval was given by the County of Renfrew on August 5, 2015, with revised conditions issued on December 11, 2018, which will lapse on December 11, 2021 if not granted an extension by the County of Renfrew before the lapsing date; and

Whereas the applicant has requested that Council provide a resolution in support of a request for extension, as the development is proceeding in a phased approach with Phases 1 and 2 registered, and the developer actively working on finalizing Phases 3, 4 and 5.

Therefore, Be It Resolved That Council supports the request by Madawaska Regional Inc. for a one-year extension to the draft approval of the Marshall's Bay Meadows Draft Plan of Subdivision (47-T-14002) and that this resolution be forwarded to the County of Renfrew for consideration of approval.

Resolution Carried

16. Announcements

Mayor Walter Stack

- Congratulations again to Arnprior Regional Health, as the newly renovated Grove Nursing Home is now open. I attended this grand opening, and this location is going to be great for the Town of Arnprior.
- Small Business Week is October 18-24, and the Chamber of Commerce will be holding a Fall Fest downtown, where Thursday, October 21, 2021 will be late night shopping until 8pm in downtown Arnprior. Saturday, there will be vendors and music entertainment downtown as well.
- I would like to recognize Darrel O'Shaughnessy, and congratulate him on behalf of Council on being the recipient of the Ontario Senior Achievement Award. Thank you for all of your efforts in the Town of Arnprior.
- Renfrew County District Health Unit's Dr. Robert Cushman has been recognized as a Community Builder of the Year through United Way. Congratulations, on behalf of Council.

- I was privileged to be asked to attend the Russell Bannock presentation at the Arnprior Airport. This was a fantastic presentation, dedicated to a person who has historical significance in Arnprior. Mayor Stack noted that he has information and photos of the presentation that he will provide to the Archives and Museum for their records. Mayor Stack also provided some historical information on Mr. Bannock, and noted this presentation was very interesting and well put together.
    - Councillor Ted Strike noted that Dwayne Price took a lot of time and effort to putting this presentation and event together, and it was very well done and very well received.

County Councillor Dan Lynch made the following announcements:

- If you enjoy Octoberfest food, on October 14th the Galilee Centre is offering a luncheon that will include Vegetable Borscht Soup, Smoked Sausage and Sauerkraut, Perogies, along with Fruit Crisp and Ice Cream. Seating is limited so call for a reservation.
- Our Town is “Safe” thanks to Mayor Stack and staff completing the Emergency Planning Exercise held last Thursday. Unofficial reports from Loomex indicate that the Town did well in the exercise.
- Last Sunday morning, Russell Mackay, of Beachburg, better known as “Papa”, who is 83 years old, toured our town, completing a 5 km walk that raised money for Hospice Renfrew.

Councillor Chris Toner made the following announcement:

- October 6, 2021 was the 60th Anniversary Event for the Arnprior Optimist Club. Both the Club and Brad McKay were presented with certificates of recognition. The Arnprior Optimist Club for their 60th Anniversary and Brad McKay for his service with the club and continued recruitment efforts.

17. Media Questions

None

18. Closed Session

None

19. Confirmatory By-Law

Resolution Number 366-21
Moved by Dan Lynch
Seconded by Tom Burnette
That By-law No. 7221-21 being a By-law to confirm the proceedings of the Regular Meeting of Council held on October 12, 2021 be and it is hereby enacted and passed.

Resolution Carried

20. Adjournment

Resolution Number 367-21
Moved by Lynn Grinstead
Seconded by Lisa McGee

That this meeting of Council be adjourned at 7:19 pm.

Resolution Carried

Walter Stack, Mayor Maureen Spratt, Town Clerk

Town of Arnprior Staff Report

Subject: Zoning By-law Amendment 4/21
Department: Community Services Branch
Report Number: 21-10-25-01
Report Author: Robin Paquette, CAO
Meeting Date: October 25, 2021

Recommendations:

That Council receives an application for amendment to Zoning By-law 6875-18, for a vacant property along Thomas Street South to rezone the subject property from "Future Development (FD)" to "Residential Four (R4)".

That pursuant to Section 34(12) of the Planning Act, Council hold a public meeting on Monday, November 22, 2021, regarding the proposed amendment, to allow for public review and comment.

Background:

Owner: Ottawa Valley Developments Inc.
Description of Subject Lands: Vacant lands along Thomas Street South at William Street. (See Key Plan).
Legal Description: Part of Lot 3, Concession B, former Township of McNab, now in the Town of Arnprior, Lot 97 and 98, Plan 115 (Document 1 is a Key Plan)
Area of Land: 1.86 ha (4.6 acres)
Existing Structures: Vacant lands
Official Plan: Low/Medium Density Residential Area
Zoning: Future Development (FD)

The subject property is bounded by the Madawaska River to the southeast and to the east by the former CP railway corridor, currently the Algonquin Trail. The unopened road allowance being the extension of Havey Street runs along the western boundary, while Thomas Street forms the northern boundary. To the north of the lands are residential neighbourhoods, consisting mainly of single detached dwellings, located between Thomas Street and Daniel Street. Further west of the site is the location of the Town's Water Filtration Plant, Town garage and Nick Smith Centre. The site is subject to an easement in favour of the Town to accommodate a stormwater outlet, emptying into the Madawaska River.

The subject lands are currently vacant. Historically, the lands were used for industrial purposes, consisting primarily of woodworking and cabinet manufacturing. Industrial structures were demolished in the early 1990's. As a former industrial property, the lands are considered a brownfield site, which, according to the applicant, is currently in the process of being assessed and remediated. Phase 1 and 2 Environmental Site Assessments have been completed and have recommended that a soil remediation program be carried out to support the filing of a Record of Site Condition (RSC). A RSC would be required for the residential development of the lands.

The Zoning By-law amendment application seeks to rezone the subject lands to add an apartment dwelling as a permitted use on the property, together with an increase in the maximum height to 15.5m, and relief from the restriction on location of parking from the front or exterior side yard only.

Summary of Proposal

The applicants are seeking the amendment to permit the development of three four-storey apartment buildings with 144 units total. A concept plan was submitted in support of the application (Document 2).

In support of the application, the applicant submitted the following reports, copies of which are available for review at the Planning Office:

- Planning Justification Report, prepared August 25, 2021, prepared by Jp2g Consultants Inc.

- Proposed Residential Development Serviceability Report, dated July 2021, prepared by Robinson

- Traffic Impact Study, dated August 23, 2021, prepared by D.J. Halpenny & Associates Ltd.

Should the zoning be approved, the property owner will be required to enter into a site plan agreement with the municipality prior to the issuance of a building permit. At the time of site plan, additional studies as well as engineering drawing submissions will be required.

Discussion:

Provincial Policy Statement, 2020

The 2020 Provincial Policy Statement (PPS) provides direction on matters of Provincial interest related to land use planning and development. The PPS promotes efficient land use and development patterns that support strong, liveable and healthy communities, protect the environment and public health and safety, and facilitate economic growth. Section 2 of the Planning Act requires that decisions be `consistent with` the PPS; a new PPS came into effect on May 1, 2020.

Section 1.1.3 Settlement Areas states that settlement areas shall be the focus of growth and development. Land use patterns within settlement areas shall be based on densities and a mix of land uses which efficiently use land and resources and are appropriate for, and efficiently use, the infrastructure and public service facilities which are planned or available, and avoid the need for their unjustified and/or uneconomical expansion.

Section 1.4 Housing requires municipalities to provide for an appropriate range and mix of housing options and densities required to meet projected requirements of current and future residents. Housing is to be directed towards locations where appropriate levels of infrastructure and public service facilities are or will be. Municipalities are to promote densities for new housing which efficiently use land, resources, infrastructure and public service facilities and support the use of active transportation and transit in areas where it exists or is to be developed.

The subject property does not contain any environmental features deemed significant and does not contain any natural, manmade or potential hazards.

The proposed zoning amendment is consistent with the policy framework set out in the Provincial Policy Statement. The proposed development promotes efficient use of land within the urban area with no impact to natural environmental features, agricultural resources, mineral and aggregate resources or cultural heritage.

Official Plan Policies

According to Schedule A of the Town's Official Plan, the lands are designated 'Low/Medium Density Residential Area'. Lands designated Low/Medium Density Residential Area are the recently developed and vacant residential areas on the edges of the built up area of the Town, and which are planned for a variety of housing forms. Certain redevelopment sites that are surrounded by existing development are also included within this designation, such as the subject lands.

It is the objective of the Low/Medium Density Residential Area designation to:

a) Provide for new housing opportunities to meet the Town's projected housing needs;

b) Provide for a range of housing types and forms to ensure accessible, affordable, adequate, and appropriate housing for all socio-economic groups;

c) Achieve more compact forms of residential development in a manner that is compatible with the character and pattern of adjacent surrounding development;

d) Ensure that new residential areas permit a variety of complementary and compatible land uses, including community facilities, open space areas; and,

e) Establish a comprehensive set of design guidelines and policies for new residential development that fosters the establishment of an urban environment that is safe, functional, sustainable, and attractive.

A wide variety of residential uses are permitted within the designation, including townhouse and low rise apartments (maximum height – 6 storeys). The proposed use conforms to the general housing policies by permitting residential development in a location that can support higher-density residential development due to its amenity-rich location. The policies of this designation permit the proposed building form of low-rise apartment buildings. Section C2.4 gives direction for development of over 20 units having a minimum of 50% single detached dwellings in a contiguous development area. In this case, it can be argued that the subject lands are not compatible for single-detached dwelling design due to the size and shape of the parcel, allowing for limited internal road configuration and lots. Furthermore, the development area is not contiguous being only one parcel. Finally, the area of the proposed development is traditionally single-detached dwelling development, and therefore allowing for the development of low-rise apartments within the existing neighbourhood increases the range of housing options in this area. An amendment to this Plan is not required if the Town determines that an alternative approach that is generally in keeping with this section of the Plan is appropriate.

The provisions of the Low/Medium Density Residential Area designation provide direction for apartment buildings, suggesting that they be visually attractive and compatible with surrounding uses, include adequate lands for snow storage and parking, effective stormwater management and minimizing the impacts on neighbouring properties. These issues can and will be addressed through the Site Plan Control approval process.

It should be noted that the Official Plan includes a number of goals, objectives and policies which support all forms of residential infill and intensification. The OP contemplates 37% of future housing to be medium density development. Further, the OP encourages the redevelopment of brownfield properties.

The zoning amendment conforms to the policies in the Town of Arnprior Official Plan.

Zoning By-law Amendment Proposal

The current zoning of the lands is Future Development (FD). This zoning is typically used to bookmark lands with development potential and identifies the need for a rezoning to be approved by Council, establishing the development provisions to ensure orderly development of the property.

The proposed zoning of the lands seeks to add an apartment dwelling as a permitted use by designating the lands in the Residential Four (R4) zone. The applicant provided the following table to illustrate how the application meets the required zone provisions:

Parameters	Detail	Minimum	Proposed
Area:	Lot	No Requirement	1.86 ha
Setback:	Front	4.5 m	4.5 m
	Rear	6.0 m	6.0 m
	Ext. Side	4.5 m	4.5 m
	Int. Side	2.4 m	2.4 m
Frontage:	Lot	20.0 m	35 m
Parking:	Spaces	1.25 spaces/unit	1.25 spaces/unit
Dimensions:	Standard	2.75 m x 5.5 m	2.75 m x 5.5 m
	Accessible	3.4 m x 5.5 m	3.4 m x 5.5 m
	Aisle	3.0 m & 6.0 m	3.0 m & 6.0 m
Driveway:	Width	6.0 m	6.0 m
Height	Building	10.5 m	15.5 m

The only zoning provision of the R4 zone that is requested to be amended is the maximum height of the apartment building. The request is to increase the height to 15.5 m, which is necessary to accommodate the proposed four storey structures. All other provisions of the R4 zone shall be satisfied through the development of the property.

The amendment is also seeking relief from Section 6.4.2 (b), Permitted Location for Parking which restricts motor vehicle parking in the front or exterior side yard only on a driveway. The preliminary site plan identifies parking in the front yard (northern lot line).

Section 4.1.2.3 of the Zoning By-law sets out the regulations regarding setbacks from water. It states that “no building or structure shall be located any closer than 30 m from the highwater mark on any lot adjacent to the water.” The water setback provisions shall be respected by the development of the subject property.

Supporting Studies

As indicated, the applicant provided two supporting studies, a Traffic Impact Study (TIS), as well as a Serviceability Study. These documents were circulated to both the County of Renfrew Public Works and the Town of Arnprior Operations departments for comment. No comments have been received from the County of Renfrew at this time.

The General Manager of Operations has reviewed both the Serviceability Study and TIS and does not identify any major concerns with either. It should be noted that the TIS indicates that the installation of painted dedicated left turn lanes on Daniel Street at William Street will be warranted upon full build out of this development. The County provided input into the TIS and recommendations therein will be added as conditions of site plan approval for the developer to contribute. Furthermore, this site will be fully serviced by municipal water and sewer services. The proposed servicing and stormwater management design will be reviewed in detail during the site plan control approval process.

The Town also received preliminary comments from the County's Manager of Forestry and GIS with respect to the development's proximity to the Algonquin Trail. The Manager comments that the County-owned Algonquin Trail is a multi-use trail (motorized and non-motorized) which abuts the proposed development. The County requests that a notice be placed on title and/or included in the future site plan agreement acknowledging that the trail is a multi-use trail and that there may be noise and dust impacts. There should be consideration requiring the developer to provide the construction of noise/visual barriers, or other appropriate mitigation measures implemented through the site plan approval process. In accordance with the County of Renfrew Official Plan, they request a 7.5 metre setback be maintained for all buildings/structures from the Algonquin Trail property.

This information will be taken into consideration in the preparation of any by-law amendment, as well as during site plan control approval and has been provided to the applicant for information.

Process

Notice of complete application and public meeting will be circulated to hold a public meeting on November 22, 2021 in accordance with the Planning Act regulations. Twenty days' notice of the public meeting will be provided by mailing a notice to all landowners within 120 meters of the subject property and placing signage on the property. A courtesy notice will also be posted in the local newspaper. Subsequent to the public meeting, a staff report will be brought forward to Council and will include options for consideration including passage of the amending by-law, proposed changes to the amending by-law, or refusal of the amending by-law.

Should Council pass the amending by-law or refuse to pass the by-law, a 20 day appeal period to the Local Planning Appeal Tribunal will apply.

It is anticipate that once all necessary approvals are in place, the applicant will file an application for Site Plan Control Approval for the subject lands, with all the supportive studies and plans included.

Options:

Proceed to the public meeting to allow the public to review proposed zoning by-law amendment: The application should proceed to the public meeting stage, required by the *Planning Act*. Subsequent to the public meeting and prior to the passage of the necessary zoning by-law amendment, Council will need to consider input from the public. If Council passes an amending by-law, it will be subject to a 20 day appeal period.

Policy Considerations:

As outlined in the Discussion section of this report.

Financial Considerations:

Not applicable.

Meeting Dates:

1. Public Meeting – November 22, 2021

Consultation:

- County of Renfrew
- General Manager of Operations

Documents:

1. Key Plan
2. Concept Plan

Signatures

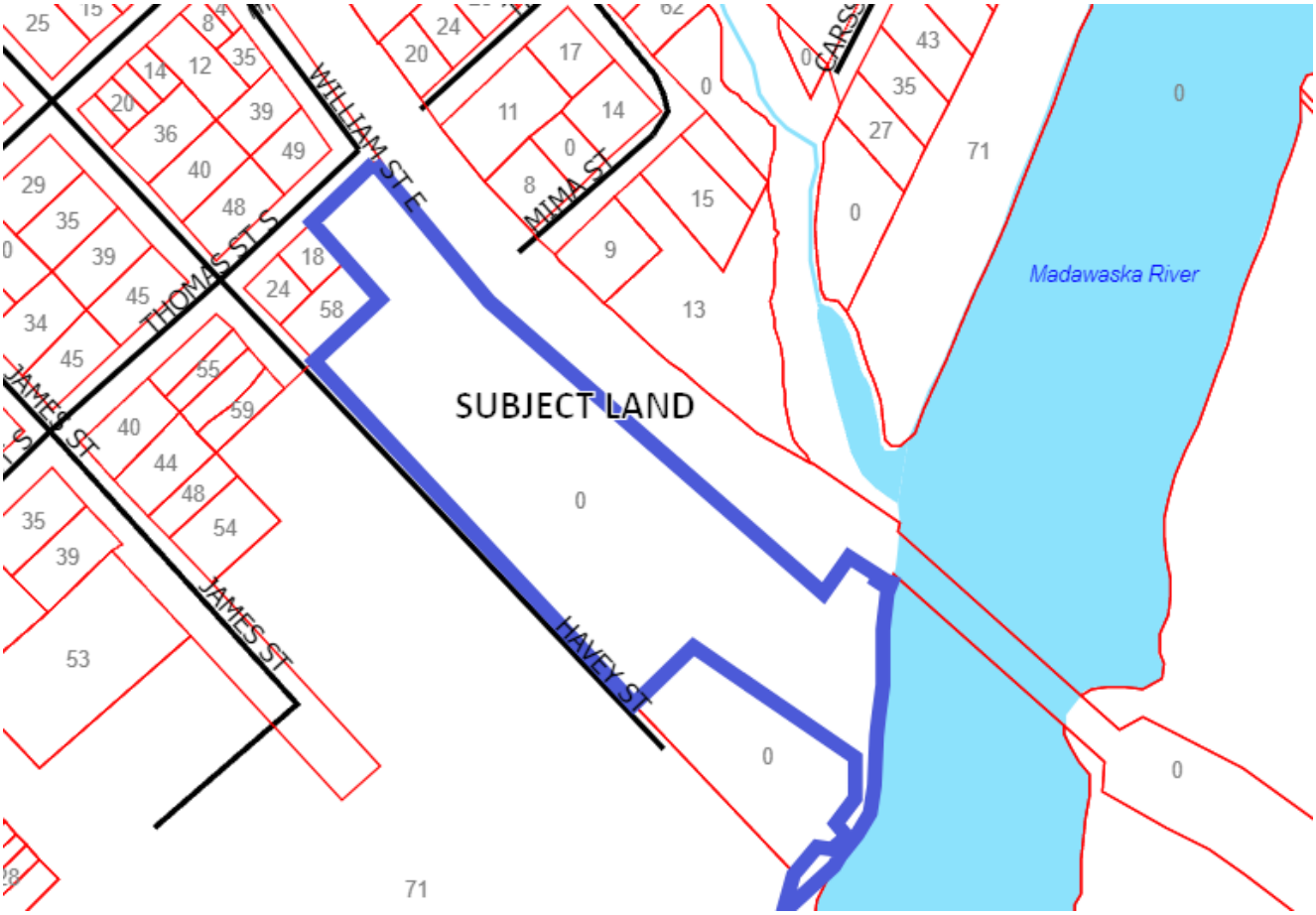
Reviewed by Department Head: Robin Paquette

Reviewed by General Manager, Client Services/Treasurer: Jennifer Morawiec

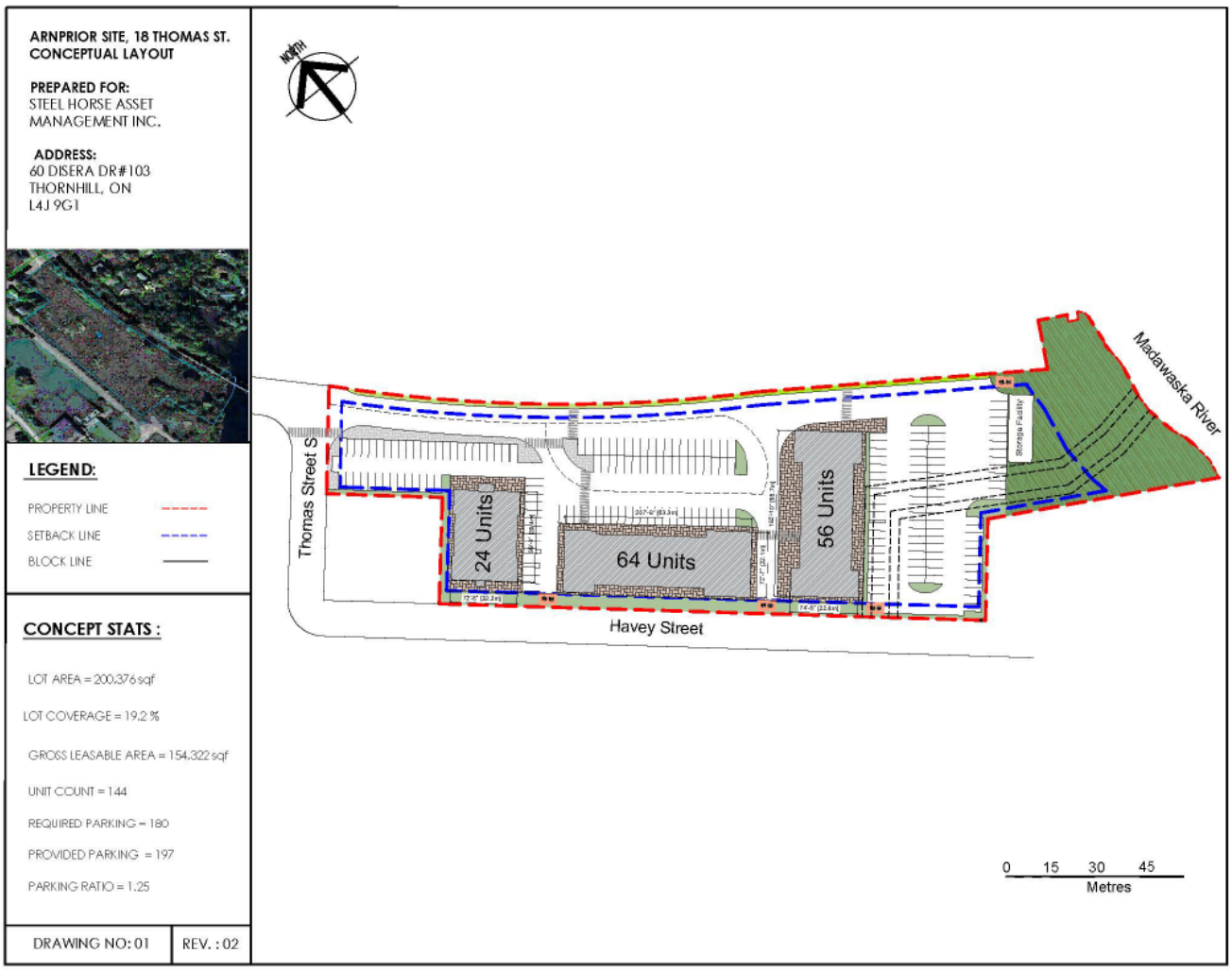
CAO Concurrence: Robin Paquette

Workflow Certified by Town Clerk: Maureen Spratt

Document 1 – Key Plan



Document 2 – Concept Plan



Town of Arnprior Staff Report

Subject: COVID-19 Vaccination Policy
Report Number: 21-10-25-02
Report Author and Position Title: J. Morawiec, GM Client Services/Treasurer & C. Freeman, Human Resources Officer
Department: Client Services
Meeting Date: October 25, 2021

Recommendations:

That Council adopts a by-law approving a COVID-19 Vaccination Policy.

Background:

Ontario moved to Step Three of the Roadmap to Reopen on July 16, 2021**,** based on the province-wide vaccination rate and continuing improvements in key public health and health system indicators. Public health and workplace safety measures in Step Three are set out in Ontario Regulation 364/20: Rules for Areas at Step 3 under the *Reopening Ontario (A Flexible Response to COVID-19) Act, 2020* (ROA).

In response to evolving data around the Delta variant and based on recent experiences in other jurisdictions, the provincial government, in consultation with Ontario's Chief Medical Officer of Health, has paused the exit from the Roadmap to Reopen. As Ontario's pandemic picture improves, there may be a potential exit from Step Three and the possible gradual move to a voluntary proof of vaccination plan however no timelines have been identified.

The Province of Ontario has taken further steps to increase vaccination rates and workplace safety by first, mandating workplace vaccination policies in high-risk settings that must adhere to provincial requirements such as hospitals, long-term care, home and community care providers, ambulance and paramedic services, post-secondary institutions, licensed retirement homes and women's shelters. Secondly by implementing proof of vaccination requirements for patrons to enter specified businesses and organizations including indoor recreational facilities such as the Nick Smith Centre.

While the Province of Ontario has not mandated workplace vaccination policies for all employers, including municipalities, there are benefits to proactively implementing a vaccination policy:

- Employers have an obligation to maintain a safe work environment for their workers. A workplace vaccination policy is an important measure employers can implement to protect their workers and the public. The COVID-19 vaccine is the best way to protect your workplace from the risks of COVID-19. It is safe and highly effective at reducing virus spread, protecting against serious illness and reducing workplace outbreaks.

- Workplaces can help encourage vaccination by creating a supportive environment that makes it easier for workers to get vaccinated, and by providing information from trusted sources. COVID-19 vaccination provides an important layer of protection for workers, their families and the community.

Renfrew County and District Health Unit (RCDHU) Acting Medical Officer of Health, Dr. Robert Cushman supports municipal efforts to implement mandatory vaccination policies as outlined in his October 8, 2021 letter. Dr. Cushman confirms that "vaccines are safe, effective and the best way to protect our employees, our partners, those who are unable to receive the vaccine and the public that we serve, from the spread of COVID-19."

Discussion:

Effective September 22, 2021, O. Reg 364/20 requires all patrons, unless exempt, who enter an area of the Nick Smith Centre to provide, at point of entry, proof of identification and proof of being fully vaccinated against COVID-19. With the requirement for patrons to be fully vaccinated to enter the Nick Smith Centre, the question was raised regarding the vaccination status of the employees working within the facility and other Town facilities.

Research showed that a significant number of larger municipalities and upper tiers have begun to implement workplace vaccination policies. Examples include City of Toronto, City of Ottawa, Guelph, Whitby, Kitchener, Pickering, Oakville, Sarnia, Brampton, Hamilton, Niagara Region, Region of Peel, County of Simcoe, and County of Wellington.

The majority of policies implemented include the following main elements:

- All employees (including volunteers, students, future employees and Council members) are to be fully vaccinated against COVID-19 by a specified date.

- Employees must disclose their vaccination status to the City/Town/Region by no later than a specified date.

- Employees who are unvaccinated, shall attend mandatory education on the benefits of vaccination so they may make an informed decision.

- Employees who are not able to obtain a COVID-19 vaccine under a protected ground set out in the Ontario Human Rights Code, will be entitled to accommodation.

- All documentation is maintained in accordance with respective privacy laws.

- All other public safety guidelines remain in effect and are still applicable in the workplace such as masking, physical distancing, capacity requirements and cleaning protocols.

- Employees who do not comply with this policy may be subject to discipline, up to and including dismissal.

Although employers are moving forward with mandatory vaccination policies, there are important legal implications to factor in as well and what steps to take for employees that are non-compliant with the policy. Some municipal vaccination policies provide an option that for those staff not able or willing to provide proof of vaccination, a requirement for regular (weekly or twice per week) rapid antigen testing to be completed on their own time and at their own expense with results submitted to the municipality. The recent draft County of Renfrew Vaccination policy includes a provision for rapid antigen testing. Overall, there are mixed views on rapid antigen testing with one view being that a negative rapid antigen test is not equivalent to being vaccinated for workplace safety purposes; and one view being that pro-active antigen testing is an acceptable alternative to mitigate the risk of bringing COVID-19 into the workplace.

Staff have prepared a draft vaccination policy for Council consideration which includes the main elements identified above. The proposed policy requires all town employees (including volunteers, students, future employees and council members) to be fully vaccinated against COVID-19 by December 31st, 2021. The draft policy also currently includes a provision for weekly rapid antigen testing for unvaccinated employees.

The Canadian Union for Public Employees (CUPE) have provided vaccine mandate guidelines for CUPE representatives and locals to when dealing with workplace vaccine requirements (https://cupe.ca/vaccine-mandate-guidelines). The draft vaccination policy for the Town was provided to CUPE Local 4960 for comment. No feedback or comments were provided.

Options:

Council could choose not to proceed or to defer implementing a Vaccination Policy for employees and Council members at this time as the Province of Ontario has only mandated vaccination policies for employers in high-risk settings.

Council could choose to proceed with a Vaccination Policy that does not include options for weekly rapid antigen testing for those who choose to remain unvaccinated and/or refuse to disclose their vaccination status.

Policy Considerations:

Reopening Ontario (A Flexible Response to COVID-19*)* Act, 2020
Ontario Regulation 364/20: Rules for Areas at Step 3
Ontario Human Rights Commission: http://www3.ohrc.on.ca/en/news_centre/ohrc-policy-statement-covid-19-vaccine-mandates-and-proof-vaccine-certificates

Financial Considerations:

Implementing a mandatory vaccination policy across all employees will take considerable time, effort and have potential staffing impacts including the risks and costs of disciplinary actions and potential disruption to municipal operations.

Meeting Dates:

Council Meeting – September 27, 2021

Consultation:

- Colleen Dunlop, Emond Harnden, LLP

Documents:

1. Emond Harnden: Mandating COVID-19 Vaccinations in the Workplace
2. Draft COVID-19 Vaccination Policy **(See Bylaw 7224-21)**
3. October 8, 2021 Letter – Dr. Robert Cushman, RCDHU

Signatures

Reviewed by Department Head: J. Morawiec

Reviewed by General Manager, Client Services/Treasurer: J. Morawiec

CAO Concurrence: Robin Paquette

Workflow Certified by Town Clerk: Maureen Spratt

Mandating COVID-19 Vaccinations in the Workplace

Date : February 10, 2021

In Ontario, the COVID-19 vaccine rollout has begun. With doses of the vaccination now available for many individuals working in the health care, hospital and long-term care sectors, employers in these fields and beyond are considering whether immunization against COVID-19 should become a mandatory requirement in their workplace.

No federal, provincial or local health authority has indicated that they will mandate vaccination, and the Chief Medical Officer of Health for Ontario, Dr. David Williams, has explicitly indicated that he does not intend to do so within the province. Accordingly, the decision regarding whether vaccination will be mandatory in a particular workplace falls squarely on the shoulders of the employer.

Can Employers Require Employees to get Vaccinated Against COVID-19?

This precise issue has yet to be the subject of a legal challenge, either before a court or a labour arbitrator. Accordingly, employers and their legal counsel will have to carefully consider the particular facts and circumstances when determining whether a workplace rule mandating COVID-19 vaccination is appropriate in any given case.

a) Why Mandate Vaccination?

Employers must be mindful of their occupational health and safety-related obligations, which are all the more significant now as a result of the ongoing global public health crisis. In particular, under the Ontario *Occupational Health and Safety Act*, employers have a duty to protect their workers from health and safety risks. There exists a similar duty for federally regulated employers subject to the *Canada Labour Code*. Accordingly, in certain circumstances, an argument could eventually be made that, in the face of evidence demonstrating that the COVID-19 vaccination is an effective measure for reducing the risk of *transmitting* (as opposed to contracting) the virus, employers are within their rights to mandate immunization in order to protect all other employees in the workplace.

This argument is unlikely to succeed in many cases, however. For example, in workplaces where employees are not in contact with vulnerable populations, or where employees have no or limited contact with others in the workplace at all, such an argument would be given little weight.

In any case, even assuming occupational health and safety considerations justify the

implementation of a mandatory vaccination requirement, that requirement will remain subject to several limitations, as detailed below.

b) What does the Arbitral Jurisprudence Say About Mandatory Vaccinations?

There is some arbitral precedent, specific to unionized workplaces, which addresses the issue of mandatory influenza vaccinations. These cases may provide some helpful commentary and guidance as to how arbitrators will view the novel issue of a mandatory COVID-19 vaccination, at least in the healthcare sector. (Note that, as arbitral decisions, these cases are not binding on other arbitrators or on courts, however.)

Generally speaking, and subject to the limits discussed in greater detail below, mandatory influenza vaccination policies have been allowed by arbitrators in private healthcare institutions as a reasonable exercise of management authority. In order for such a requirement to be introduced unilaterally, however, the rule or policy must be:

- Consistent with the applicable collective agreement;
- Reasonable in the circumstances,
- Clear and unequivocal,
- Brought to the attention of affected employees, including specifically as it relates to the potential for the imposition of disciplinary measures in cases of non-compliance; and
- Consistently enforced since its implementation.

As an alternative to mandatory influenza vaccination policies, some healthcare institutions have implemented “vaccinate-or-mask” (“VOM”) policies. Arbitrators have historically been far less favourable to VOM policies than they have to mandatory influenza vaccination policies. In many cases, since the evidence that masking effectively prevented flu transmission was contested, arbitrators concluded that the requirement for unvaccinated employees to wear an uncomfortable mask for the full duration of flu season was essentially a tactic used to compel those employees to vaccinate, and was thus unreasonable.

It is important to note that, since the evidence regarding the efficacy of vaccination and masking as measures for preventing the transmission of COVID-19 is, so far, significantly different than in the case of influenza, an arbitral decision as to what is “reasonable in the circumstances” may be entirely different in the context of COVID-19 as opposed to the usual seasonal flu context. In attempting to justify any mandatory vaccination requirement, employers are thus well-advised to consider the most up-to-date, objective and reliable scientific evidence available.

c) On What Basis Might a Mandatory COVID-19 Policy be Challenged?

Even where an employer determines that the implementation of a mandatory COVID-19 vaccination policy is justified in their workplace, the new policy may raise legitimate concerns, especially in the unionized setting.

In the unionized context, unions will be able to pursue individual grievances in respect of claims of discrimination or discipline, as well as policy grievances challenging the mandatory vaccination rule or policy as a whole.

In the non-unionized context, an employee who is terminated with cause following their refusal to be vaccinated might sue the employer in court for damages arising from wrongful dismissal. An employee who has not been expressly terminated but feels that the requirement for vaccination alters the fundamentals of the employment relationship may similarly claim they have been constructively dismissed and seek damages from the employer.

In terms of human rights, any mandatory vaccination requirement must exempt workers who advance a credible human rights claim under the Ontario *Human Rights Code* or the *Canadian Human Rights Act*. In the case of COVID-19 vaccination, such claims are most likely to be based on religious or medical grounds. Although employers have the right to ask questions in order to verify the legitimacy of such a claim, if proven, the employee's restriction will have to be accommodated to the point of undue hardship. Discipline or other adverse or differential treatment of an employee who has asserted that their refusal to be vaccinated is related to a protected human rights ground may therefore result in an application to the Ontario Human Rights Tribunal or the Canadian Human Rights Tribunal.

Mandating a potentially invasive medical treatment like vaccination, especially in the absence of long-term data on effectiveness and side-effects, and requiring subsequent disclosure of that employee's immunization status, could also potentially be viewed as a serious violation of employees' privacy rights.

Furthermore, where an employer is a public institution, the rule or policy may be challenged through invocation of section 7 of the *Canadian Charter of Rights and Freedoms* (the "*Charter*"), which guarantees an individual's security of the person. Case law has consistently held that consenting to invasive medical treatment like vaccination is an inherently personal decision that individuals should ultimately be permitted to make for themselves. Of note, however, is the fact that, in unionized healthcare settings, such a violation has historically been saved by section 1 of the *Charter*, where arbitrators have found that limiting an employee's individual rights was justified in order to ensure the pressing objective of patient safety. It remains unclear as to whether section 1 might come into play in other contexts and for other similarly important policy reasons.

d) So, Can Employers Require Employees to get Vaccinated Against COVID-19 or Not?

In light of the above, employers will need to be prepared to defend a decision regarding mandatory COVID-19 vaccination from numerous potential legal challenges and with uncertain results. Based on how arbitrators have decided the issue in relation to influenza vaccinations, as well as the significant health and safety risks created by COVID-19, it is likely that employers in a least some sectors will be permitted to implement a mandatory COVID-19 vaccination policy, subject to the above limitations. In the healthcare sector, for instance, where employees tend to frequently interact directly with the most vulnerable populations, some form of mandatory COVID-19 vaccination policy may be justified. Employers in other sectors, by contrast, should expect to face more of an uphill battle in successfully imposing a requirement for COVID-19 vaccination.

In all cases, the policy must be reasonable in the circumstances. This means it should be based on verifiable facts and evidence, and consider factors including, but not limited to, the nature of the workplace, the level of risk, and the competing rights and interests at play.

How do I Implement an Effective Mandatory COVID-19 Vaccination Policy in my Workplace?

Employers who do ultimately decide to implement a mandatory COVID-19 vaccination requirement in their workplace should first ensure that it is consistent with the relevant employment agreement(s), in the case of non-unionized setting, or with the applicable collective agreement(s) in the case of a unionized setting.

When drafting the new policy, employers should minimally make sure to be clear and unequivocal with respect to the purpose of the policy, how compliance with the policy will be determined (e.g., What is the timeline for compliance? Will documentary proof of immunization be required, or will self-reporting suffice?), whether there will be consequences for a failure to comply with the policy, and what those consequences are.

The policy should clearly indicate that an employee's vaccination status will have no bearing on their continued employment with the employer, as "vaccinate-or-terminate" policies have historically been found to be an unreasonable exercise of management's rights from a labour law perspective, and are potentially problematic from a *Charter* perspective. Instead, the policy should include a reasonable, non-disciplinary alternative to vaccination. Alternatives might include, for example, the option to continue to wear a mask, or the option to take an unpaid leave of absence during periods of high transmission (such as during an outbreak in the workplace).

As with any workplace policy, in order to have the best chance of the policy withstanding scrutiny, affected employees should be educated on the new policy and on its contents, including in particular any consequences that may be imposed. Employers should also ensure consistent

enforcement of the policy from the time of its introduction.

If Not Vaccination, Can Employers at Least Mandate COVID-19 Testing?

As an alternative to mandatory COVID-19 vaccination policies, an employer may consider implementing a mandatory COVID-19 testing policy. For example, an employer whose workplace has functioned relatively effectively with masking requirements throughout the pandemic may determine that their argument in favour of the reasonableness of mandatory immunization is weakened by that health and safety history, and thus may pursue a mandatory testing policy instead.

At least one arbitrator has already been willing to deem a mandatory COVID-19 testing policy imposed in the healthcare sector to be reasonable. In *Caressant Care Nursing & Retirement Homes and Christian Labour Association*, Arbitrator Randall held that a surveillance testing program mandating biweekly nasal swab testing for employees of a nursing home was a reasonable exercise of management's rights. After weighing the intrusion to the employees' privacy against the health and safety goals that the policy aimed to support, including the protection of the particularly vulnerable residents of the nursing home, he concluded that the policy was reasonable – even though there had not yet been a COVID-19 outbreak in the nursing home – because of the potential and even likely consequences of waiting until such an outbreak before introducing regular testing.

Whether a mandatory COVID-19 testing policy is practicable for a given workplace will depend on the availability of tests and, in many cases, public health guidelines regarding eligibility for testing. Accordingly, this may not be a suitable option for some, while other employers may find traction with this approach, especially as opposed to the implementation of a mandatory vaccination policy.

What Else Can Employers Do?

Where it is determined that a mandatory vaccination (and/or testing) requirement is not reasonable in the context of a particular workplace or sector, employers are not left without options. Employers are not prohibited from, for example, strongly suggesting vaccination as a measure for decreasing the spread of COVID-19 in the workplace. Employers may even be able to incentivize vaccination to a limited degree; for instance, employers could decide that employees who are properly immunized will no longer be subject to a masking requirement in the workplace (subject, of course, to local bylaws and public health recommendations). Employees who have been working with uncomfortable masks on for the better part of the last year may just be swayed by the prospect of being able to ditch them once and for all.

In Our View

We anticipate that it is going to be a challenge for many employers to successfully impose a requirement that their employees be vaccinated against COVID-19 in order to attend the workplace, particularly in unionized settings. We do, however, expect distinctions to emerge based on sector – for example, it is much more likely that such a requirement would meet the reasonableness test in sectors like healthcare, and perhaps even retail and manufacturing. Distinctions are also likely to become apparent as scientific evidence surrounding the efficacy and mechanics of the COVID-19 vaccines becomes more widely available.

In any event, employers that are considering mandating COVID-19 vaccinations in their workplace should ensure that they take the following important steps before proceeding:

- Weigh objective evidence regarding the level of health and safety risk against other competing interests, including employees' privacy interests;
- Determine whether, given the circumstances and based on the available evidence, a mandatory COVID-19 vaccination policy would be a reasonable measure in this particular workplace;
- Explore potential alternatives;
- Review the relevant employment contract(s) or collective agreement(s), as well as any applicable workplace legislation, to ensure that the new policy is compliant;
- Plan for how to address accommodation requests made based on an employee's disability, religion or other protected human rights grounds;
- Make sure the new policy is brought to the attention of all affected employees, including specifically as it relates to any discipline that might result from non-compliance; and
- Ensure consistent enforcement of the new policy and of any consequences for non-compliance from day one.

Emond Harnden remains ready and available to advise and assist employers who are considering introducing a mandatory COVID-19 vaccination policy in their workplace. For more information or for assistance with this process, please contact Sébastien Huard at 613-940-2744, J.D. Sharp at 613-940-2739, Vicky Satta at 613-940-2753, Lynn Harnden at 613-940-2731, Mélissa Lacroix at 613-940-2741 or Céline Delorme at 613-940-2763.

Renfrew County and District Health Unit
"Optimal health for all in Renfrew County and District"

141 Lake Street
Pembroke, ON Canada
K8A 5L8
Phone: 613-732-3629
Fax: 613-735-3067
www.rcdhu.com

October 08, 2021

Dear Renfrew County and District Health Unit Area Mayors,

As you can see from the previously sent staff memo and policy examples, I am writing this letter in support of your efforts to prepare a policy requiring mandatory COVID-19 vaccination, as has occurred with other municipalities and organizations across Ontario.

Vaccines are safe, effective and the best way to protect our employees, our partners, those who are unable to receive the vaccine, and the public that we serve, from the spread of COVID-19. This is in addition to keeping our schools, businesses and the public sector open so that we can safely and gradually resume more activities and strengthen our economy. Enacting such a policy will ultimately send a clear message that we lead by example.

There will be accommodation for medical reasons and on human rights grounds. Both classes of accommodation will be limited and subject to formal assessment. Unvaccinated staff will be required to undergo frequent screening tests each week. Workplace and role adjustments will be few and only in exceptional circumstances.

Should you have questions on how to access COVID-19 vaccines for yourself, your employees, partners or anyone else that is interested, please contact RCDHU at contact@rcdhu.com.

Thank you in advance for your interest and encouragement on this crucial matter, the rationale for which needs little explanation considering all the tremendous efforts you have all made since the beginning of the pandemic.

We need to remind ourselves that 20% of the eligible population in Renfrew County and District remain unvaccinated and when coupled with the children up to the age of 11 years, 25 % of our population is unvaccinated. This is a danger sign and all the more reason these policies are necessary.

Sincerely,

Dr. Robert Cushman
Acting Medical Officer of Health
Renfrew County and District Health Unit

c. RCDHU Area CAOs
RCDHU Board of Health Chair Ann Aikens

Town of Arnprior Staff Report

Subject: Asset Management Plan Update
Report Number: 21-10-25-03
Report Author and Position Title: Patrick Foley, Engineering Officer
Department: Operations
Meeting Date: October 25, 2021

Recommendations:

That Council adopt the Asset Management Plan Report as prepared by Public Sector Digest (PSD); and

That the Asset Management Plan be utilized to guide updates to related documents such as the annual operating and capital budgets and the Long Range Capital Forecast.

Background:

In the fall of 2012, the Ministry of Infrastructure of the Province of Ontario initiated the Building Together: Municipal Infrastructure Strategy focused on asset management planning for municipalities. The initiative included a requirement that a detailed Asset Management Plan (AMP) be submitted as part of the provincial grant application process.

In April of 2013, the Town of Arnprior awarded a contract to Dillon Consulting Ltd. to develop a multi-year AMP to assist the Town in managing its linear assets (roads, watermains, sewers, curbs and sidewalks) and point assets (buildings, facilities, vehicles, and equipment). The AMP was developed in accordance with the requirements of the *Building Together: Guide for Municipal Asset Management Plans* document.

In December of 2013, the AMP was presented to Council for adoption with the recommendation that staff update the AMP model annually and recommend updates to related documents. The AMP has been updated each year since.

On December 27, 2017, the Province of Ontario released Ontario Regulation 588/17 *Asset Management Planning for Municipal Infrastructure* under the *Infrastructure for Jobs and Prosperity Act, 2015;* which builds on the 2012 Guide to Asset Management Planning. Under the new regulation municipalities in Ontario shall prepare a strategic asset management policy and develop asset management plans for core and other municipal infrastructure assets. Table 1 below identifies the phase-in timing and major components required at each phase as outlined in the regulation:

Table 1

Asset Management Plan Components	Deadline for Completion
• Strategic Asset Management Policy	July 1, 2019
• Current levels of service. • Asset (Inventory) analysis. • Current performance of assets. • Lifecycle Activities and costs to maintain current levels of service. • Impacts of growth on current levels of service	July 1, 2022 - *Core Municipal Infrastructure Assets* July 1, 2024 – *All Municipal infrastructure Assets*
• Proposed Levels of service. • Proposed performance of assets. • Lifecycle activities and costs to achieve proposed levels of service • Financial Strategy • Impacts of growth on proposed levels of service	July 1, 2025 – *All Municipal infrastructure Assets*

After the completion of the requirements set out in the Regulation, Council will need to undertake an annual review of asset management progress within the Town. This annual review will commence in the year following completion of the requirements set out in Table 1, and will need to be completed on or by July 1 of each year thereafter.

In 2017, Staff recommended the Town apply for grant funding available from the Federation of Canadian Municipalities (FCM) to support the purchase of asset management software called “CityWide” from Public Sector Digest Inc. (PSD); CityWide is widely used for municipal asset management in Ontario. CityWide is designed to track and value all tangible capital assets in one system and has the ability to integrate with the Town’s GIS system.

In 2018 the Town entered into a contract with PSD to implement CityWide (three modules) and prepare an Asset Management Policy. The Asset Management Policy, compliant with O.Reg. 588/17, was completed and adopted by Council.

In 2020 StreetScan, a road conditions assessment consultant, was engaged by the Town to drive each street in Arnprior with a vehicle outfitted with a specialized 360 degree 3D camera that assesses road deficiencies. A Pavement Condition Index (PCI) score between 1 and 100 was assigned to each road. These scores were imported into the CityWide software as user defined condition assessments. Almost all of the other condition assessments in CityWide are age-based.

In Spring of 2021 PSD was contracted to produce a formal Asset Management Plan report based on 2020 data as presented in CityWide software. Initially the goal was to have a report compliant to a July 1, 2021 deadline though the Ontario government extended the deadline to July 1, 2022 allowing more time for PSD and the Town to work on the report.

Discussion:

The Asset Management Plan report is based on 2020 asset data. Asset details from the 2020 dataset were refined throughout the process of creating the current Asset Management Plan Report. All linear assets and all non-linear assets with a value over the asset value threshold as outlined in the Tangible Capital Asset Policy (typically $10,000 for most assets) are tracked. The Town's asset management team, consisting of staff from both Operations and Client Services departments, met with Public Sector Digest consultants bi-weekly throughout the project to discuss progress and provide updated information.

A thorough review of assets in the CityWide database was completed to provide greater detail and increased accuracy. Maintaining an accurate asset inventory is a continuous project and the Town's asset management team will continue to increase dataset details and expand the use of CityWide as a tool for cost planning and long-range forecasting.

The AMP report complies with all components of the July, 2022 O.Reg 588/17 deadlines and will ensure the Town remains eligible for provincial funding when applicable. Through the implementation of sound asset management strategies, the Town can ensure that public infrastructure is managed to support the sustainable delivery of municipal services.

Options:

Council may choose to not accept the report as prepared.

Policy Considerations:

The work proposed, on an individual basis and as a group are aligned with the following town of Arnprior plans and policies:

- Asset Management Policy;
- Tangible Capital Asset (TCA) Policy;
- Strategic Plan; and
- Official Plan.

Financial Considerations:

This Asset Management Plan Report is to be used to inform future budgeting and financial planning relating to the Town's long range capital forecasting. The AMP includes a detailed financial strategy section which includes recommendations for levy and rate funded asset portfolios. A key financial strategy component continues to be the reinvestment of retired debt to support capital investments.

Meeting Dates:

Meetings between PSD and the Town occurred biweekly from February 2021 to October 2021 to clarify aspects of the dataset and track progress on the formal report.

Consultation:

- Public Sector Digest (PSD)
- StreetScan

Documents:

1. Town of Arnprior - Asset Management Plan Report (2021)

Signatures

Reviewed by Department Head: John Steckly

Reviewed by General Manager, Client Services/Treasurer: Jennifer Morawiec

CAO Concurrence: Robin Paquette

Workflow Certified by Town Clerk: Maureen Spratt, Town Clerk

ARNPRIOR
WHERE THE RIVERS MEET

Asset Management Plan

Town of Arnprior | 2021

This Asset Management Program was prepared by:

Empowering your organization through advanced asset management, budgeting & GIS solutions

Key Statistics

Replacement cost of asset portfolio
$254.4 million

Replacement cost of infrastructure per household
$59,088

Percentage of assets in fair or better condition
78%

Percentage of assets with assessed condition data
17%

Annual capital infrastructure deficit
$1.7 million

Recommended timeframe for eliminating annual infrastructure deficit
5-10 Years

Target reinvestment rate
2.61%

Actual reinvestment rate
1.93%

Table of Contents

Executive Summary

Municipal infrastructure provides the foundation for the economic, social, and environmental health and growth of a community through the delivery of critical services. The goal of asset management is to deliver an adequate level of service in the most cost-effective manner. This involves the development and implementation of asset management strategies and long-term financial planning.

Scope

This AMP identifies the current practices and strategies that are in place to manage public infrastructure and makes recommendations where they can be further refined. Through the implementation of sound asset management strategies, the Town can ensure that public infrastructure is managed to support the sustainable delivery of municipal services.

This AMP includes the following asset categories:

With the development of this AMP the Town has achieved compliance with O. Reg. 588/17 to the extent of the requirements that must be completed by July 1, 2022. There are additional requirements concerning proposed levels of service and growth that must be met by July 1, 2024 and 2025.

Findings

The overall replacement cost of the asset categories included in this AMP totals $254.4 million. 78% of all assets analysed in this AMP are in fair or better condition and assessed condition data was available for 17% of assets. For the remaining 83% of assets, assessed condition data was unavailable, and asset age was used to approximate condition – a data gap that persists in most municipalities. Generally, age misstates the true condition of assets, making assessments essential to accurate asset management planning, and a recurring recommendation in this AMP.
The development of a long-term, sustainable financial plan requires an analysis of whole lifecycle costs. This AMP uses a combination of proactive lifecycle strategies (paved roads) and replacement only strategies (all other assets) to determine the lowest cost option to maintain the current level of service.

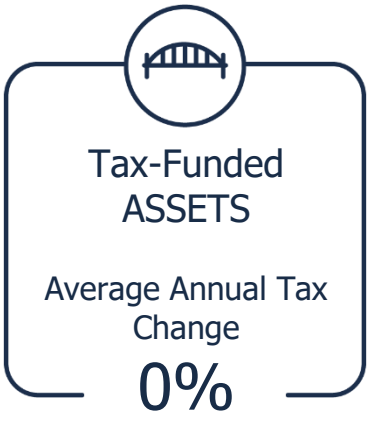
To meet capital replacement and rehabilitation needs for existing infrastructure, prevent infrastructure backlogs, and achieve long-term sustainability, the Town's average annual capital requirement totals $6.6 million. Based on a historical analysis of sustainable capital funding sources, the Town is committing approximately $4.9 million towards capital projects or reserves per year. As a result, there is currently an annual funding gap of $1.7 million.

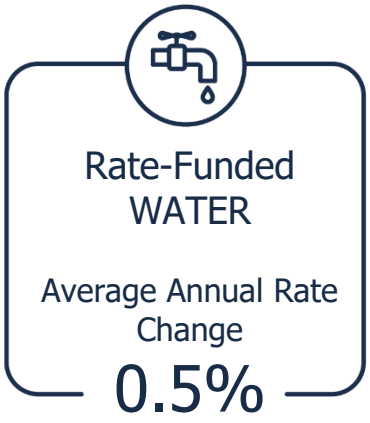
It is important to note that this AMP represents a snapshot in time and is based on the best available processes, data, and information at the Town. Strategic asset management planning is an ongoing and dynamic process that requires continuous improvement and dedicated resources.

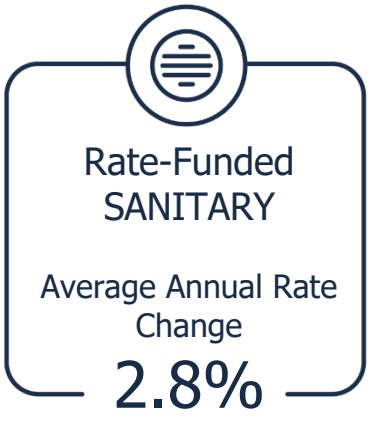
Average Annual Capital Requirement Deficit per Household

Recommendations

A financial strategy was developed to address the annual capital funding gap. The following graphics show the annual tax and rate change required to eliminate the Town's infrastructure deficit based on a 5-year plan for tax-funded assets and a 10-year plan for rate-funded assets:







Recommendations to guide continuous refinement of the Town's asset management program. These include:

- Review data to update and maintain a complete and accurate dataset
- Develop a condition assessment strategy with a regular schedule
- Review and update lifecycle management strategies
- Continue annual review of short- and long-term plans to meet capital requirements
- Measure current levels of service and identify sustainable proposed levels of service

1 Introduction & Context

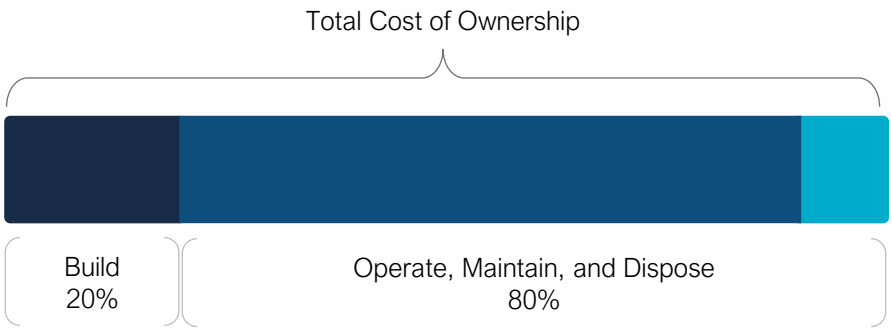
Key Insights

- The goal of asset management is to minimize the lifecycle costs of delivering infrastructure services, manage the associated risks, while maximizing the value ratepayers receive from the asset portfolio
- The Town's asset management policy provides clear direction to staff on their roles and responsibilities regarding asset management
- An asset management plan is a living document that should be updated regularly to inform long-term planning
- Ontario Regulation 588/17 outlines several key milestone and requirements for asset management plans in Ontario between July 1, 2022, and 2025

1.1 An Overview of Asset Management

Municipalities are responsible for managing and maintaining a broad portfolio of infrastructure assets to deliver services to the community. The goal of asset management is to minimize the lifecycle costs of delivering infrastructure services, manage the associated risks, while maximizing the value ratepayers receive from the asset portfolio.

The acquisition of capital assets accounts for only 10-20% of their total cost of ownership. The remaining 80-90% derives from operations and maintenance. This AMP focuses its analysis on the capital costs to maintain, rehabilitate and replace existing municipal infrastructure assets.



These costs can span decades, requiring planning and foresight to ensure financial responsibility is spread equitably across generations. An asset management plan is critical to this planning, and an essential element of broader asset management program. The industry-standard approach and sequence to developing a practical asset management program begins with a Strategic Plan, followed by an Asset Management Policy and an Asset Management Strategy, concluding with an Asset Management Plan.

This industry standard, defined by the Institute of Asset Management (IAM), emphasizes the alignment between the corporate strategic plan and various asset management documents. The strategic plan has a direct, and cascading impact on asset management planning and reporting.

1.1.1 Asset Management Policy

An asset management policy represents a statement of the principles guiding the municipality's approach to asset management activities. It aligns with the organizational strategic plan and provides clear direction to municipal staff on their roles and responsibilities as part of the asset management program.

The Town of Arnprior adopted By-law No. 6951-19 a "By-law to establish and approve a Strategic Asset management Policy." The policy was enacted in on May 13, 2019, in accordance with Ontario Regulation 588/17.

The Strategic Asset Management Policy follows long-term objectives defined by the Town's Strategic Plan, including robust sustainable growth, sustainable financial model, infrastructure lifecycle renewal, effective service delivery, and sound operations.

1.1.2 Asset Management Strategy

An asset management strategy outlines the translation of organizational objectives into asset management objectives and provides a strategic overview of the activities required to meet these objectives. It provides greater detail than the policy on how the municipality plans to achieve asset management objectives through planned activities and decision-making criteria.

The Town's Strategic Asset Management Policy contains many of the key components of an asset management strategy and may be expanded on in future revisions or as part of a separate strategic document.

1.1.3 Asset Management Plan

The asset management plan (AMP) presents the outcomes of the municipality's asset management program and identifies the resource requirements needed to achieve a defined level of service. The AMP typically includes the following content:

- State of Infrastructure
- Asset Management Strategies
- Levels of Service
- Financial Strategies

The AMP is a living document that should be updated regularly as additional asset and financial data becomes available. This will allow the municipality to re-evaluate the state of infrastructure and identify how the organization's asset management and financial strategies are progressing.

1.2 Key Concepts in Asset Management

Effective asset management integrates several key components, including lifecycle management, risk management, and levels of service. These concepts are applied throughout this asset management plan and are described below in greater detail.

1.2.1 Lifecycle Management Strategies

The condition or performance of most assets will deteriorate over time. This process is affected by a range of factors including an asset's characteristics, location, utilization, maintenance history and environment. Asset deterioration has a negative effect on the ability of an asset to fulfill its intended function, and may be characterized by increased cost, risk and even service disruption.

To ensure that municipal assets are performing as expected and meeting the needs of customers, it is important to establish a lifecycle management strategy to proactively manage asset deterioration.

There are several field intervention activities that are available to extend the life of an asset. These activities can be generally placed into one of three categories: maintenance, rehabilitation and replacement. The following table provides a description of each type of activity and the general difference in cost.

Lifecycle Activity	Description	Example (Roads)	Cost
Maintenance	Activities that prevent defects or deteriorations from occurring	Crack Seal	$
Rehabilitation/ Renewal	Activities that rectify defects or deficiencies that are already present and may be affecting asset performance	Mill & Re-surface	$$
Replacement/ Reconstruction	Asset end-of-life activities that often involve the complete replacement of assets	Full Reconstruction	$$$

Depending on initial lifecycle management strategies, asset performance can be sustained or improved through a combination of maintenance and rehabilitation, but at some point, replacement is required. Understanding what effect these activities will have on the lifecycle of an asset, and their cost, will enable staff to make better recommendations.

The Town's approach to lifecycle management is described within each asset category outlined in this AMP. Developing and implementing a proactive lifecycle strategy will help staff to

determine which activities to perform on an asset and when they should be performed to maximize useful life at the lowest total cost of ownership.

1.2.2 Risk Management Strategies

Municipalities generally take a 'worst-first' approach to infrastructure spending. Rather than prioritizing assets based on their importance to service delivery, assets in the worst condition are fixed first, regardless of their criticality. However, not all assets are created equal. Some are more important than others, and their failure or disrepair poses more risk to the community than that of others. For example, a road with a high volume of traffic that provides access to critical services poses a higher risk than a low volume rural road. These high-value assets should receive funding before others.

By identifying the various impacts of asset failure and the likelihood that it will fail, risk management strategies can identify critical assets, and determine where maintenance efforts, and spending, should be focused. Risk-based prioritization can be a useful tool to manage the infrastructure backlog in a way that is risk-averse.

This AMP includes a high-level evaluation of asset risk and criticality. Each asset has been assigned a probability of failure score and consequence of failure score based on available asset data. These risk scores can be used to prioritize maintenance, rehabilitation and replacement strategies for critical assets.

1.2.3 Levels of Service

A level of service (LOS) is a measure of what the Town is providing to the community and the nature and quality of that service. Within each asset category in this AMP, technical metrics and qualitative descriptions that measure both technical and community levels of service have been established and measured as data is available.

These measures include a combination of those that have been outlined in O. Reg. 588/17 in addition to performance measures identified by the Town as worth measuring and evaluating. The Town measures the level of service provided at two levels: Community Levels of Service, and Technical Levels of Service.

Community Levels of Service

Community levels of service are a simple, plain language description or measure of the service that the community receives. For core asset categories (Roads, Bridges & Culverts, Water, Wastewater, Storm Water) the Province, through O. Reg. 588/17, has provided qualitative descriptions that are required to be included in this AMP. For non-core asset categories, the Town has determined the qualitative descriptions that will be used to determine the community level of service provided. These descriptions can be found in the Levels of Service subsection within each asset category.

Technical Levels of Service

Technical levels of service are a measure of key technical attributes of the service being provided to the community. These include mostly quantitative measures and tend to reflect the impact of the municipality's asset management strategies on the physical condition of assets or the quality/capacity of the services they provide.

For core asset categories (Roads, Bridges & Culverts, Water, Wastewater, Storm Water) the Province, through O. Reg. 588/17, has provided technical metrics that are required to be included in this AMP.

Current and Proposed Levels of Service

This AMP focuses on measuring the current level of service provided to the community. Once current levels of service have been measured, the Town plans to establish proposed levels of service over a 10-year period, in accordance with O. Reg. 588/17.

Proposed levels of service should be realistic and achievable within the timeframe outlined by the Town. They should also be determined with consideration of a variety of community expectations, fiscal capacity, regulatory requirements, corporate goals and long-term sustainability. Once proposed levels of service have been established, and prior to July 2025, the Town must identify a lifecycle management and financial strategy which allows these targets to be achieved.

1.3 Ontario Regulation 588/17

As part of the *Infrastructure for Jobs and Prosperity Act, 2015*, the Ontario government introduced Regulation 588/17 - Asset Management Planning for Municipal Infrastructure (O. Reg. 588/17). Along with creating better performing organizations, more liveable and sustainable communities, the regulation is a key, mandated driver of asset management planning and reporting. It places substantial emphasis on current and proposed levels of service and the lifecycle costs incurred in delivering them.

The diagram below outlines key reporting requirements under O. Reg. 588/17 and the associated timelines.

2019

Strategic Asset Management Policy

2022

Asset Management Plan for Core Assets with the following components:

1. Current levels of service
2. Inventory analysis
3. Lifecycle activities to sustain LOS
4. Cost and risk of lifecycle activities
5. Population and employment forecasts
6. Discussion of growth impacts

2024

Asset Management Plan for Core and Non-Core Assets with the same components as 2022

2025

Asset Management Policy Update and an Asset Management Plan for All Assets with the following additional components:

1. Proposed levels of service for next 10 years
2. Updated inventory analysis
3. Lifecycle management strategy
4. Financial strategy and addressing shortfalls
5. Discussion of how growth assumptions impacted lifecycle and financial

1.3.1 O. Reg. 588/17 Compliance Review

The following table identifies the requirements outlined in Ontario Regulation 588/17 for municipalities to meet by July 1, 2022. Next to each requirement a page or section reference is included in addition to any necessary commentary.

Requirement	O. Reg. Section	AMP Section Reference	Status
Summary of assets in each category	S.5(2), 3(i)	4.1.1 - 5.2.1	Complete
Replacement cost of assets in each category	S.5(2), 3(ii)	4.1.1 - 5.2.1	Complete
Average age of assets in each category	S.5(2), 3(iii)	4.1.3 - 5.2.3	Complete
Condition of core assets in each category	S.5(2), 3(iv)	4.1.2 – 5.2.2	Complete
Description of municipality's approach to assessing the condition of assets in each category	S.5(2), 3(v)	4.1.2 – 5.2.2	Complete
Current levels of service in each category	S.5(2), 1(i-ii)	4.1.6 - 5.2.6	Complete for Core Assets Only
Current performance measures in each category	S.5(2), 2	4.1.6 - 5.2.6	Complete for Core Assets Only
Lifecycle activities needed to maintain current levels of service for 10 years	S.5(2), 4	4.1.4 - 5.2.4	Complete
Costs of providing lifecycle activities for 10 years	S.5(2), 4	Appendix B	Complete
Growth assumptions	S.5(2), 5(i-ii) S.5(2), 6(i-vi)	6.1-6.2	Complete

2 Scope and Methodology

Key Insights

- This asset management plan includes 8 asset categories and is divided between tax-funded and rate-funded categories
- The source and recency of replacement costs impacts the accuracy and reliability of asset portfolio valuation
- Accurate and reliable condition data helps to prevent premature and costly rehabilitation or replacement and ensures that lifecycle activities occur at the right time to maximize asset value and useful life

2.1 Asset categories included in this AMP

This asset management plan for the Town of Arnprior is produced in compliance with Ontario Regulation 588/17. The July 2022 deadline under the regulation—the first of three AMPs—requires analysis of only core assets (roads, bridges & culverts, water, wastewater, and Storm Water).

The AMP summarizes the state of the infrastructure for the Town's asset portfolio, establishes current levels of service and the associated technical and customer oriented key performance indicators (KPIs), outlines lifecycle strategies for optimal asset management and performance, and provides financial strategies to reach sustainability for the asset categories listed below.

Asset Category	Source of Funding
Road Network	Tax Levy
Storm Water Network	
Buildings	
Machinery & Equipment	
Vehicles	
Land Improvements	
Water Network	User Rates
Sanitary Sewer Network	

2.2 Deriving Replacement Costs

There are a range of methods to determine the replacement cost of an asset, and some are more accurate and reliable than others. This AMP relies on two methodologies:

- **User-Defined Cost and Cost/Unit**: Based on costs provided by municipal staff which could include average costs from recent contracts; data from engineering reports and assessments; staff estimates based on knowledge and experience
- **Cost Inflation/CPI Tables**: Historical cost of the asset is inflated based on Consumer Price Index or Non-Residential Building Construction Price Index

User-defined costs based on reliable sources are a reasonably accurate and reliable way to determine asset replacement costs. Cost inflation is typically used in the absence of reliable replacement cost data. It is a reliable method for recently purchased and/or constructed assets where the total cost is reflective of the actual costs that the Town incurred. As assets age, and new products and technologies become available, cost inflation becomes a less reliable method.

2.3 Estimated Useful Life and Service Life Remaining

The estimated useful life (EUL) of an asset is the period over which the Town expects the asset to be available for use and remain in service before requiring replacement or disposal. The EUL for each asset in this AMP was assigned according to the knowledge and expertise of municipal staff and supplemented by existing industry standards when necessary.

By using an asset's in-service data and its EUL, the Town can determine the service life remaining (SLR) for each asset. Using condition data and the asset's SLR, the Town can more accurately forecast when it will require replacement. The SLR is calculated as follows:

$$Service\ Life\ Remaining\ (SLR) = In\ Service\ Date + Estimated\ Useful\ Life(EUL) - Current\ Year$$

2.4 Reinvestment Rate

As assets age and deteriorate they require additional investment to maintain a state of good repair. The reinvestment of capital funds, through asset renewal or replacement, is necessary to sustain an adequate level of service. The reinvestment rate is a measurement of available or required funding relative to the total replacement cost.

By comparing the actual vs. target reinvestment rate the Town can determine the extent of any existing funding gap. The reinvestment rate is calculated as follows:

$$Target\ Reinvestment\ Rate = \frac{Annual\ Capital\ Requirement}{Total\ Replacement\ Cost}$$

$$Actual\ Reinvestment\ Rate = \frac{Annual\ Capital\ Funding}{Total\ Replacement\ Cost}$$

2.5 Deriving Asset Condition

An incomplete or limited understanding of asset condition can mislead long-term planning and decision-making. Accurate and reliable condition data helps to prevent premature and costly rehabilitation or replacement and ensures that lifecycle activities occur at the right time to maximize asset value and useful life.

A condition assessment rating system provides a standardized descriptive framework that allows comparative benchmarking across the Town's asset portfolio. The table below outlines the condition rating system used in this AMP to determine asset condition. This rating system is aligned with the Canadian Core Public Infrastructure Survey which is used to develop the Canadian Infrastructure Report Card. When assessed condition data is not available, service life remaining is used to approximate asset condition.

Condition	Description	Criteria	Service Life Remaining (%)
Very Good	Fit for the future	Well maintained, good condition, new or recently rehabilitated	80-100
Good	Adequate for now	Acceptable, generally approaching mid-stage of expected service life	60-80
Fair	Requires attention	Signs of deterioration, some elements exhibit significant deficiencies	40-60
Poor	Increasing potential of affecting service	Approaching end of service life, condition below standard, large portion of system exhibits significant deterioration	20-40
Very Poor	Unfit for sustained service	Near or beyond expected service life, widespread signs of advanced deterioration, some assets may be unusable	0-20

The analysis in this AMP is based on assessed condition data only as available. In the absence of assessed condition data, asset age is used as a proxy to determine asset condition. Appendix E includes additional information on the role of asset condition data and provides basic guidelines for the development of a condition assessment program.

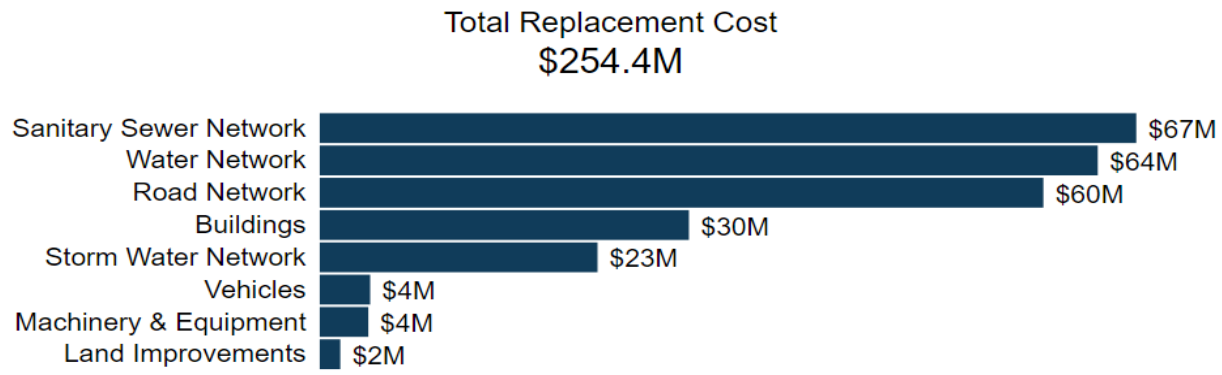
3 Portfolio Overview

Key Insights

- The total replacement cost of the Town's asset portfolio is $254.4 million
- The Town's target re-investment rate is 2.61%, and the actual re-investment rate is 1.93%, contributing to an expanding infrastructure deficit
- 78% of all assets are in fair or better condition
- 13% of assets are projected to require replacement in the next 10 years
- Average annual capital requirements total $6.6 million per year across all assets

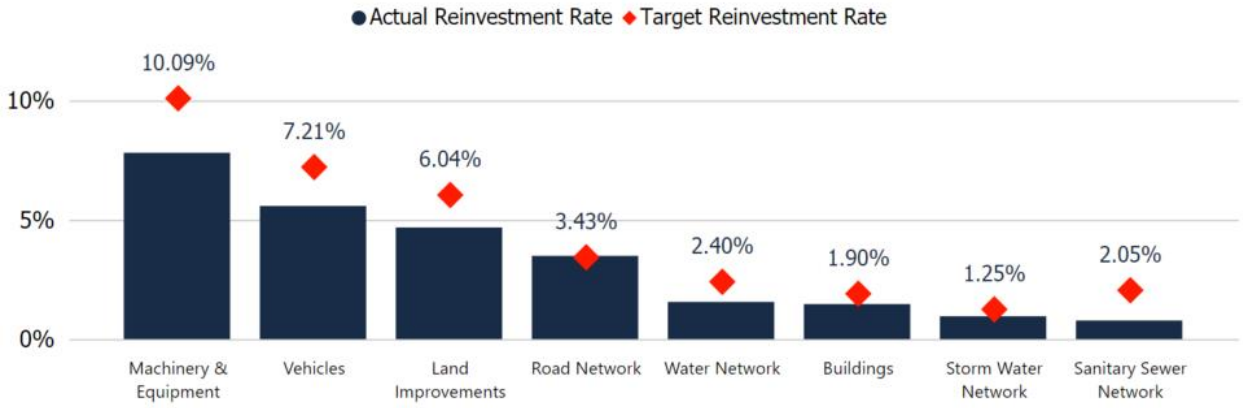
3.1 Total Replacement Cost of Asset Portfolio

The asset categories analyzed in this AMP have a total replacement cost of $254.4 million based on inventory data from 2020. This total was determined based on a combination of user-defined costs and historical cost inflation. This estimate reflects replacement of historical assets with similar, not necessarily identical, assets available for procurement today.



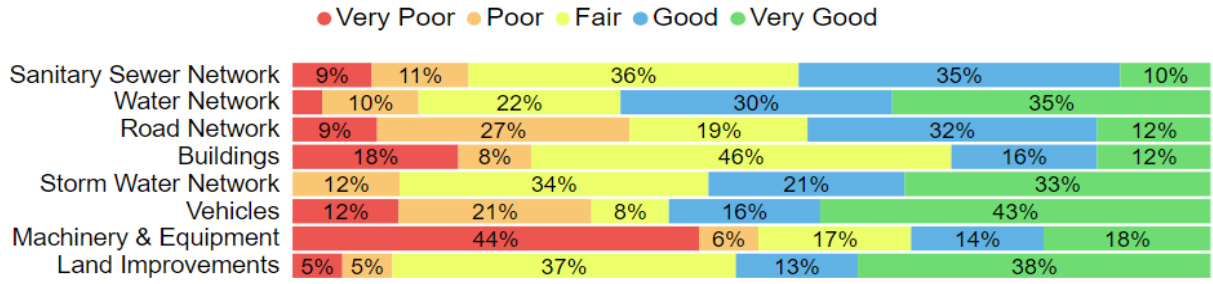
3.2 Target vs. Actual Reinvestment Rate

The graph below depicts funding gaps or surpluses by comparing target vs actual reinvestment rate. To meet the long-term replacement needs, the Town should be allocating approximately $6.6 million annually, for a target reinvestment rate of 2.61%. Actual annual spending on infrastructure totals approximately $4.9 million, for an actual reinvestment rate of 1.93%.



3.3 Condition of Asset Portfolio

The current condition of the assets is central to all asset management planning. Collectively, 78% of assets in Arnprior are in fair or better condition. This estimate relies on both age-based and field condition data.

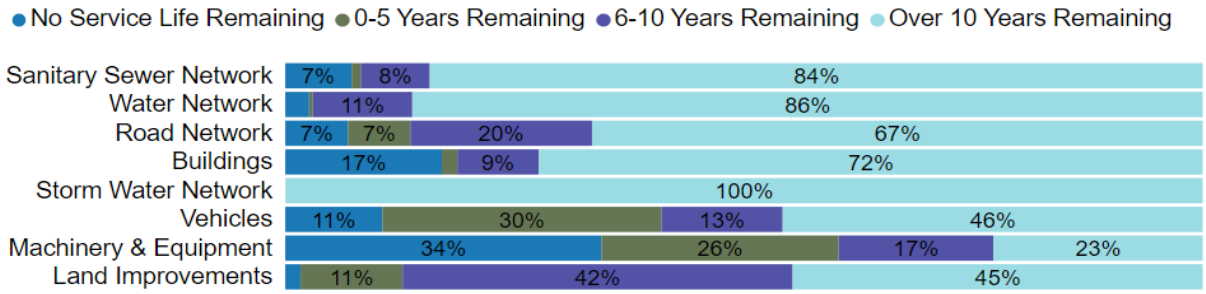


This AMP relies on assessed condition data for 17% of assets; for the remaining portfolio, age is used as an approximation of condition. Assessed condition data is invaluable in asset management planning as it reflects the true condition of the asset and its ability to perform its functions. The table below identifies the source of condition data used throughout this AMP.

Asset Category	Asset Segment	% of Assets with Assessed Condition	Source of Condition Data
Road Network	Road Surface	100%	2020 StreetScan
	Curb, Sidewalk, Streetlights	0%	N/A
Storm Water Network	All	0%	N/A
Buildings	All	0%	N/A
Machinery & Equipment	All	28%	Staff Assessments
Vehicles	All	29%	Staff Assessments
Land Improvements	All	100%	Staff Assessments
Water Network	All	0%	N/A
Sanitary Sewer Network	All	0%	N/A

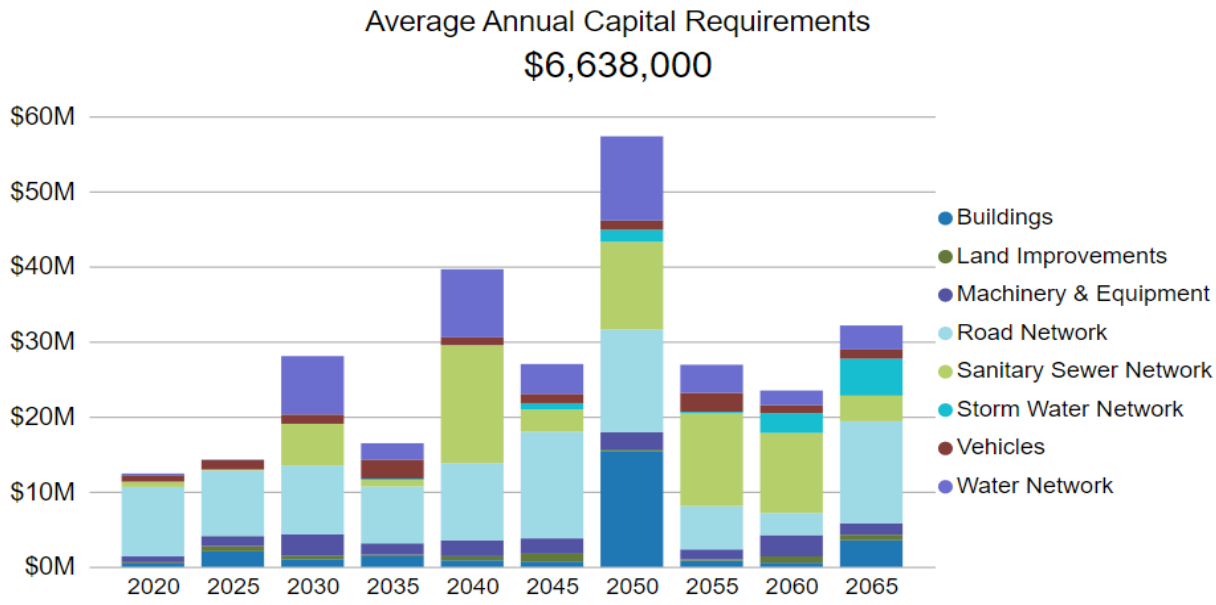
3.4 Service Life Remaining

Based on asset age, available assessed condition data and estimated useful life, 13% of the Town's assets will require replacement within the next 10 years. Capital requirements over the next 10 years are identified in Appendix B.



3.5 Forecasted Capital Requirements

The development of a long-term capital forecast should include both asset rehabilitation and replacement requirements. With the development of asset-specific lifecycle strategies that include the timing and cost of future capital events, the Town can produce an accurate long-term capital forecast. The following graph identifies capital requirements over the next 50 years.



4 Analysis of Tax-funded Assets

Key Insights

- Tax-funded assets are valued at $122.9 million
- 74% of tax-funded assets are in fair or better condition
- The average annual capital requirement to sustain the current level of service for tax-funded assets is approximately $3.7 million
- Critical assets should be evaluated to determine appropriate risk mitigation activities and treatment options

4.1 Road Network

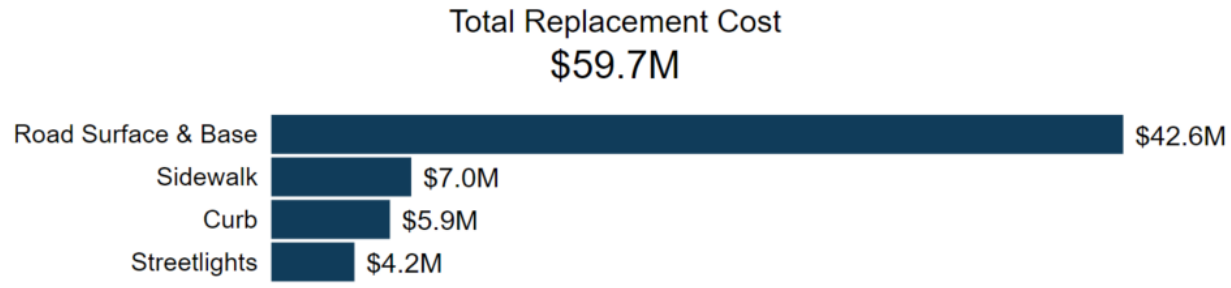
The Road Network is a critical component of the provision of safe and efficient transportation services and represents the highest value asset category in the Town's asset portfolio. It includes all municipally owned and maintained roadways in addition to supporting roadside infrastructure including sidewalks, curbs and streetlights.

The Town's roads and sidewalks are maintained by the Roads & Services Branch of the Operations Department who is also responsible for winter snow clearing, ice control and snow removal operations.

4.1.1 Asset Inventory & Replacement Cost

The table below includes the quantity, replacement cost method and total replacement cost of each asset segment in the Town's Road Network inventory.

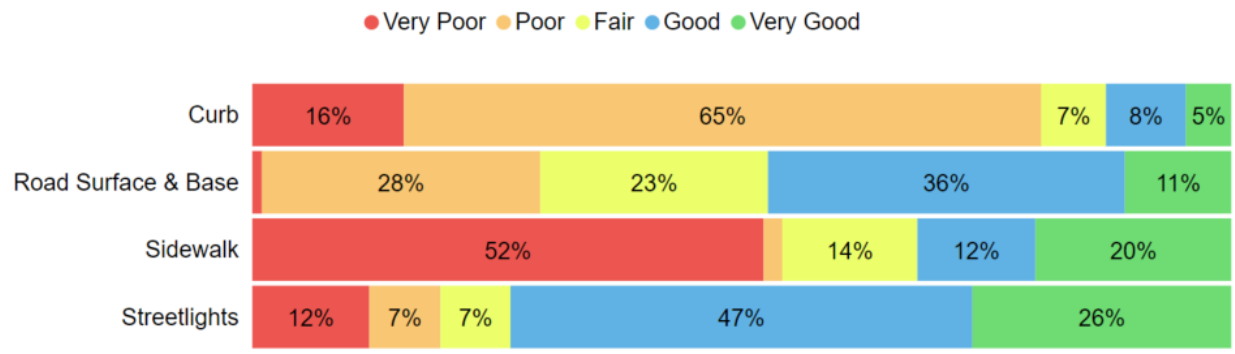
Asset Segment	Quantity	Replacement Cost Method	Total Replacement Cost
Curb	66,523 m	CPI Tables	$5,937,246
Road Surface & Base	60,424 m	Cost/Unit	$42,569,247
Sidewalk	74,596 m^2	CPI Tables	$7,000,856
Streetlights	1,174	CPI Tables	$4,164,312
Total			**$59,671,661**



4.1.2 Asset Condition

The table below identifies the current average condition and source of available condition data for each asset segment. The Average Condition (%) is a weighted value based on replacement cost.

Asset Segment	Average Condition (%)	Average Condition Rating	Condition Source
Curb	32%	Poor	Age-Based
Road Surface	56%	Fair	100% Assessed
Sidewalk	34%	Poor	Age-Based
Streetlights	63%	Good	Age-Based
Average	**51%**	**Fair**	**71% Assessed**



Current Approach to Condition Assessment

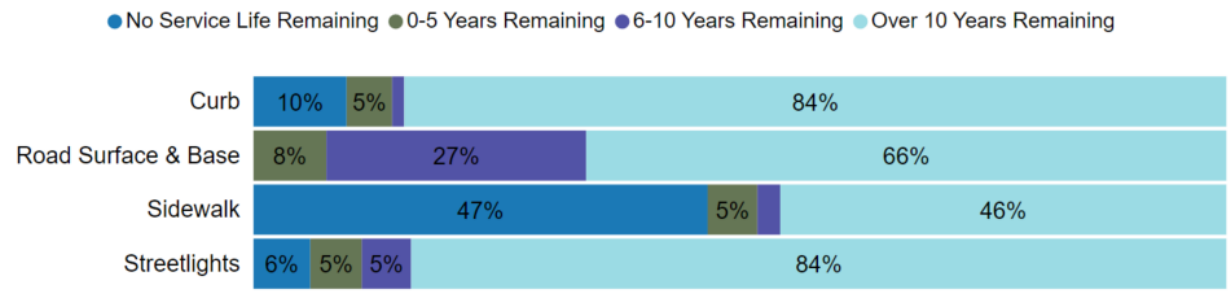
Accurate and reliable condition data allows staff to more confidently determine the remaining service life of assets and identify the most cost-effective approach to managing assets. The following describes the municipality's current approach:

- A Road Needs Study was completed by external contractors in 2020. The Study included a detailed assessment of the condition of each road segment, measuring Pavement Condition Index (PCI), roadside environment, and other details. The Town is seeking to implement a 5-year program to renew the Roads Need Study.
- Condition data from the Study informs short- and long-term capital planning and project prioritization.
- Staff identify road segments that do not meet the Town's desired design standards. These segments are considered candidates for structural upgrade, therefore, lifecycle strategies are simplified for financial efficiencies.

4.1.3 Estimated Useful Life & Average Age

The Estimated Useful Life for Road Network assets has been assigned according to a combination of established industry standards and staff knowledge. The Average Age of each asset is based on the number of years each asset has been in-service. Finally, the Average Service Life Remaining represents the difference between the Estimated Useful Life and the Average Age, except when an asset has been assigned an assessed condition rating. Assessed condition may increase or decrease the average service life remaining.

Asset Segment	Estimated Useful Life (Years)	Average Age (Years)	Average Service Life Remaining (Years)[1]
Curb	50	35.0	15.0
Road Surface & Base	30	20.1	14.1
Sidewalk	30	27.4	2.6
Streetlights	20-50	12.6	14.1
Average		**21.1**	**12.2**



Each asset's Estimated Useful Life should be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type.

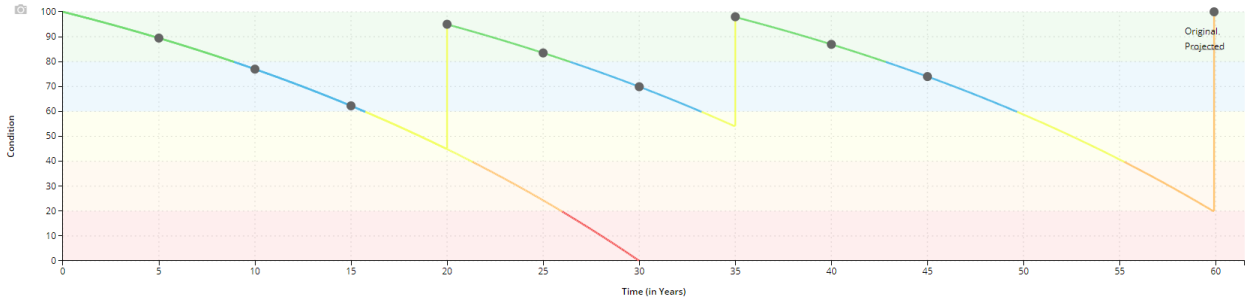
[1] The average service life remaining for roads is greater than what age-based condition predicts as a result of assessed condition.

4.1.4 Lifecycle Management Strategy

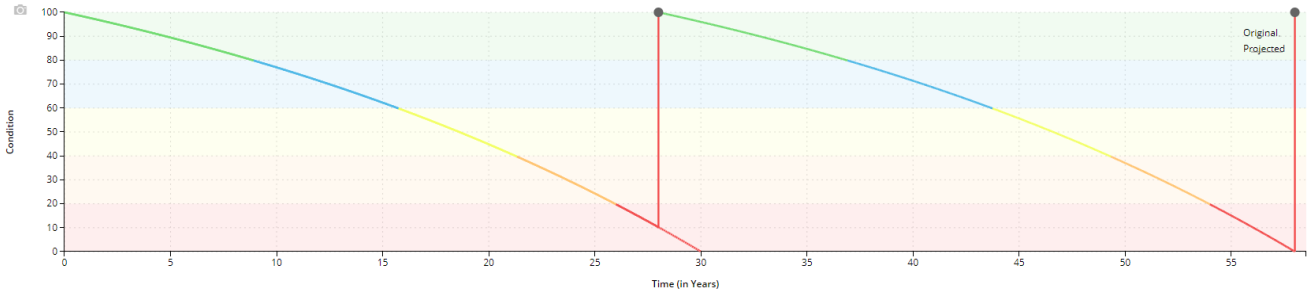
The condition or performance of most assets will deteriorate over time. This process is affected by a range of factors including an asset's characteristics, location, utilization, maintenance history and environment.

The following lifecycle strategies have been developed as a proactive approach to managing the lifecycle of paved roads. These strategies illustrate the most ideal scenario of events. Instead of allowing the roads to deteriorate until replacement is required, strategic rehabilitation is expected to extend the service life of roads at a lower total cost. Some roads are identified as candidates for replacement as they do not meet the Town's desired design standards; these roads have a simplified lifecycle management strategy to create efficiencies.

Paved Roads		
Event Name	**Event Class**	**Event Trigger**
Crack Sealing	Preventative Maintenance	5 Years (Repeated)
Mill & Overlay	Rehabilitation	15 to 20 Years
Strip & Pave	Rehabilitation	30 to 35 Years
Full Reconstruction	Replacement	20% to 30% Condition



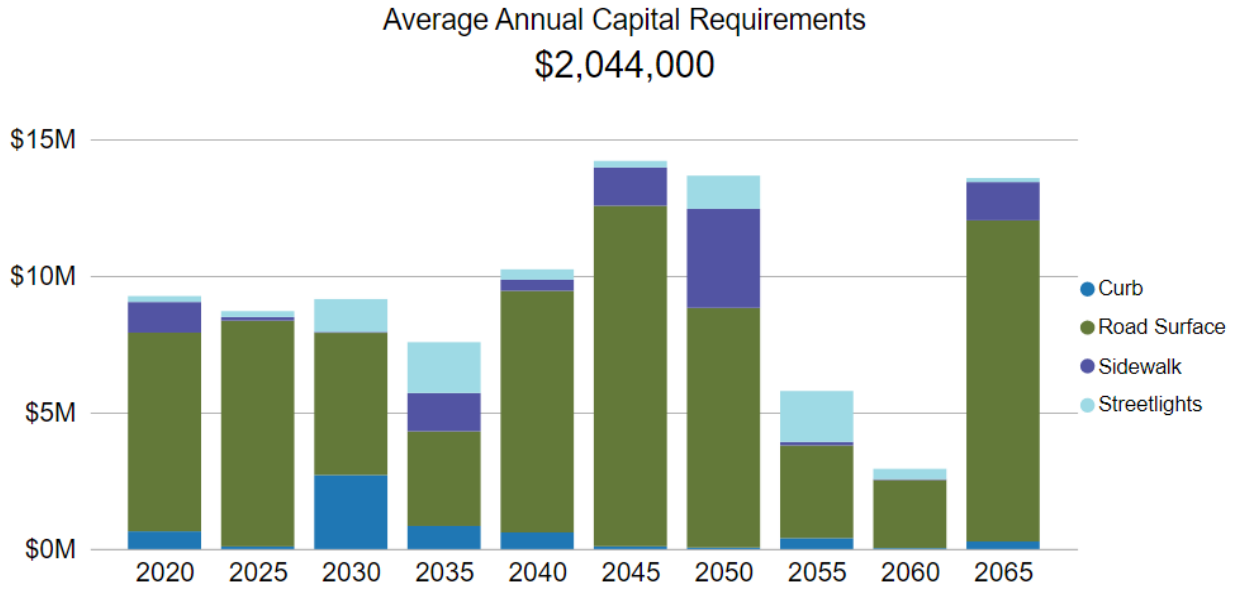
Paved Roads – Candidate for Upgrade		
Event Name	**Event Class**	**Event Trigger**
Full Reconstruction	Replacement	Condition 20%



Forecasted Capital Requirements

Based on the lifecycle strategies identified previously for Roads, and assuming the end-of-life replacement of all other assets in this category, the following graph forecasts capital requirements for the Road Network.

The annual capital requirement represents the average amount per year that the Town should allocate towards funding rehabilitation and replacement needs to meet future capital needs.

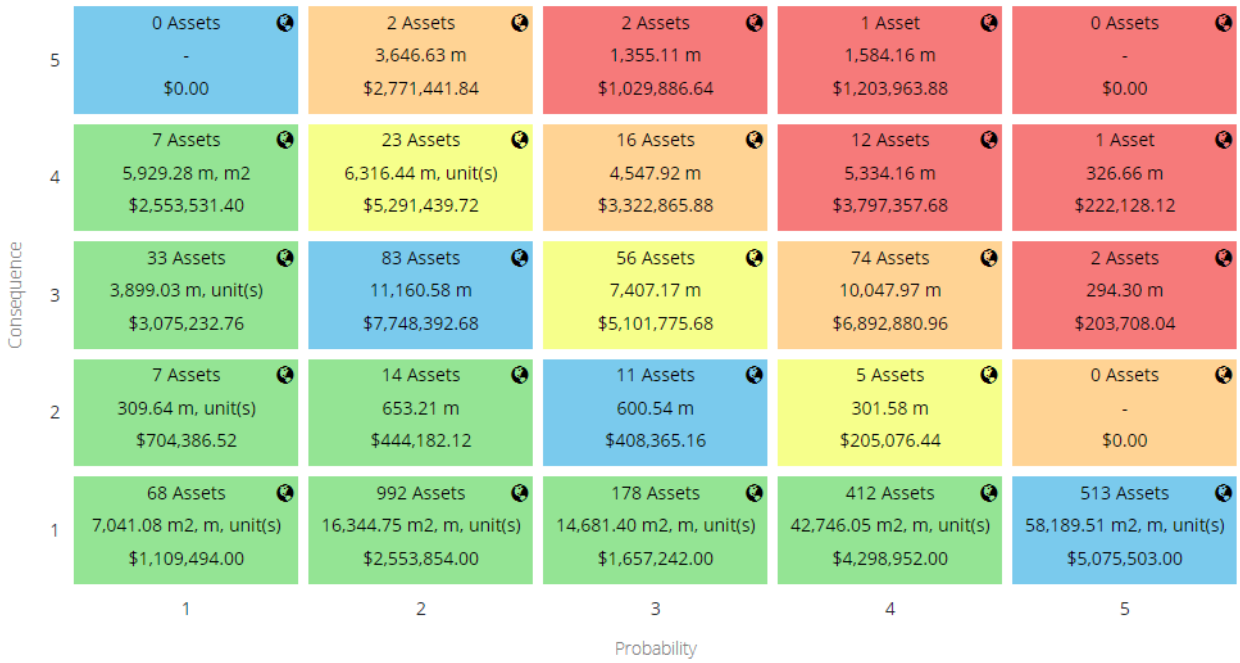


The projected cost of lifecycle activities that will need to be undertaken over the next 10 years to maintain the current level of service can be found in Appendix B.

4.1.5 Risk & Criticality

Risk Matrix

The following risk matrix provides a visual representation of the level of risk exposure for this asset category. It considers both the probability of failure and consequence of failure. The metrics that have been used to determine both can be found in Appendix D.



Risks to Current Asset Management Strategies

The following section summarizes key trends, challenges, and risks to service delivery that the Town is currently facing:

Climate Change & Extreme Weather Events

An increase in the frequency and intensity of precipitation events can result in flooding of sections of the road network. The drainage capacity of the road network is sometimes not sufficient to withstand heavy water flow, particularly in low lying areas along the Ottawa River. This risk is most notable at McLean Avenue and Chats Crescent as well as well as Leo Lavoie Road and Lena Street off of Riverview Drive. Further issues can arise as a result of flooding and poor drainage, including accelerated deterioration caused by freeze/thaw cycles. To improve asset resiliency, staff should identify problem areas and improve drainage through enhanced lifecycle strategies.

Lifecycle Management Strategies

The current lifecycle management strategy for roads is considered more reactive than proactive. It is a challenge to find the right balance between maintenance, capital rehabilitation, and the reconstruction of roads. Staff hope to formally adopt better defined strategies as defined above that will replace inferior infrastructure design, extend pavement lifecycle, and the lower total cost. These strategies will require sustainable annual funding to minimize the deferral of capital works. Town Council has supported a Road Strategy that includes a proactive capital budget for roads, with a minimum, one major road reconstruction project per year along with an annual rolling road rehabilitation project.

4.1.6 Levels of Service

The following tables identify the Town's current level of service for the Road Network. These metrics include the technical and community level of service metrics that are required as part of O. Reg. 588/17 as well as any additional performance measures that the Town has selected for this AMP.

Community Levels of Service

The following table outlines the qualitative descriptions that determine the community levels of service provided by the Road Network.

Service Attribute	Qualitative Description	Current LOS (2020)
Scope	Description, which may include maps, of the road network in the municipality and its level of connectivity	See Appendix C
Quality	Description or images that illustrate the different levels of road class pavement condition	See Appendix C

Technical Levels of Service

The following table outlines the quantitative metrics that determine the technical level of service provided by the Road Network.

Service Attribute	**Technical Metric**	**Current LOS (2020)**
Scope	Lane-km of arterial roads (MMS classes 1 and 2) per land area (km/km^2)	0
	Lane-km of collector roads (MMS classes 3 and 4) per land area (km/km^2)	2.19
	Lane-km of local roads (MMS classes 5 and 6) per land area (km/km^2)	4.43
Quality	Average pavement condition index for paved roads in the municipality	56% (Fair)
	Average surface condition for unpaved roads in the municipality (e.g. excellent, good, fair, poor)	N/A
Performance	Capital reinvestment rate	3.49%

4.1.7 Recommendations

Asset Inventory

- Review road curbs and sidewalk inventory to determine whether all municipal assets within these asset segments have been accounted for with accurate replacement costs and updated condition assessments.

Condition Assessment Strategies

- The last comprehensive assessment of the road network was completed in 2020. Consider adopting a 5-year program to update assessed condition of roads on a continuous basis.

Lifecycle Management Strategies

- Implement the identified lifecycle management strategies for paved roads to maintain a high quality of road pavement condition.
- Evaluate the efficacy of the Town's lifecycle management strategies at regular intervals to refine the impact of cost, condition, and risk. Identify updated replacement costs to ensure cost savings are being accurately assessed.

Risk Management Strategies

- Implement risk-based decision-making as part of asset management planning and budgeting processes. This should include the regular review of high-risk assets to determine appropriate risk mitigation strategies.
- Review risk models on a regular basis and adjust according to an evolving understanding of the probability and consequences of asset failure.

Levels of Service

- Continue to measure current levels of service in accordance with the metrics identified in O. Reg. 588/17 and those metrics that the Town believes to provide meaningful and reliable inputs into asset management planning.
- Work towards identifying proposed levels of service as per O. Reg. 588/17 and identify the strategies that are required to close any gaps between current and proposed levels of service.

4.2 Storm Water Network

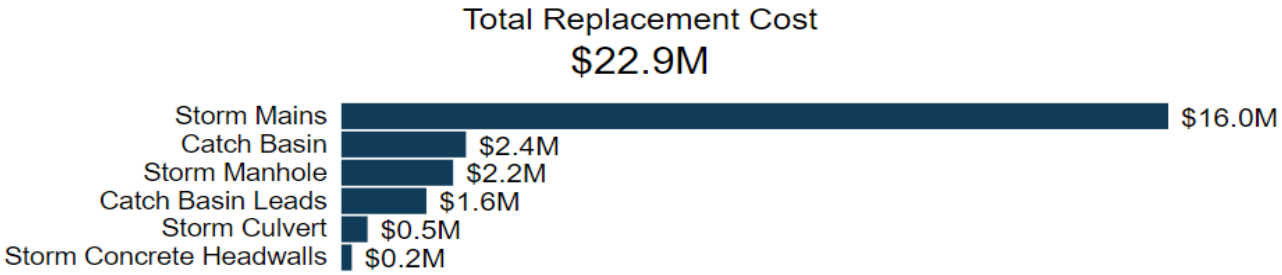
The Town is responsible for owning and maintaining a storm water network of storm sewer mains, catch basins and other supporting infrastructure.

Staff are working towards improving the accuracy and reliability of their Storm Water Network inventory to assist with long-term asset management planning.

4.2.1 Asset Inventory & Replacement Cost

The table below includes the quantity, replacement cost method and total replacement cost of each asset segment in the Town's Storm Water Network inventory.

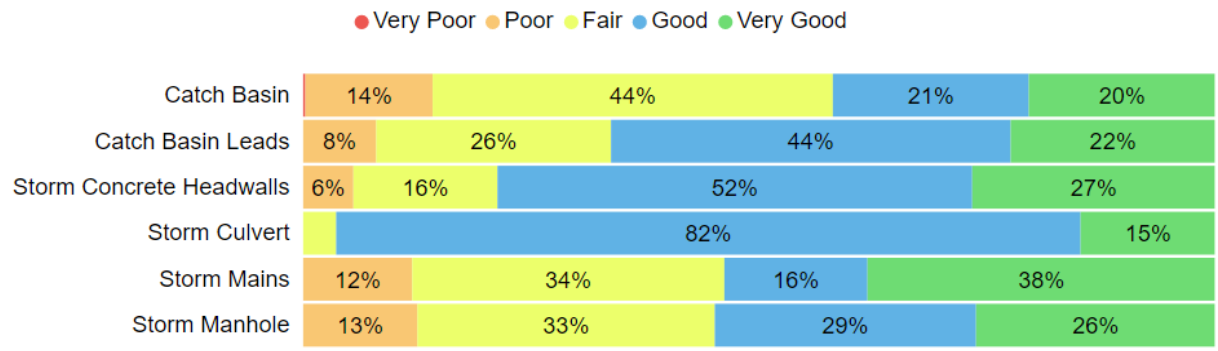
Asset Segment	Quantity	Replacement Cost Method	Total Replacement Cost
Catch Basin	782	CPI Tables	$2,412,517
Catch Basin Leads	5,956 m	CPI Tables	$1,648,478
Storm Concrete Headwalls	39	CPI Tables	$206,595
Storm Culvert	839 m	CPI Tables	$510,909
Storm Mains	28,378 m	CPI Tables	$15,974,419
Storm Manhole	393	CPI Tables	$2,163,932
Total			**$22,916,850**



4.2.2 Asset Condition

The table below identifies the current average condition and source of available condition data for each asset segment. The Average Condition (%) is a weighted value based on replacement cost.

Asset Segment	Average Condition (%)	Average Condition Rating	Condition Source
Catch Basin	62%	Good	Age-Based
Catch Basin Leads	67%	Good	Age-Based
Storm Concrete Headwalls	71%	Good	Age-Based
Storm Culvert	77%	Good	Age-Based
Storm Mains	68%	Good	Age-Based
Storm Manhole	64%	Good	Age-Based
Average	**67%**	**Good**	**Age-Based**



To ensure that the Town's Storm Water Network continues to provide an acceptable level of service, the Town should monitor the average condition of all assets. If the average condition declines, staff should re-evaluate their lifecycle management strategy to determine what combination of maintenance, rehabilitation and replacement activities is required to increase the overall condition of the Storm Water Network.

Current Approach to Condition Assessment

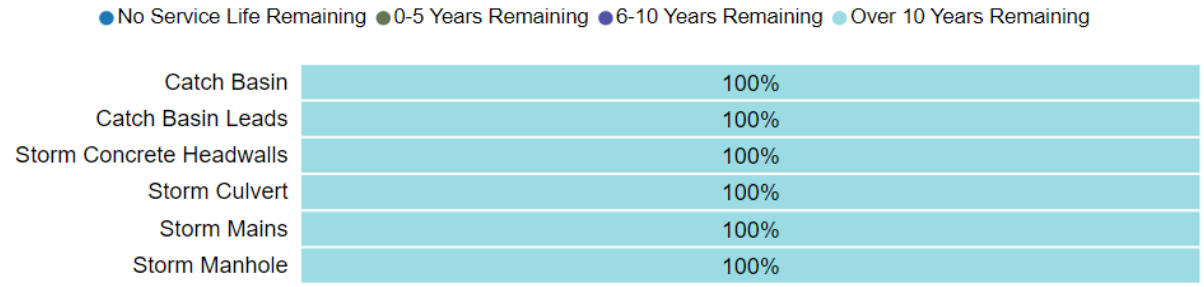
Accurate and reliable condition data allows staff to more confidently determine the remaining service life of assets and identify the most cost-effective approach to managing assets. The following describes the municipality's current approach:

- Closed-Circuit Television (CCTV) inspections are completed by external contractors and bundled with planned roadwork, e.g., resurfacing. The Town is developing a scheduled condition assessment program with 2-5% of the network assessed with CCTV annually.
- There are no formal condition assessment strategies in place for manholes and catch basins.
- As the Town refines the asset inventory data for the Storm Water Network a regular assessment cycle may be established.

4.2.3 Estimated Useful Life & Average Age

The Estimated Useful Life for Storm Water Network assets has been assigned according to a combination of established industry standards and staff knowledge. The Average Age of each asset is based on the number of years each asset has been in-service. Finally, the Average Service Life Remaining represents the difference between the Estimated Useful Life and the Average Age, except when an asset has been assigned an assessed condition rating. Assessed condition may increase or decrease the average service life remaining.

Asset Segment	Estimated Useful Life (Years)	Average Age (Years)	Average Service Life Remaining (Years)
Catch Basin	80	32.1	47.9
Catch Basin Leads	80	30.6	49.4
Storm Concrete Headwalls	80	23.9	56.1
Storm Culvert	80	18.2	61.8
Storm Mains	80	30.3	49,8
Storm Manhole	80	30.2	49.8
Average		30.8	49.3



Each asset's Estimated Useful Life should be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type.

4.2.4 Lifecycle Management Strategy

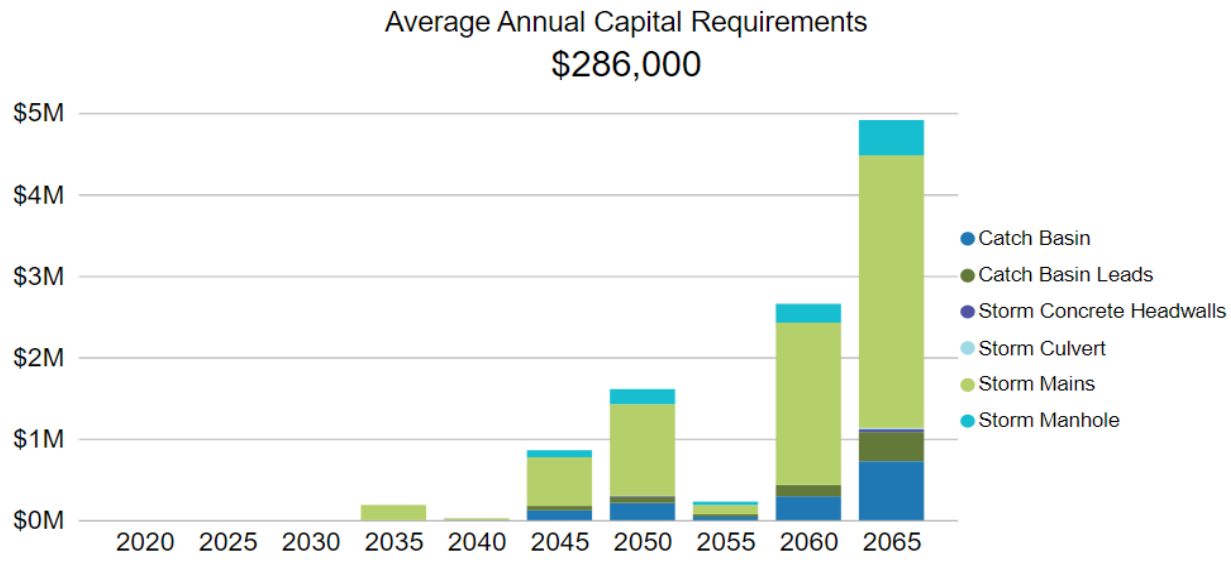
The condition or performance of most assets will deteriorate over time. To ensure that municipal assets are performing as expected and meeting the needs of customers, it is important to establish a lifecycle management strategy to proactively manage asset deterioration.

The following table outlines the Town's current lifecycle management strategy.

Activity Type	Description of Current Strategy
Maintenance	Repairs are reactive, and conducted only after issues are identified by camera inspections (e.g., loose joints, cracked or sunken pipe, root infiltration).
	Primary activities include catch basin cleanTing and storm main flushing, but only a small percentage of the entire network is completed per year in advance of CCTV inspections.
	CCTV inspections and cleaning is completed as budget becomes available and this information will be used to drive forward rehabilitation and replacement plans.
Rehabilitation	Trenchless re-lining has the potential to reduce total lifecycle costs but would require a formal condition assessment program to determine viability.
Replacement	Replacement of Storm Water assets is partly reactive. However, replacement of storm assets may also take place in coordination with road construction based on an assessment of asset age, material, and CCTV inspections. Due to the overall young age and good condition of the Town's storm sewer network, storm sewers are generally upgraded only to accommodate new growth. The Town continues to add new Storm Water assets through combined sewer separation.

Forecasted Capital Requirements

The following graph forecasts long-term capital requirements. The annual capital requirement represents the average amount per year that the Town should allocate towards funding rehabilitation and replacement needs.



The projected cost of lifecycle activities that will need to be undertaken over the next 10 years to maintain the current level of service can be found in Appendix B.

4.2.5 Risk & Criticality

Risk Matrix

The following risk matrix provides a visual representation of the level of risk exposure for this asset category. It considers both the probability of failure and consequence of failure. The metrics that have been used to determine both can be found in Appendix D.

Risks to Current Asset Management Strategies

The following section summarizes key trends, challenges, and risks to service delivery that the Town is currently facing:

Infrastructure Design

11.7% of the wastewater network is made up of combined sewers. Combined sewers can lead to overflows and backups of sanitary water in people's homes and other habitable areas such as beaches. The Town is dedicated to proactively separating wastewater and storm water sewers in accordance with provincial regulations. However, this is a costly and timely endeavour.

Asset Data & Information

There is a lack of confidence in the available inventory data for storm sewers. Staff are in the process of evaluating the resources and activities required to build and/or improve the existing asset inventory. Staff plan to prioritize data refinement efforts to increase confidence in the accuracy and reliability of asset data and information. Staff are also seeking to optimize information gathered from CCTV inspections and they hope to develop better defined strategies that will extend the network's lifecycle, increase capacity for growth, and the lower total cost. Once completed there will be greater confidence in the development of data-driven strategies to address infrastructure needs.

4.2.6 Levels of Service

The following tables identify the Town's current level of service for Storm Water Network. These metrics include the technical and community level of service metrics that are required as part of O. Reg. 588/17 as well as any additional performance measures that the Town has selected for this AMP.

Community Levels of Service

The following table outlines the qualitative descriptions that determine the community levels of service provided by Storm Water Network.

Service Attribute	Qualitative Description	Current LOS (2020)
Scope	Description, which may include map, of the user groups or areas of the municipality that are protected from flooding, including the extent of protection provided by the municipal storm water system	See Appendix C

Technical Levels of Service

The following table outlines the quantitative metrics that determine the technical level of service provided by the Storm Water Network.

Service Attribute	Technical Metric	Current LOS (2020)
Scope	% of the municipal storm water management system resilient to a 100-year storm	44%[2]
	% of the municipal storm water management system resilient to a 5-year storm	100%[3]
Performance	Capital reinvestment rate	0.96%

[2] The Town does not currently have data available to determine the percentage of properties that are resilient to a 100-year storm. However, Town staff is confident that storm infrastructure installed within the last 20 years is resilient to a 100-year storm. Further information can be found in the 2015 Storm Water Management Plan.

[3] This is based on the observations of Town staff. The minor system (pipes and catchbasins) is generally designed to withstand at least 5-year storm.

4.2.7 Recommendations

Asset Inventory

- The Town's Storm Water Network inventory remains at a basic level of maturity and staff are working to increase the level of confidence in its accuracy or reliability. The development of a comprehensive inventory of the storm water network should be priority.
- Staff has made improving the quality of asset inventory data a priority in 2021 and is actively working towards this goal.

Condition Assessment Strategies

- The development of a comprehensive inventory should be accompanied by a system-wide assessment of the condition of all assets in the Storm Water Network through CCTV inspections. These inspections should provide a condition index following industry standards protocols, such as the Pipeline Assessment Certification Program.

Risk Management Strategies

- Implement risk-based decision-making as part of asset management planning and budgeting processes. This should include the regular review of high-risk assets to determine appropriate risk mitigation strategies.
- Review risk models on a regular basis and adjust according to an evolving understanding of the probability and consequences of asset failure.

Lifecycle Management Strategies

- Document and review lifecycle management strategies for the Storm Water Network on a regular basis to achieve the lowest total cost of ownership while maintaining adequate service levels.

Levels of Service

- Continue to measure current levels of service in accordance with the metrics that the Town has established in this AMP. Additional metrics can be established as they are determined to provide meaningful and reliable inputs into asset management planning.
- Storm water resilience should be further investigated, either through detailed hydraulic studies.
- Work towards identifying proposed levels of service as per O. Reg. 588/17 and identify the strategies that are required to close any gaps between current and proposed levels of service.

4.3 Buildings

The Town of Arnprior owns and maintains several facilities including a recreation centre that provide key services to the community. These include:

- Administrative offices
- Public library
- Museum
- Fire hall and associated offices and facilities
- Public works garage and storage sheds
- Park facilities, a marina as well as a community centre containing 2 rinks, a swimming pool and a community hall.

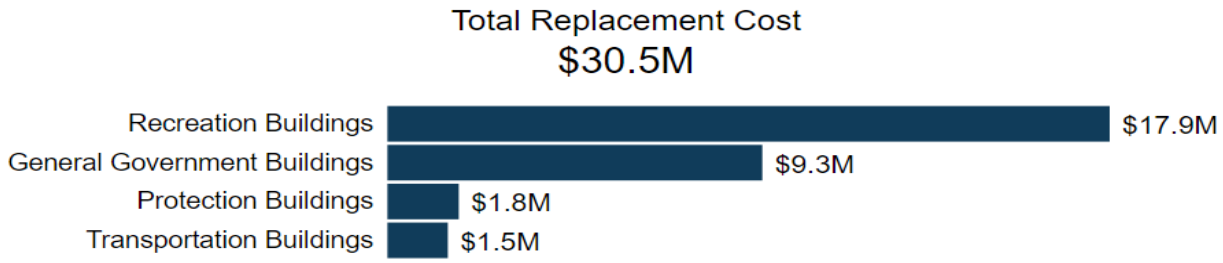
It should be noted that the Town's water and wastewater facilities are included separately under Water Network and Sanitary Network.

The Town owns and manages historical buildings that are aged beyond the Estimated Useful Life (EUL). The Henry A. Murdoch Building (Town Hall) was built in 1888 and D.A. Gillies building (Arnprior & District Museum) was built in 1896, both of which are essential assets to the community. Buildings are replaced or refurbished at a component level (e.g. HVAC, roofing elements, etc.), staged over a period of time. However, many of the buildings in this AMP are represented as a single asset or only a few components, rather than a comprehensive group of components, therefore the replacement cost and EUL approximate the capital requirements over the lifecycle of all components. Future improvements to this AMP should include componentization so that capital projections match component level replacements/refurbishments.

4.3.1 Asset Inventory & Replacement Cost

The table below includes the quantity, replacement cost method and total replacement cost of each asset segment in the Town's Buildings inventory.

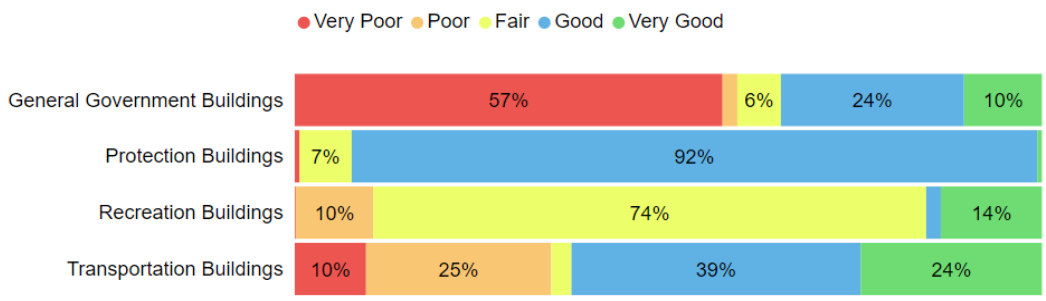
Asset Segment	Quantity	Replacement Cost Method	Total Replacement Cost
General Government Buildings	3	CPI Tables	$9,289,131
Protection Buildings	1	CPI Tables	$1,771,992
Recreation Buildings	8	CPI Tables	$17,891,942
Transportation Buildings	2	CPI Tables	$1,500,819
Total			**$30,453,884**



4.3.2 Asset Condition

The table below identifies the current average condition and source of available condition data for each asset segment. The Average Condition (%) is a weighted value based on replacement cost.

Asset Segment	Average Condition (%)	Average Condition Rating	Condition Source
General Government Buildings	29%	Poor	Age-Based
Protection Buildings	66%	Good	Age-Based
Recreation Buildings	50%	Fair	Age-Based
Transportation Buildings	56%	Fair	Age-Based
Average	**45%**	**Fair**	**Age-Based**



To ensure that the Town's Buildings continue to provide an acceptable level of service, the Town should monitor the average condition of all assets. If the average condition declines, staff should re-evaluate their lifecycle management strategy to determine what combination of maintenance, rehabilitation and replacement activities is required to increase the overall condition of the Buildings.

Current Approach to Condition Assessment

Accurate and reliable condition data allows staff to more confidently determine the remaining service life of assets and identify the most cost-effective approach to managing assets. The following describes the municipality's current approach:

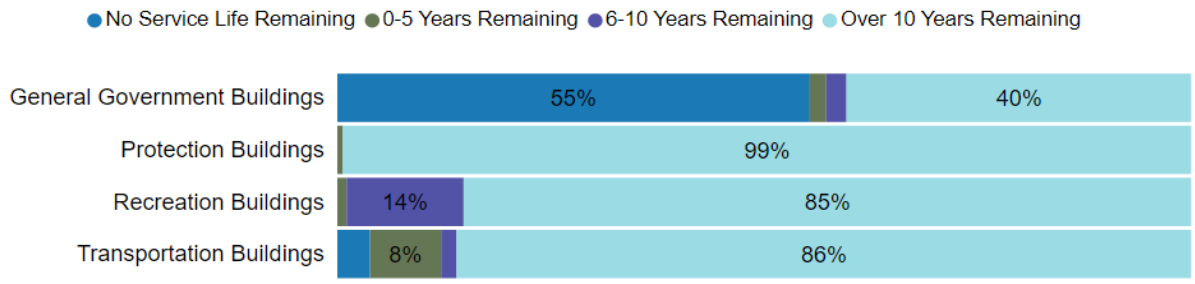
- Internal and contracted assessments are completed on an as-needed basis in accordance with available budget. There is no scheduled condition assessment program in place.
- A condition assessment for the Town Hall was completed in 2014. Condition assessments of the D.A. Gillies Building and Nick Smith Centre were completed in 2018/19. The HVAC systems are inspected regularly.

- Assessment data is essential in decision-making and informs annual budgeting. The Town is further componentizing the buildings to further improve the precision of the asset inventory.

4.3.3 Estimated Useful Life & Average Age

The Estimated Useful Life for Buildings assets has been assigned according to a combination of established industry standards and staff knowledge. The Average Age of each asset is based on the number of years each asset has been in-service. Finally, the Average Service Life Remaining represents the difference between the Estimated Useful Life and the Average Age, except when an asset has been assigned an assessed condition rating. Assessed condition may increase or decrease the average service life remaining. The average age and service life remaining are weighted values based on replacement cost.

Asset Segment	Estimated Useful Life (Years)	Average Age (Years)	Average Service Life Remaining (Years)
General Government Buildings[4]	7-75	80.4	47.6
Protection Buildings	25-75	23.3	47.9
Recreation Buildings	15-75	32.1	29
Transportation Buildings	20-75	24.4	36.1
Average		**46**	**36.1**



Each asset's Estimated Useful Life should be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type.

[4] The Town owns and manages historical buildings that are aged beyond the Estimated Useful Life (EUL). The Henry A. Murdoch Building was built in 1888 and D.A. Gillies building was built in 1896, both of which are essential assets to the community.

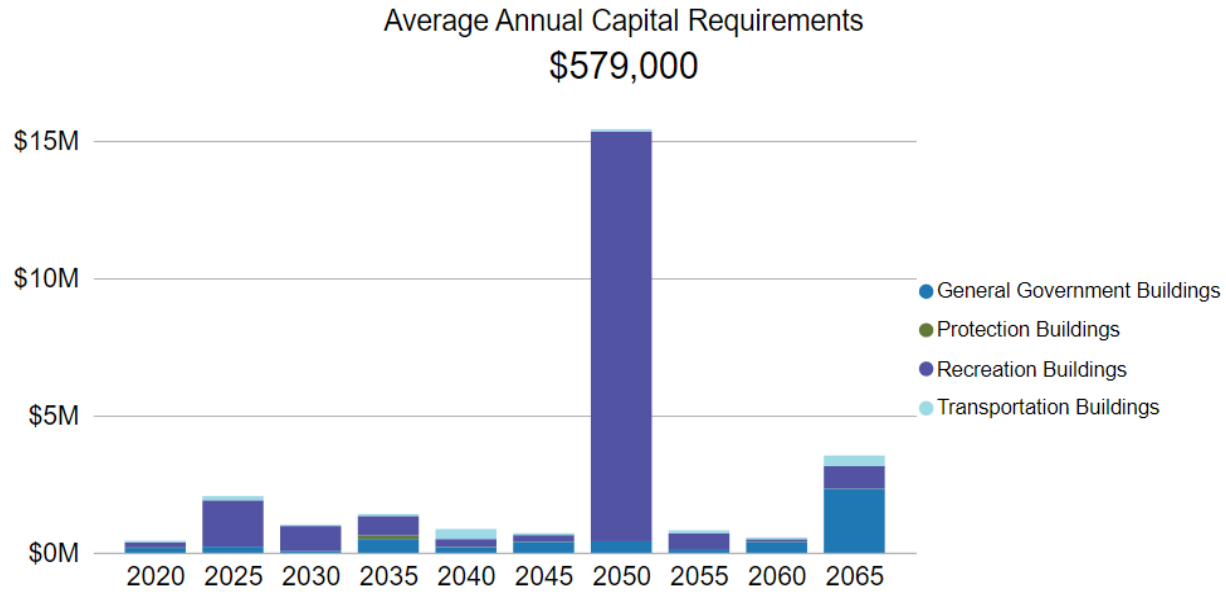
4.3.4 Lifecycle Management Strategy

The condition or performance of most assets will deteriorate over time. To ensure that municipal assets are performing as expected and meeting the needs of customers, it is important to establish a lifecycle management strategy to proactively manage asset deterioration. The following table outlines the Town's current lifecycle management strategy.

Activity Type	Description of Current Strategy
Maintenance	Municipal buildings are subject to regular inspections to identify health & safety requirements as well as structural deficiencies that require additional attention.
	Critical buildings (Fire Halls etc.) have a detailed maintenance and rehabilitation schedule, while the maintenance of other facilities are dealt with on a case-by-case basis,
Rehabilitation/ Replacement	As a supplement to the knowledge and expertise of municipal staff the Town regularly works with contractors to complete Facility Needs Assessment Studies.
	Assessments for replacement are completed strategically as buildings approach their end-of-life to determine whether replacement or rehabilitation is appropriate.

Forecasted Capital Requirements

The following graph forecasts long-term capital requirements. The annual capital requirement represents the average amount per year that the Town should allocate towards funding rehabilitation and replacement needs.

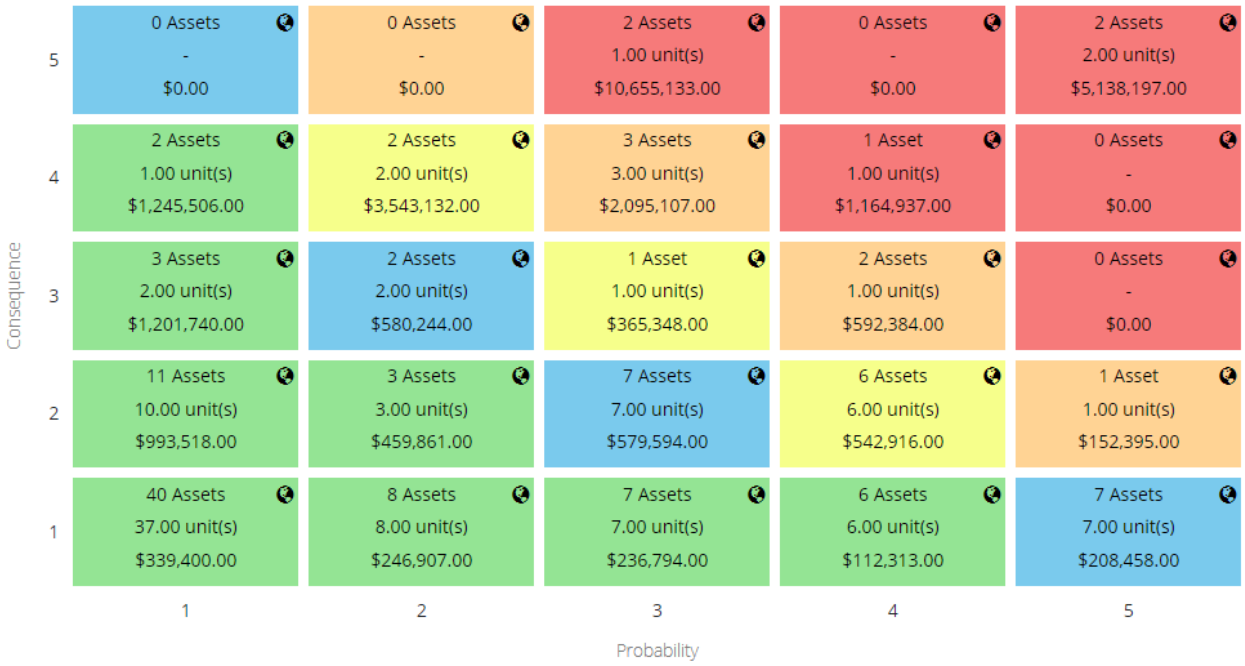


The projected cost of lifecycle activities that will need to be undertaken over the next 10 years to maintain the current level of service can be found in Appendix B.

4.3.5 Risk & Criticality

Risk Matrix

The following risk matrix provides a visual representation of the level of risk exposure for this asset category. It considers both the probability of failure and consequence of failure. The metrics that have been used to determine both can be found in Appendix D.



In accordance with O. Reg. 588/17, the Town will continue to gather data and information in order to advance and review risk for all non-core asset categories by July 1, 2024.

4.3.6 Levels of Service

The following tables identify the Town's current level of service for Buildings. These metrics include high-level technical and community level of service metrics that are required as part of O. Reg. 588/17 as well as any additional performance measures that the Town has selected for this AMP.

Community Levels of Service

The following table outlines the qualitative descriptions that determine the community levels of service provided by the Buildings.

Service Attribute	Qualitative Description	Current LOS (2020)
Scope	Description, which may include maps, of the types of facilities that the town operates and maintains	• Museum (D.A. Gillies Building) • Community Centre and Hall (Nick Smith Centre) - Pool & 2 ice rinks • Park Washrooms and Canteen (Robert Simpson Park) • Library • Public Works Garages • Public Works Salt Shed • Town Hall (Henry A. Murdoch Building) • Marina Office • Lifeguard Storage Shed • Washrooms at Ball Diamonds • Fire Hall (Stanley Tourangeau)

Technical Levels of Service

The following table outlines the quantitative metrics that determine the technical level of service provided by the Buildings.

Service Attribute	Technical Metric	Current LOS (2020)
Quality	Average condition of buildings (e.g. very good, good, fair, poor, very poor)	Fair (45%)
Performance	Capital re-investment rate	1.47%

In accordance with O. Reg. 588/17, the Town will continue to gather data and information in order to advance and review levels of service for all non-core asset categories by July 1, 2024.

4.3.7 Recommendations

Asset Inventory

- The Town owns several historical buildings that appear to be aged well beyond their EUL. Buildings consist of several separate capital components that have unique estimated useful lives and require asset-specific lifecycle strategies. Staff should work towards a component-based inventory of all buildings to allow for component-based lifecycle planning.

Condition Assessment Strategies

- The Town should implement regular condition assessments for all buildings to better inform short- and long-term capital requirements.

Risk Management Strategies

- Implement risk-based decision-making as part of asset management planning and budgeting processes. This should include the regular review of high-risk assets to determine appropriate risk mitigation strategies.
- Review risk models on a regular basis and adjust according to an evolving understanding of the probability and consequences of asset failure.

Levels of Service

- Begin measuring current levels of service in accordance with the metrics that the Town has established in this AMP. Additional metrics can be established as they are determined to provide meaningful and reliable inputs into asset management planning.
- Work towards identifying proposed levels of service as per O. Reg. 588/17 and identify the strategies that are required to close any gaps between current and proposed levels of service.

4.4 Machinery & Equipment

In order to maintain the high quality of public infrastructure and support the delivery of core services, Town staff own and employ various types of machinery and equipment. This includes:

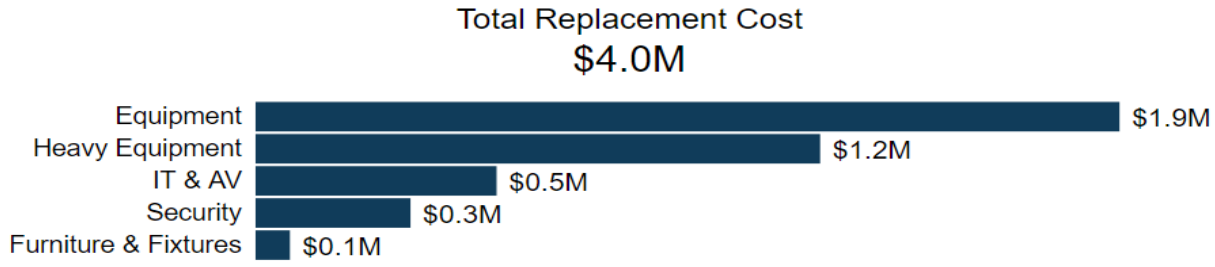
- Landscaping equipment to maintain public parks
- Fire protection equipment to support the delivery of emergency services
- Plows and snowblowers for winter control activities
- Computer hardware and IT infrastructure for administrative offices

Keeping machinery & equipment in an adequate state of repair is important to maintain a high level of service.

4.4.1 Asset Inventory & Replacement Cost

The following table includes the quantity, replacement cost method and total replacement cost of each asset segment in the Town's Machinery & Equipment inventory.

Asset Segment	Quantity	Replacement Cost Method	Total Replacement Cost
Equipment	54	CPI Tables	$1,868,793
Furniture & Fixtures[5]	8	CPI Tables	$74,747
Heavy Equipment	13	CPI Tables	$1,221,351
IT & AV	15	CPI Tables	$521,689
Security	2	CPI Tables	$335,487
Total			**$4,022,067**

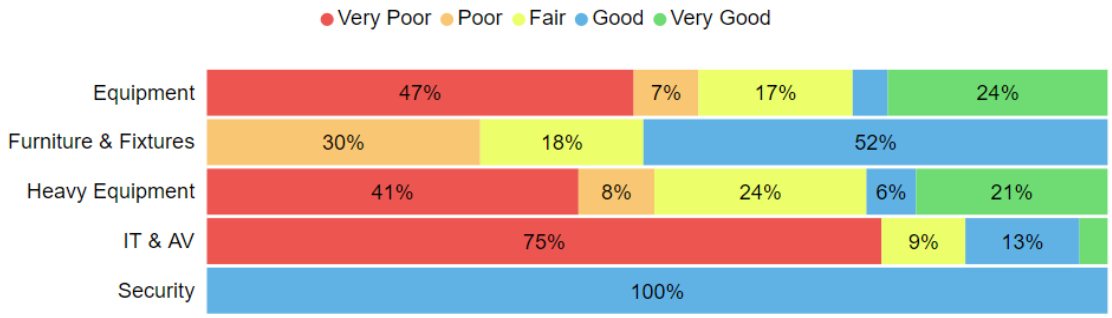


[5] Each of these assets is comprised of a group of assets purchased in the same timeframe.

4.4.2 Asset Condition

The table below identifies the current average condition and source of available condition data for each asset segment. The Average Condition (%) is a weighted value based on replacement cost.

Asset Segment	Average Condition (%)	Average Condition Rating	Condition Source
Equipment	37%	Poor	18% Assessed
Furniture & Fixtures	52%	Fair	Age-Based
Heavy Equipment	41%	Fair	56% Assessed
IT & AV	19%	Very Poor	Age-Based
Security	77%	Good	37% Assessed
Average	**40%**	**Poor**	**28% Assessed**



To ensure that the Town's Machinery & Equipment continues to provide an acceptable level of service, the Town should monitor the average condition of all assets. If the average condition declines, staff should re-evaluate their lifecycle management strategy to determine what combination of maintenance, rehabilitation and replacement activities is required to increase the overall condition of the Machinery & Equipment.

Current Approach to Condition Assessment

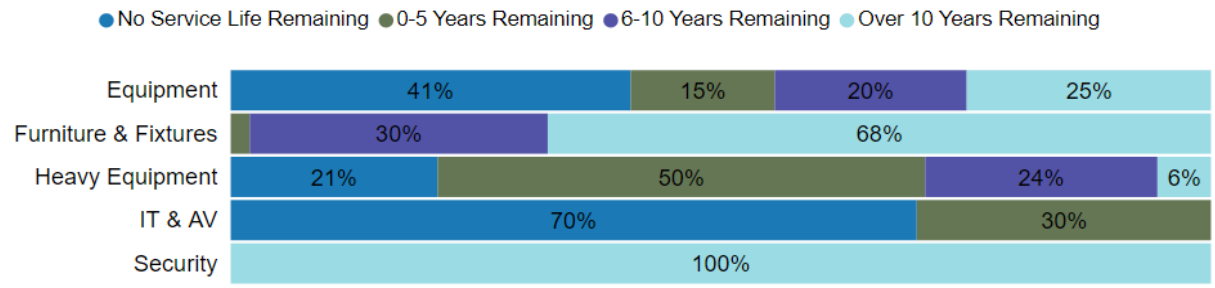
Accurate and reliable condition data allows staff to more confidently determine the remaining service life of assets and identify the most cost-effective approach to managing assets. The following describes the municipality's current approach:

- Staff complete regular internal and external inspections of machinery & equipment to ensure they are in state of adequate repair.
- There are no formal condition assessment programs in place, although some machinery & equipment were assigned cursory condition ratings for this AMP.

4.4.3 Estimated Useful Life & Average Age

The Estimated Useful Life for Machinery & Equipment assets has been assigned according to a combination of established industry standards and staff knowledge. The Average Age of each asset is based on the number of years each asset has been in-service. Finally, the Average Service Life Remaining represents the difference between the Estimated Useful Life and the Average Age, except when an asset has been assigned an assessed condition rating. Assessed condition may increase or decrease the average service life remaining.

Asset Segment	Estimated Useful Life (Years)	Average Age (Years)	Average Service Life Remaining (Years)
Equipment	5-20	13.7	-0.4
Furniture & Fixtures	20	11.4	8.7
Heavy Equipment	10-15	14.0	2.2
IT & AV	5	6.7	-1.2
Security	15	3.1	11.3
Average		**12.2**	**0.8**



The service life of equipment and machinery can vary widely, depending on hours of use and the nature of work, resulting in some assets being able to provide service beyond the estimated useful life. Each asset's Estimated Useful Life should be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type.

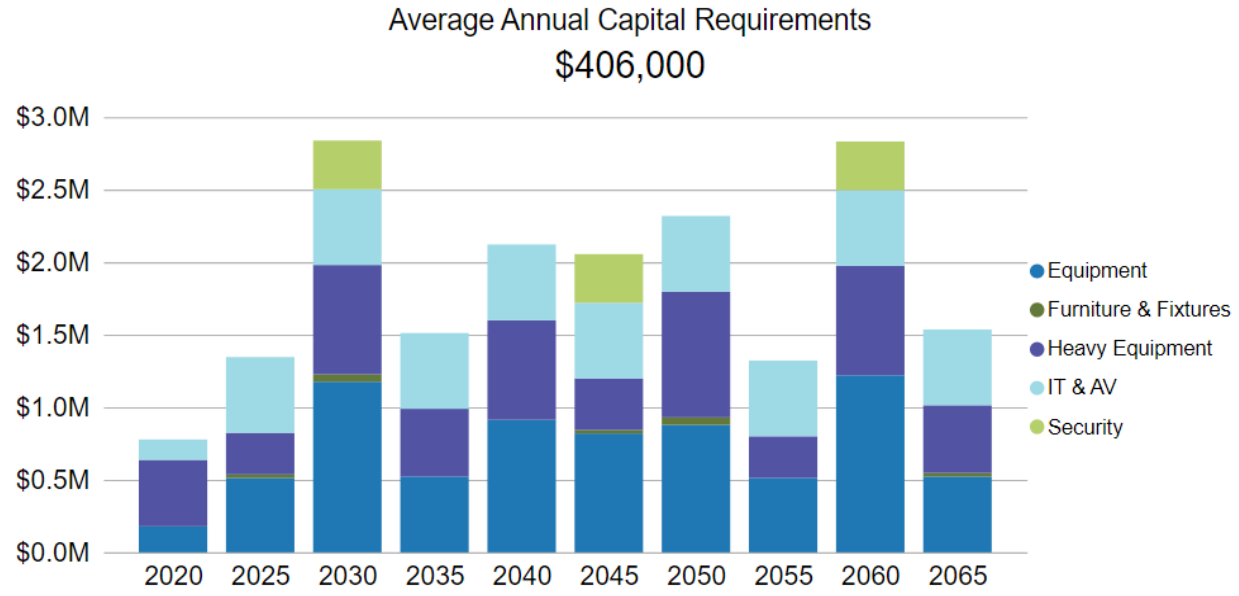
4.4.4 Lifecycle Management Strategy

The condition or performance of most assets will deteriorate over time. To ensure that municipal assets are performing as expected and meeting the needs of customers, it is important to establish a lifecycle management strategy to proactively manage asset deterioration. The following table outlines the Town's current lifecycle management strategy.

Activity Type	Description of Current Strategy
Maintenance/ Rehabilitation	The maintenance program varies by department.
	Fire Protection Services equipment is subject to a more rigorous inspection and maintenance program in accordance with the guidelines provided by the National Fire Protection Association (NFPA).
	Machinery & equipment is maintained according to manufacturer recommended actions and supplemented by the expertise of municipal staff.
Replacement	The replacement of machinery & equipment depends on deficiencies identified by operators that may impact their ability to complete required tasks.

Forecasted Capital Requirements

The following graph forecasts long-term capital requirements. The annual capital requirement represents the average amount per year that the Town should allocate towards funding rehabilitation and replacement needs.



The projected cost of lifecycle activities that will need to be undertaken over the next 10 years to maintain the current level of service can be found in Appendix B.

4.4.5 Risk & Criticality

Risk Matrix

The following risk matrix provides a visual representation of the level of risk exposure for this asset category. It considers both the probability of failure and consequence of failure. The metrics that have been used to determine both can be found in Appendix D.

In accordance with O. Reg. 588/17, the Town will continue to gather data and information in order to advance and review risk for all non-core asset categories by July 1, 2024.

4.4.6 Levels of Service

The following tables identify the Town's current level of service for Machinery & Equipment. These metrics include high-level technical and community level of service metrics that are required as part of O. Reg. 588/17 as well as any additional performance measures that the Town has selected for this AMP.

Community Levels of Service

The following table outlines the qualitative descriptions that determine the community levels of service provided by Machinery & Equipment.

Service Attribute	Qualitative Description	Current LOS (2020)
Scope	Description or images of the types of equipment that the town operates and the services that they help to provide to the community	• Recreation Services Equipment • Transportation Services Equipment • General Government Equipment (Computer hardware/software, IT infrastructure, telephone systems, etc.) • Park Equipment • Protection Services Equipment

Technical Levels of Service

The following table outlines the quantitative metrics that determine the technical level of service provided by the Machinery & Equipment.

Service Attribute	Technical Metric	Current LOS (2020)
Quality	Average condition of Machinery & Equipment (e.g. very good, good, fair, poor, very poor)	Poor (40%)
Performance	Capital re-investment rate	7.81%

In accordance with O. Reg. 588/17, the Town will continue to gather data and information in order to advance and review levels of service for all non-core asset categories by July 1, 2024.

4.4.7 Recommendations

Asset Inventory

- Review estimated useful life values and revise to reflect the true service life achievable in the field.

Replacement Costs

- All replacement costs used in this AMP were based on the inflation of historical costs. These costs should be evaluated to determine their accuracy and reliability. Replacement costs should be updated according to the best available information on the cost to replace the asset in today's value.

Condition Assessment Strategies

- Identify condition assessment strategies for high value and high-risk equipment.
- Review assets that have surpassed their estimated useful life to determine if immediate replacement is required or whether these assets are expected to remain in-service. Adjust the service life and/or condition ratings for these assets accordingly.

Risk Management Strategies

- Implement risk-based decision-making as part of asset management planning and budgeting processes. This should include the regular review of high-risk assets to determine appropriate risk mitigation strategies.
- Review risk models on a regular basis and adjust according to an evolving understanding of the probability and consequences of asset failure.

Levels of Service

- Begin measuring current levels of service in accordance with the metrics that the Town has established in this AMP. Additional metrics can be established as they are determined to provide meaningful and reliable inputs into asset management planning.
- Work towards identifying proposed levels of service as per O. Reg. 588/17 and identify the strategies that are required to close any gaps between current and proposed levels of service.

4.5 Vehicles

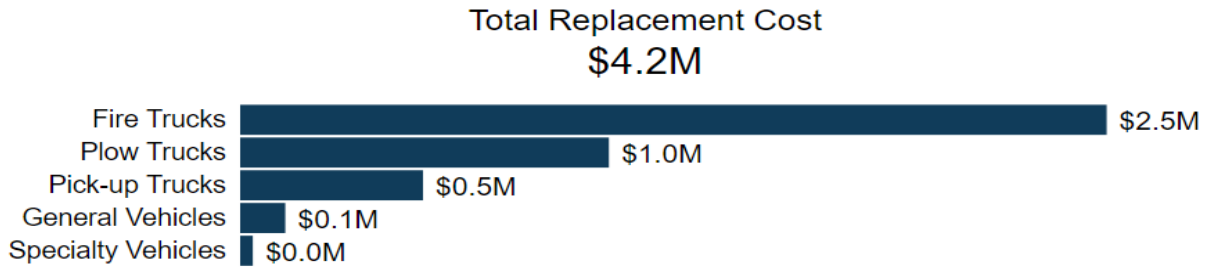
Vehicles allow staff to efficiently deliver municipal services and personnel. Municipal vehicles are used to support several service areas, including:

- Plow trucks for winter control activities
- Fire rescue vehicles to provide emergency services
- Pick-up trucks and vans to support the maintenance of the transportation network and address service requests for Environmental Services and Parks & Recreation

4.5.1 Asset Inventory & Replacement Cost

The table below includes the quantity, replacement cost method and total replacement cost of each asset segment in the Town's Vehicles.

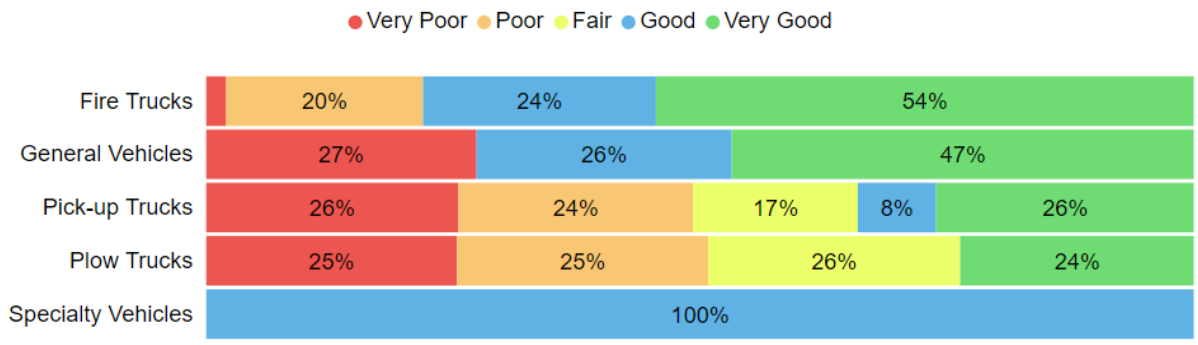
Asset Segment	Quantity	Replacement Cost Method	Total Replacement Cost
Fire Trucks	6	CPI Tables	$2,450,230
General Vehicles	3	CPI Tables	$127,811
Pick-Up Trucks	11	CPI Tables	$517,271
Plow Trucks	4	CPI Tables	$1,042,869
Specialty Vehicles	1	CPI Tables	$36,000
Total			**$4,174,181**



4.5.2 Asset Condition

The table below identifies the current average condition and source of available condition data for each asset segment. The Average Condition (%) is a weighted value based on replacement cost.

Asset Segment	Average Condition (%)	Average Condition Rating	Condition Source
Fire Trucks	70%	Good	Age-Based
General Vehicles	60%	Good	26% Assessed
Pick-Up Trucks	49%	Fair	69% Assessed
Plow Trucks	41%	Fair	76% Assessed
Specialty Vehicles	79%	Good	100% Assessed
Average	60%	Good	29% Assessed



To ensure that the Town's Vehicles continue to provide an acceptable level of service, the Town should monitor the average condition of all assets. If the average condition declines, staff should re-evaluate their lifecycle management strategy to determine what combination of maintenance, rehabilitation and replacement activities is required to increase the overall condition of the Vehicles.

Current Approach to Condition Assessment

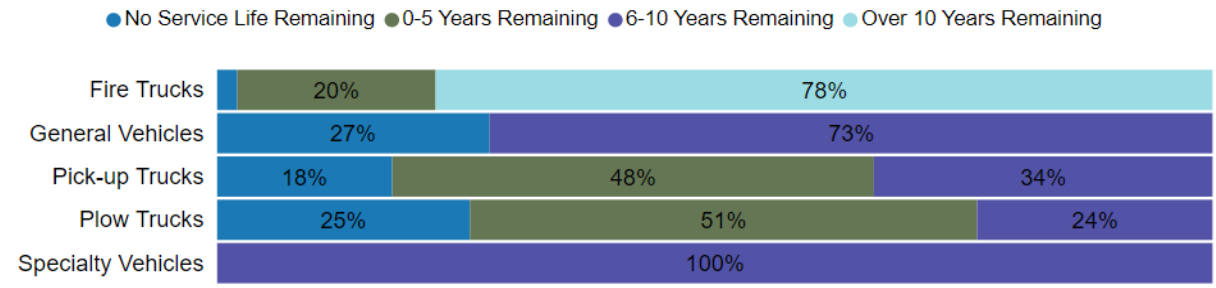
Accurate and reliable condition data allows staff to more confidently determine the remaining service life of assets and identify the most cost-effective approach to managing assets. The following describes the municipality's current approach:

- Staff complete regular visual inspections of vehicles to ensure they are in state of adequate repair prior to operation. Annual certification and safeties are completed.
- Inspection of fire-related vehicles adhere to health and safety guidelines, such as the National Fire Protection Association (NFPA).

4.5.3 Estimated Useful Life & Average Age

The Estimated Useful Life for Vehicles assets has been assigned according to a combination of established industry standards and staff knowledge. The Average Age of each asset is based on the number of years each asset has been in-service. Finally, the Average Service Life Remaining represents the difference between the Estimated Useful Life and the Average Age, except when an asset has been assigned an assessed condition rating. Assessed condition may increase or decrease the average service life remaining.

Asset Segment	Estimated Useful Life (Years)	Average Age (Years)	Average Service Life Remaining (Years)
Fire Trucks	10-20	9.3	7.4
General Vehicles	10	6.9	3.1
Pick-Up Trucks	10	7.3	5.3
Plow Trucks	10	8.4	4.2
Specialty Vehicles	10	2.1	7.8
Average		**7.8**	**5.4**



Each asset's Estimated Useful Life should be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type.

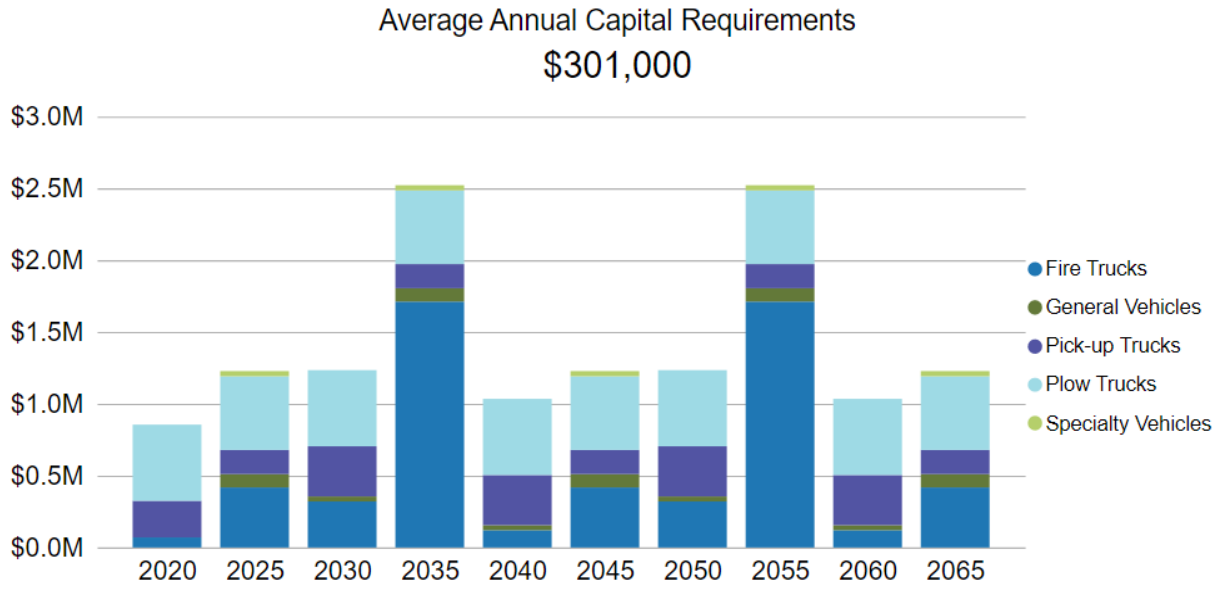
4.5.4 Lifecycle Management Strategy

The condition or performance of most assets will deteriorate over time. To ensure that municipal assets are performing as expected and meeting the needs of customers, it is important to establish a lifecycle management strategy to proactively manage asset deterioration. The following table outlines the Town's current lifecycle management strategy.

Activity Type	Description of Current Strategy
Maintenance / Rehabilitation	Visual inspections are completed and documented daily; fluids are inspected at every fuel stop; tires inspected monthly.
	Certification and inspections are completed annually.
	Annual preventative maintenance activities include system components check and additional detailed inspections.
Replacement	Vehicle replacements are based on the Town's Capital Asset Policy.
	Vehicle age, kilometres, and annual repair costs are taken into consideration when determining appropriate treatment options.

Forecasted Capital Requirements

The following graph forecasts long-term capital requirements. The annual capital requirement represents the average amount per year that the Town should allocate towards funding rehabilitation and replacement needs.



The projected cost of lifecycle activities that will need to be undertaken over the next 10 years to maintain the current level of service can be found in Appendix B.

4.5.5 Risk & Criticality

Risk Matrix

The following risk matrix provides a visual representation of the level of risk exposure for this asset category. It considers both the probability of failure and consequence of failure. The metrics that have been used to determine both can be found in Appendix D.

In accordance with O. Reg. 588/17, the Town will continue to gather data and information in order to advance and review risk for all non-core asset categories by July 1, 2024.

4.5.6 Levels of Service

The following tables identify the Town's current level of service for Vehicles. These metrics include high-level technical and community level of service metrics that are required as part of O. Reg. 588/17 as well as any additional performance measures that the Town has selected for this AMP.

Community Levels of Service

The following table outlines the qualitative descriptions that determine the community levels of service provided by Vehicles.

Service Attribute	Qualitative Description	Current LOS (2020)
Scope	Description or images of the types of vehicles (e.g. light, medium and heavy-duty) that the town operates and the services that they help to provide to the community.	• General Vehicles • Pick-Up Trucks • Fire Trucks • Plow Trucks

Technical Levels of Service

The following table outlines the quantitative metrics that determine the technical level of service provided by the Vehicles.

Service Attribute	Technical Metric	Current LOS (2020)
Quality	Average condition of vehicles (e.g. very good, good, fair, poor, very poor)	Good (60%)
Performance	Capital re-investment rate	5.58%

In accordance with O. Reg. 588/17, the Town will continue to gather data and information in order to advance and review levels of service for all non-core asset categories by July 1, 2024.

4.5.7 Recommendations

Replacement Costs

- All replacement costs used in this AMP were based on the inflation of historical costs. These costs should be evaluated to determine their accuracy and reliability. Replacement costs should be updated according to the best available information on the cost to replace the asset in today's dollar value.

Condition Assessment Strategies

- Continue scheduled condition assessment strategies for high value and high-risk vehicles.
- Review assets that have surpassed their estimated useful life to determine if immediate replacement is required or whether these assets are expected to remain in-service. Adjust the service life and/or condition ratings for these assets accordingly.

Risk Management Strategies

- Implement risk-based decision-making as part of asset management planning and budgeting processes. This should include the regular review of high-risk assets to determine appropriate risk mitigation strategies.
- Review risk models on a regular basis and adjust according to an evolving understanding of the probability and consequences of asset failure.

Levels of Service

- Begin measuring current levels of service in accordance with the metrics that the Town has established in this AMP. Additional metrics can be established as they are determined to provide meaningful and reliable inputs into asset management planning.
- Work towards identifying proposed levels of service as per O. Reg. 588/17 and identify the strategies that are required to close any gaps between current and proposed levels of service.

4.6 Land Improvements

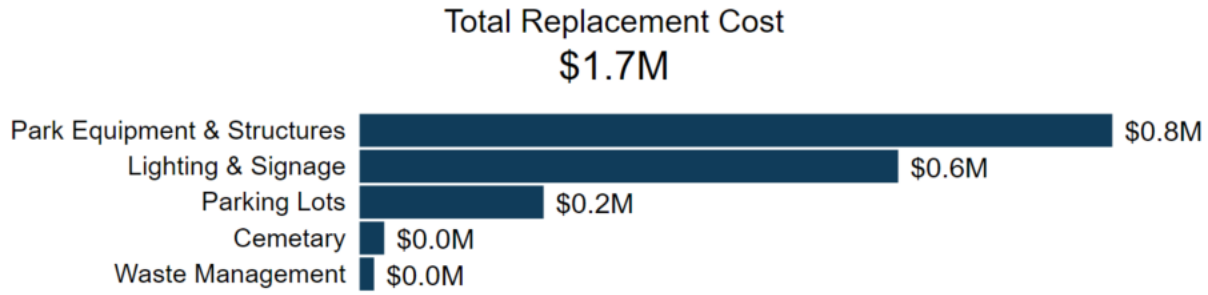
The Town of Arnprior owns a small number of assets that are considered Land Improvements. This category includes:

- Parking lots for municipal facilities & a public parking lot
- Lighting and signage
- Park equipment and structures
- Miscellaneous landscaping and other assets

4.6.1 Asset Inventory & Replacement Cost

The table below includes the quantity, replacement cost method and total replacement cost of each asset segment in the Town's Land Improvements inventory.

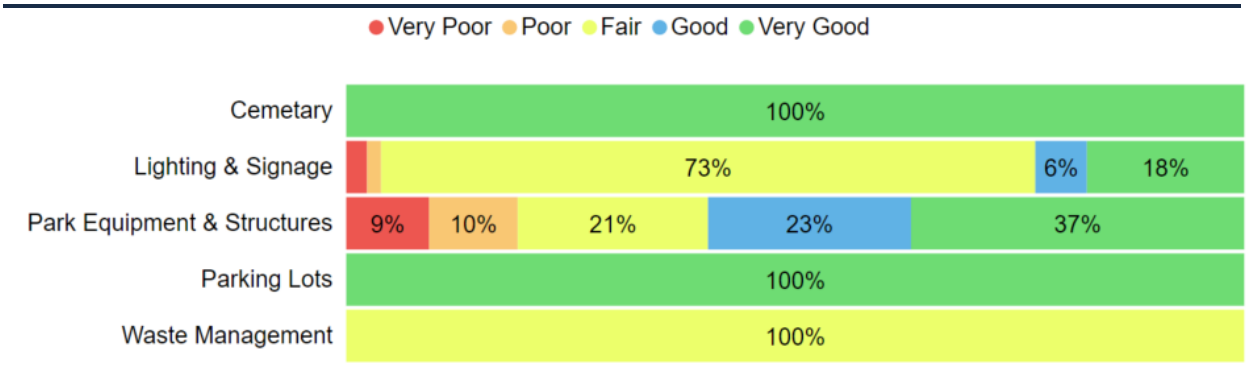
Asset Segment	Quantity	Replacement Cost Method	Total Replacement Cost
Cemetary	1	CPI Tables	$28,056
Lighting & Signage	57	CPI Tables	$608,251
Park Equipment & Structures	19	CPI Tables	$849,991
Parking Lots	2	CPI Tables	$207,948
Waste Management	1	CPI Tables	$16,517
Total			**$1,710,763**



4.6.2 Asset Condition

The table below identifies the current average condition and source of available condition data for each asset segment. The Average Condition (%) is a weighted value based on replacement cost.

Asset Segment	Average Condition (%)	Average Condition Rating	Condition Source
Cemetary	94%	Very Good	100% Assessed
Lighting & Signage	54%	Fair	100% Assessed
Park Equipment & Structures	65%	Good	100% Assessed
Parking Lot	83%	Very Good	100% Assessed
Waste Management	55%	Fair	100% Assessed
Average	**63%**	**Good**	**100% Assessed**



To ensure that the Town's Land Improvements continue to provide an acceptable level of service, the Town should monitor the average condition of all assets. If the average condition declines, staff should re-evaluate their lifecycle management strategy to determine what combination of maintenance, rehabilitation and replacement activities is required to increase the overall condition of the Land Improvements.

Current Approach to Condition Assessment

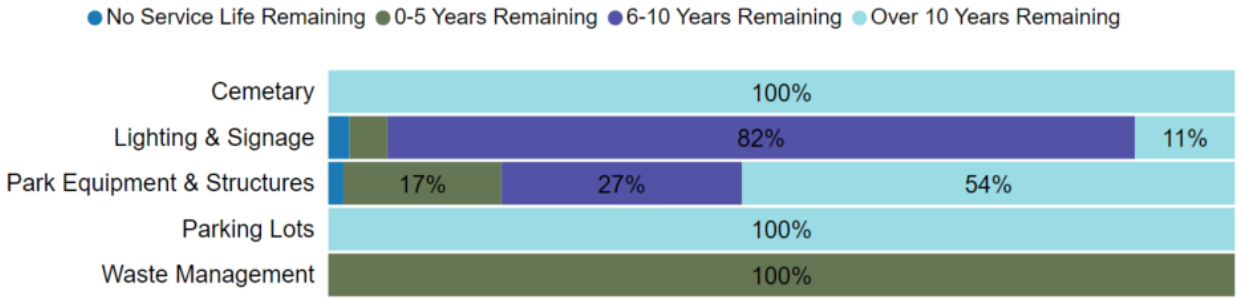
Accurate and reliable condition data allows staff to more confidently determine the remaining service life of assets and identify the most cost-effective approach to managing assets. The following describes the municipality's current approach:

- To ensure they are in a state of adequate repair, regular visual inspections of land improvements (playground) assets are undertaken. In 2019, staff conducted a network wide condition assessment.
- Safety inspections are conducted by a qualified playground inspector in accordance with Ontario Recreation Facilities Association (ORFA) standards.

4.6.3 Estimated Useful Life & Average Age

The Estimated Useful Life for Land Improvements assets has been assigned according to a combination of established industry standards and staff knowledge. The Average Age of each asset is based on the number of years each asset has been in-service. Finally, the Average Service Life Remaining represents the difference between the Estimated Useful Life and the Average Age, except when an asset has been assigned an assessed condition rating. Assessed condition may increase or decrease the average service life remaining.

Asset Segment	Estimated Useful Life (Years)	Average Age (Years)	Average Service Life Remaining (Years)
Cemetary	20	5.5	18.8
Lighting & Signage	10-20	13.3	7.7
Park Equipment & Structures	10-33	16.7	7.2
Parking Lot	15-20	2.6	15.0
Waste Management	5	5.5	2.8
Average		**14.3**	**8.1**



Each asset's Estimated Useful Life should be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type.

4.6.4 Lifecycle Management Strategy

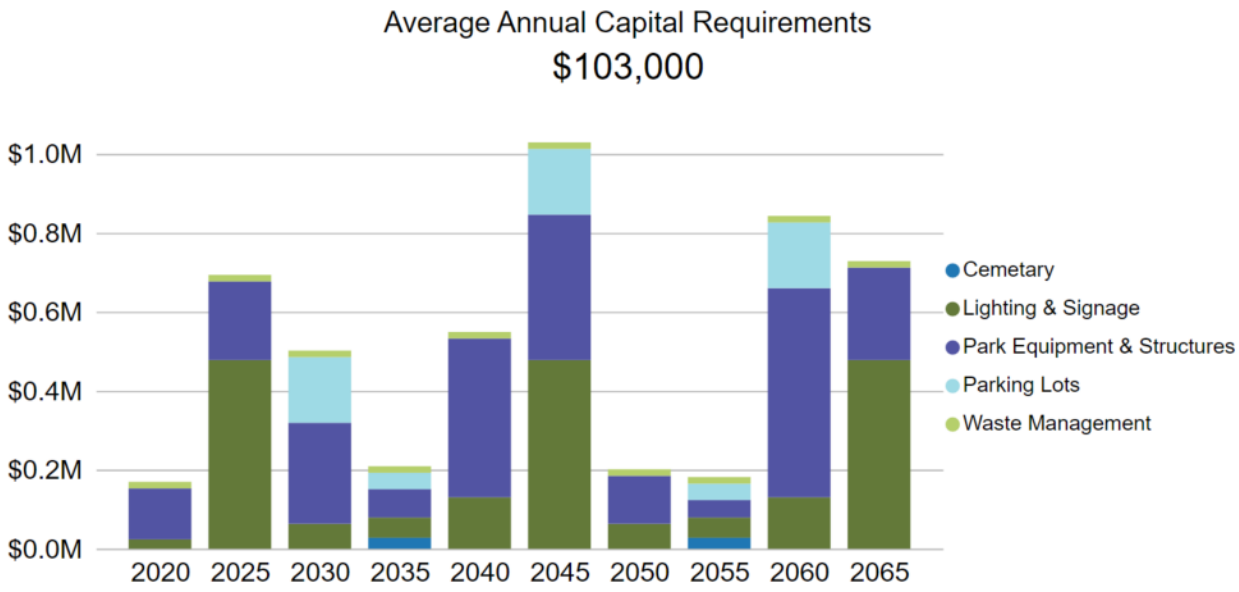
The condition or performance of most assets will deteriorate over time. To ensure that municipal assets are performing as expected and meeting the needs of customers, it is important to establish a lifecycle management strategy to proactively manage asset deterioration.

The following table outlines the Town's current lifecycle management strategy.

Activity Type	Description of Current Strategy
Maintenanace, Rehabilitation & Replacement	The Land Improvements asset category includes several unique asset types and lifecycle requirements are dealt with on a case-by-case basis.

Forecasted Capital Requirements

The following graph forecasts long-term capital requirements. The annual capital requirement represents the average amount per year that the Town should allocate towards funding rehabilitation and replacement needs.



The projected cost of lifecycle activities that will need to be undertaken over the next 10 years to maintain the current level of service can be found in Appendix B.

4.6.5 Risk & Criticality

Risk Matrix

The following risk matrix provides a visual representation of the level of risk exposure for this asset category. It considers both the probability of failure and consequence of failure. The metrics that have been used to determine both can be found in Appendix D.

In accordance with O. Reg. 588/17, the Town will continue to gather data and information in order to advance and review risk for all non-core asset categories by July 1, 2024.

4.6.6 Levels of Service

The following tables identify the Town's current level of service for Land Improvements. These metrics include high-level technical and community level of service metrics that are required as part of O. Reg. 588/17 as well as any additional performance measures that the Town has selected for this AMP.

Community Levels of Service

The following table outlines the qualitative descriptions that determine the community levels of service provided by Land Improvements.

Service Attribute	Qualitative Description	Current LOS (2020)
Scope	Description, which may include maps, of the types of land improvements that the Town operates and maintains.	• Lighting & Signage • Park Equipment & Structures • Parking Lots • Cemetery (Columbarium)

Technical Levels of Service

The following table outlines the quantitative metrics that determine the technical level of service provided by the Land Improvements.

Service Attribute	Technical Metric	Current LOS (2020)
Quality	Average condition of Land Improvements (e.g. very good, good, fair, poor, very poor)	Good (63%)
Performance	Capital re-investment rate	4.68%

In accordance with O. Reg. 588/17, the Town will continue to gather data and information in order to advance and review levels of service for all non-core asset categories by July 1, 2024.

4.6.7 Recommendations

Replacement Costs

- All replacement costs used in this AMP were based on the inflation of historical costs. These costs should be evaluated to determine their accuracy and reliability. Replacement costs should be updated according to the best available information on the cost to replace the asset in today's value.

Condition Assessment Strategies

- Adopt condition assessment strategies for high value and high-risk assets to regularly update assessed conditions.
- Review assets that have surpassed their estimated useful life to determine if immediate replacement is required or whether these assets are expected to remain in-service. Adjust the service life and/or condition ratings for these assets accordingly.

Risk Management Strategies

- Implement risk-based decision-making as part of asset management planning and budgeting processes. This should include the regular review of high-risk assets to determine appropriate risk mitigation strategies.
- Review risk models on a regular basis and adjust according to an evolving understanding of the probability and consequences of asset failure.

Levels of Service

- Begin measuring current levels of service in accordance with the metrics that the Town has established in this AMP. Additional metrics can be established as they are determined to provide meaningful and reliable inputs into asset management planning.
- Work towards identifying proposed levels of service as per O. Reg. 588/17 and identify the strategies that are required to close any gaps between current and proposed levels of service.

5 Analysis of Rate-funded Assets

Key Insights

- Rate-funded assets are valued at $131.5 million
- 83.5% of rate-funded assets are in fair or better condition
- The average annual capital requirement to sustain the current level of service for rate-funded assets is approximately $2.9 million
- Critical assets should be evaluated to determine appropriate risk mitigation activities and treatment options

5.1 Water Network

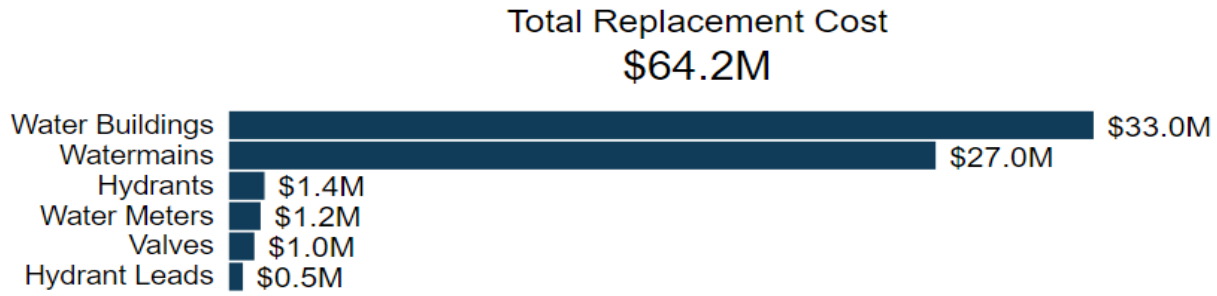
The Town is responsible for the supply and distribution of safe drinking water. Water is taken from the Madawaska River and treated at the Walter E. Prentice Water Filtration Plant. The Town is responsible for the following:

- Water tower
- Water Filtration Plant
- Pump House
- Water meters, watermains, hydrants, and accompanying components

5.1.1 Asset Inventory & Replacement Cost

The table below includes the quantity, replacement cost method and total replacement cost of each asset segment in the Town's Water Network inventory.

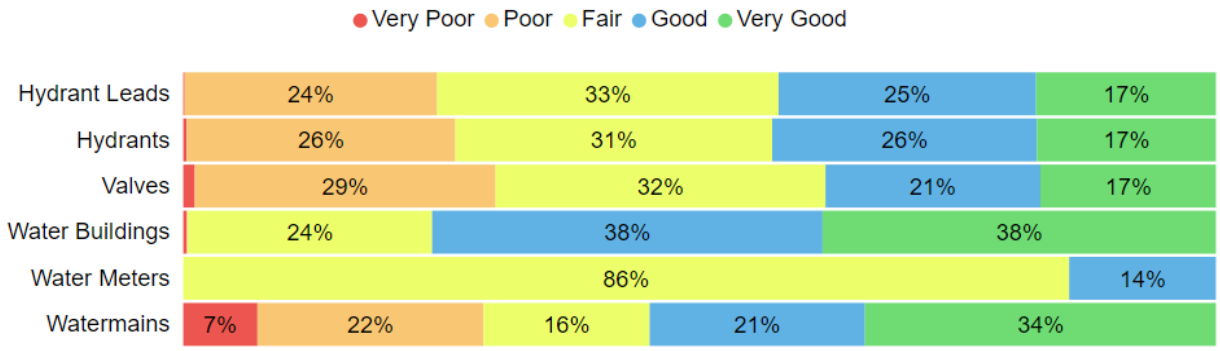
Asset Segment	Quantity	Replacement Cost Method	Total Replacement Cost
Hydrant Leads	1,614 m	CPI Tables	$542,409
Hydrants	316	CPI Tables	$1,368,416
Valves	617	CPI Tables	$980,838
Water Buildings	4	CPI Tables	$33,038,331
Water Meters	7	CPI Tables	$1,219,833
Watermains	57,292 m	CPI Tables	$27,005,851
Total			**$64,155,678**



5.1.2 Asset Condition

The table below identifies the current average condition and source of available condition data for each asset segment. The Average Condition (%) is a weighted value based on replacement cost.

Asset Segment	Average Condition (%)	Average Condition Rating	Condition Source
Hydrant Leads	58%	Fair	Age-Based
Hydrants	58%	Fair	Age-Based
Valves	55%	Fair	Age-Based
Water Buildings	68%	Good	Age-Based
Water Meters	57%	Fair	Age-Based
Watermains	61%	Good	Age-Based
Average	**65%**	**Good**	**Age-Based**



To ensure that the Town's Water Network continues to provide an acceptable level of service, the Town should monitor the average condition of all assets. If the average condition declines, staff should re-evaluate their lifecycle management strategy to determine what combination of maintenance, rehabilitation and replacement activities is required to increase the overall condition of the Water Network.

Current Approach to Condition Assessment

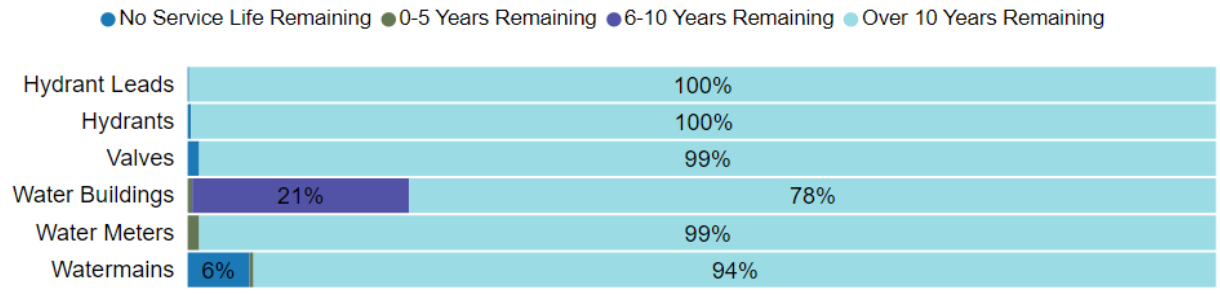
Accurate and reliable condition data allows staff to more confidently determine the remaining service life of assets and identify the most cost-effective approach to managing assets. The following describes the municipality's current approach:

- Staff primarily rely on the age and material of water mains to determine the projected condition of water mains
- There are no formal condition assessment programs in place for the Water Network
- Fire hydrant flushing is conducted twice per year throughout the entire system. Fire flow testing is conducted on a five-year program for the entire system.

5.1.3 Estimated Useful Life & Average Age

The Estimated Useful Life for Water Network assets has been assigned according to a combination of established industry standards and staff knowledge. The Average Age of each asset is based on the number of years each asset has been in-service. Finally, the Average Service Life Remaining represents the difference between the Estimated Useful Life and the Average Age, except when an asset has been assigned an assessed condition rating. Assessed condition may increase or decrease the average service life remaining.

Asset Segment	Estimated Useful Life (Years)	Average Age (Years)	Average Service Life Remaining (Years)
Hydrant Leads	80	37.1	42.9
Hydrants	80	36.8	43.3
Valves	80	39.8	40.3
Water Buildings	5-60	13.3	18.9
Water Meters	5-25	7.8	14.3
Watermains	80	41.9	38.1
Average		**38.8**	**40.2**



Each asset's Estimated Useful Life should be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type.

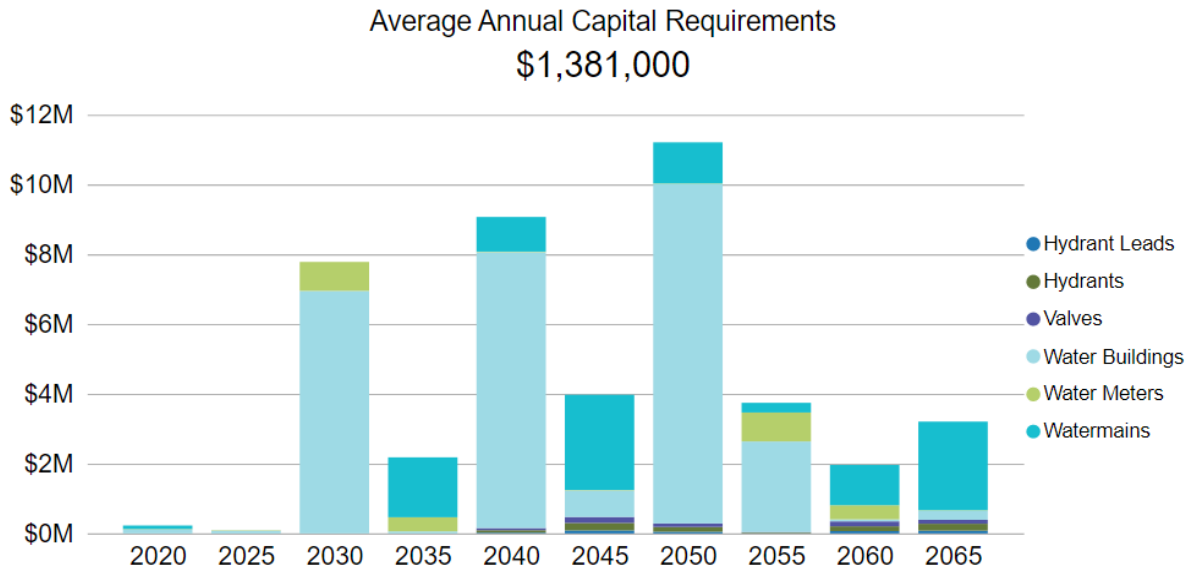
5.1.4 Lifecycle Management Strategy

The condition or performance of most assets will deteriorate over time. To ensure that municipal assets are performing as expected and meeting the needs of customers, it is important to establish a lifecycle management strategy to proactively manage asset deterioration. The following table outlines the Town's current lifecycle management strategy.

Activity Type	Description of Current Strategy
Maintenance	Fire hydrants are flushed twice per year to ensure proper operation of the hydrants and to flush the watermains throughout the distribution sytem to remove sediment and corrosion.
	Staff conduct a valve turning exercise on one third of the network every year using in-house resources.
Rehabilitation	Trenchless re-lining of water mains presents significant challenges and is not always a viable option.
Replacement	In the absence of mid-lifecycle rehabilitative events, most mains are simply maintained with the goal of full replacement once it reaches its end-of-life.
	Replacement activities are identified based on an analysis of the main break rate as well as any issues identified during regular maintenance activities. Staff also aim to prioritize replacement of cast iron and ductile iron mains. Watermains are typically replaced with higher capacity pipes to accommodate population growth and increased demand.
	A replacement program is in place to proactively replace water hydrants based on age.

Forecasted Capital Requirements

The following graph forecasts long-term capital requirements. The annual capital requirement represents the average amount per year that the Town should allocate towards funding rehabilitation and replacement needs.

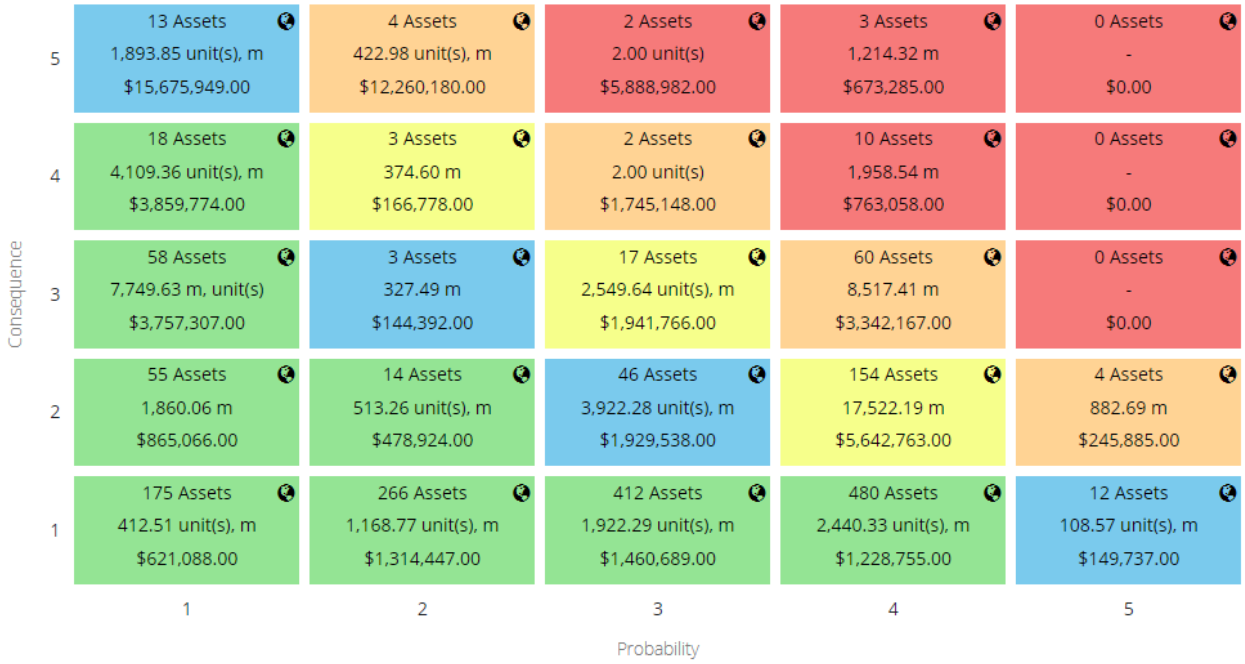


The projected cost of lifecycle activities that will need to be undertaken over the next 10 years to maintain the current level of service can be found in Appendix B.

5.1.5 Risk & Criticality

Risk Matrix

The following risk matrix provides a visual representation of the level of risk exposure for this asset category. It considers both the probability of failure and consequence of failure. The metrics that have been used to determine both can be found in Appendix D.



Risks to Current Asset Management Strategies

The following section summarizes key trends, challenges, and risks to service delivery that the Town is currently facing:

Growth

The Town of Arnprior is expected to experience significant growth. Population and employment growth will increase the demand on municipal services and potentially decrease the lifecycle of certain assets. The total annual raw water flow increased by 8.5% from 2019 to 2020. Furthermore, the peak day demand reached 63% of the maximum daily allowable. As the population continues to grow, the Town must prioritize expanding its capacity to serve a larger population. Staff are working towards amending redundancies in the network and developing a comprehensive long-term capital plan with considerations for growth.

Asset Data & Information

Staff is actively working towards improving the quality of the available inventory data for the water network. Staff plan to prioritize data refinement efforts to increase confidence in the accuracy and reliability of asset data and information. Staff plan to improve the accuracy of condition data for above ground asset components. Once completed there will be greater confidence in the development of data-driven strategies to address infrastructure needs.

5.1.6 Levels of Service

The following tables identify the Town's current level of service for Water Network. These metrics include the technical and community level of service metrics that are required as part of O. Reg. 588/17 as well as any additional performance measures that the Town has selected for this AMP.

Community Levels of Service

The following table outlines the qualitative descriptions that determine the community levels of service provided by Water Network.

Service Attribute	Qualitative Description	Current LOS (2020)
Scope	Description, which may include maps, of the user groups or areas of the municipality that are connected to the municipal water system	See Appendix C
	Description, which may include maps, of the user groups or areas of the municipality that have fire flow	All properties in the Town have access to fire flow.[6]
Reliability	Description of boil water advisories and service interruptions	The Town adopted a policy that dictates a communication protocol during a boil water advisory. The Town follows Ontario's Drinking Water Quality Management Standard (DWQMS) as defined in their Water Treatment Operations Manual and the Water Distribution Operations Manual.

[6] Four dead-end streets off of Elgin Street have low proximity to fire flow but still have access from Elgin Street. Johnston Road and the most eastern section of Baskin Drive East do not have full fire flow access.

Technical Levels of Service

The following table outlines the quantitative metrics that determine the technical level of service provided by the Water Network.

Service Attribute	Technical Metric	Current LOS (2020)
Scope	% of properties connected to the municipal water system	93%
	% of properties where fire flow is available	99%
Reliability	# of connection-days per year where a boil water advisory notice is in place compared to the total number of properties connected to the municipal water system	0
	# of connection-days per year where water is not available due to water main breaks compared to the total number of properties connected to the municipal water system	0.14
Performance	Average daily production	4,638[7] m^3
	Maximum day demand	6,490[8] m^3
	Capital re-investment rate	1.56%

[7] The total annual raw water flow in 2020, 1,691,619 m^3, has increased since 2019 by over 133,000m^3.
[8] The maximum day was measured on April 17, 2020, however, was noted to be caused by a significant watermain break. The maximum daily allowable is 10,340 m^3.

5.1.7 Recommendations

Replacement Costs

- All replacement costs used in this AMP were based on the inflation of historical costs. These costs should be evaluated to determine their accuracy and reliability. Replacement costs should be updated according to the best available information on the cost to replace the asset in today's value.

Condition Assessment Strategies

- Identify condition assessment strategies for high value and high-risk water network assets.

Risk Management Strategies

- Implement risk-based decision-making as part of asset management planning and budgeting processes. This should include the regular review of high-risk assets to determine appropriate risk mitigation strategies.
- Review risk models on a regular basis and adjust according to an evolving understanding of the probability and consequences of asset failure.

Levels of Service

- Continue to measure current levels of service in accordance with the metrics that the Town has established in this AMP. Additional metrics can be established as they are determined to provide meaningful and reliable inputs into asset management planning.
- Work towards identifying proposed levels of service as per O. Reg. 588/17 and identify the strategies that are required to close any gaps between current and proposed levels of service.

5.2 Sanitary Sewer Network

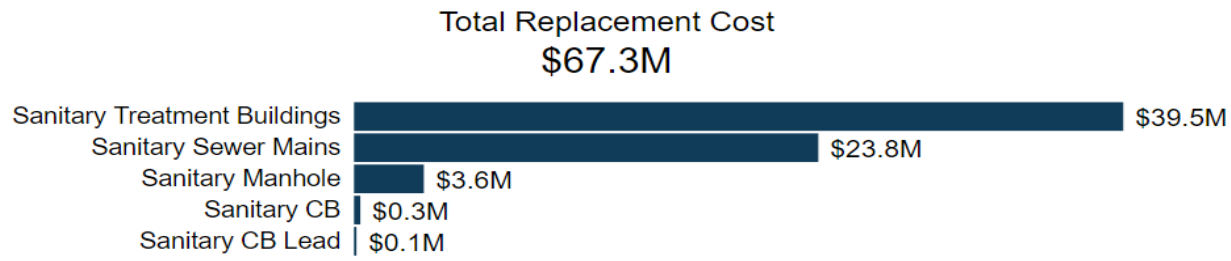
The Town is responsible for collecting sanitary sewer discharges (wastewater) and storm water from the entire Town. Sanitary sewer wastewater is treated in Town's water pollution control center and treated water is discharged to the Ottawa River. The Town is responsible for the following:

- Pump stations
- Sanitary sewer treatment system
- Sanitary mains, manholes, catch basins, and other accompanying components

5.2.1 Asset Inventory & Replacement Cost

The table below includes the quantity, replacement cost method and total replacement cost of each asset segment in the Town's Sanitary Sewer Network inventory.

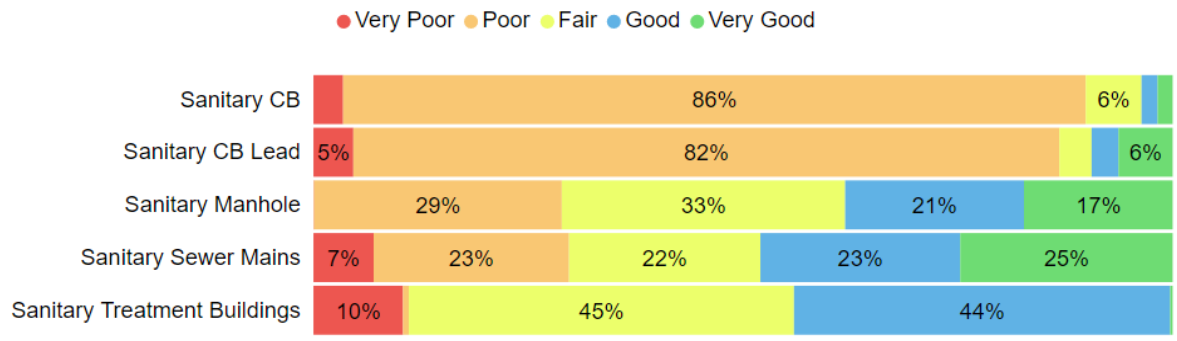
Asset Segment	Quantity	Replacement Cost Method	Total Replacement Cost
Sanitary CB	168	CPI Tables	$331,792
Sanitary CB Lead	806 m	CPI Tables	$132,140
Sanitary Manhole	659	CPI Tables	$3,588,851
Sanitary Sewer Mains	50,520 m	CPI Tables	$23,819,100
Sanitary Treatment Buildings	6	CPI Tables	$39,458,368
Total			**$67,330,251**



5.2.2 Asset Condition

The table below identifies the current average condition and source of available condition data for each asset segment. The Average Condition (%) is a weighted value based on replacement cost.

Asset Segment	Average Condition (%)	Average Condition Rating	Condition Source
Sanitary CB	34%	Poor	Age-Based
Sanitary CB Lead	35%	Poor	Age-Based
Sanitary Manhole	56%	Fair	Age-Based
Sanitary Sewer Mains	58%	Fair	Age-Based
Sanitary Treatment Buildings	56%	Fair	Age-Based
Average	**57%**	**Fair**	**Age-Based**



To ensure that the Town's Sanitary Sewer Network continues to provide an acceptable level of service, the Town should monitor the average condition of all assets. If the average condition declines, staff should re-evaluate their lifecycle management strategy to determine what combination of maintenance, rehabilitation and replacement activities is required to increase the overall condition of the Sanitary Sewer Network.

Current Approach to Condition Assessment

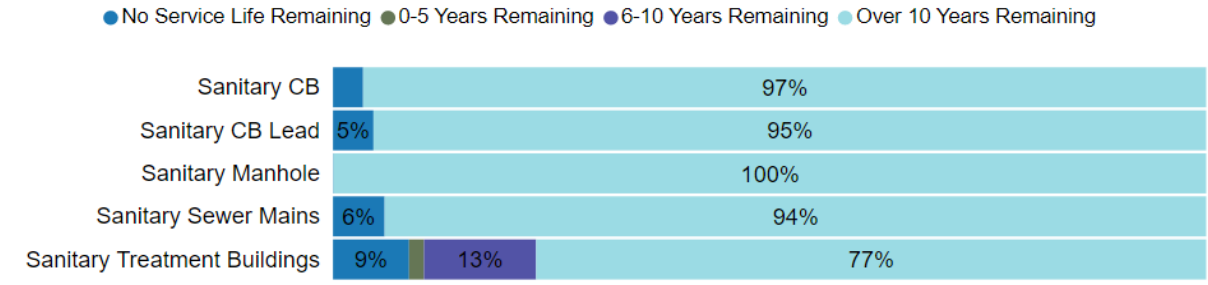
Accurate and reliable condition data allows staff to more confidently determine the remaining service life of assets and identify the most cost-effective approach to managing assets. The following describes the municipality's current approach:

- CCTV inspections are completed on 15% to 20% of the sanitary mains annually based on age. Manholes are also captured during CCTV inspections.
- CCTV footage collection serves to identify deficiencies and guide project prioritization; however, condition ratings are not provided based on the footage.

5.2.3 Estimated Useful Life & Average Age

The Estimated Useful Life for Sanitary Sewer Network assets has been assigned according to a combination of established industry standards and staff knowledge. The Average Age of each asset is based on the number of years each asset has been in-service. Finally, the Average Service Life Remaining represents the difference between the Estimated Useful Life and the Average Age, except when an asset has been assigned an assessed condition rating. Assessed condition may increase or decrease the average service life remaining.

Asset Segment	Estimated Useful Life (Years)	Average Age (Years)	Average Service Life Remaining (Years)
Sanitary CB	80	56.0	24.0
Sanitary CB Lead	80	57.1	22.9
Sanitary Manhole	80	37.9	42.1
Sanitary Sewer Mains	80	42.8	37.3
Sanitary Treatment Buildings	10-60	17.1	15.4
Average		**42.7**	**36.0**



Each asset's Estimated Useful Life should be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type.

5.2.4 Lifecycle Management Strategy

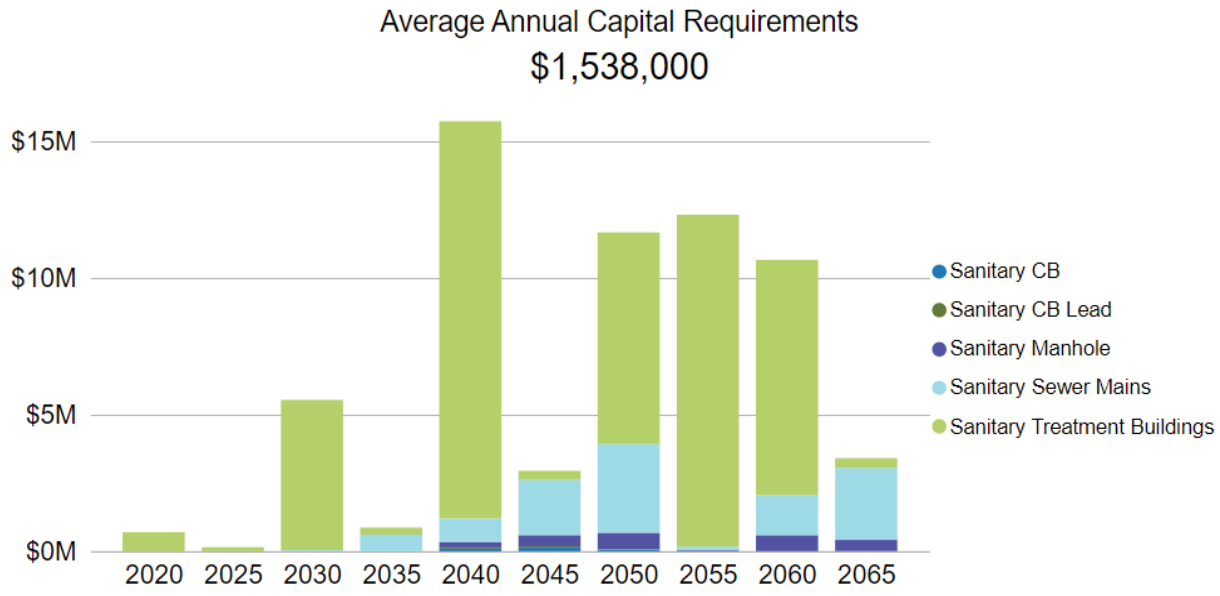
The condition or performance of most assets will deteriorate over time. To ensure that municipal assets are performing as expected and meeting the needs of customers, it is important to establish a lifecycle management strategy to proactively manage asset deterioration.

The following table outlines the Town's current lifecycle management strategy.

Activity Type	Description of Current Strategy
Maintenance	Through CCTV inspections and historical data staff have an understanding of the sanitary mains that require more regular flushing to prevent blockages.
	CCTV and flushing work is aligned with road work when possible to reduce costs.
Rehabilitation	Sanitary sewer lining presents significant challenges and is not always a viable option. The Town will undertake spot lining in some areas based on the findings from the CCTV inspections.
Replacement	In the absence of mid-lifecycle rehabilitative events, most mains are simply maintained with the goal of full replacement once it reaches its end-of-life.
	Replacement activities are identified based on an analysis of the main break rate as well as any issues identified during CCTV inspection.

Forecasted Capital Requirements

The following graph forecasts long-term capital requirements. The annual capital requirement represents the average amount per year that the Town should allocate towards funding rehabilitation and replacement needs.

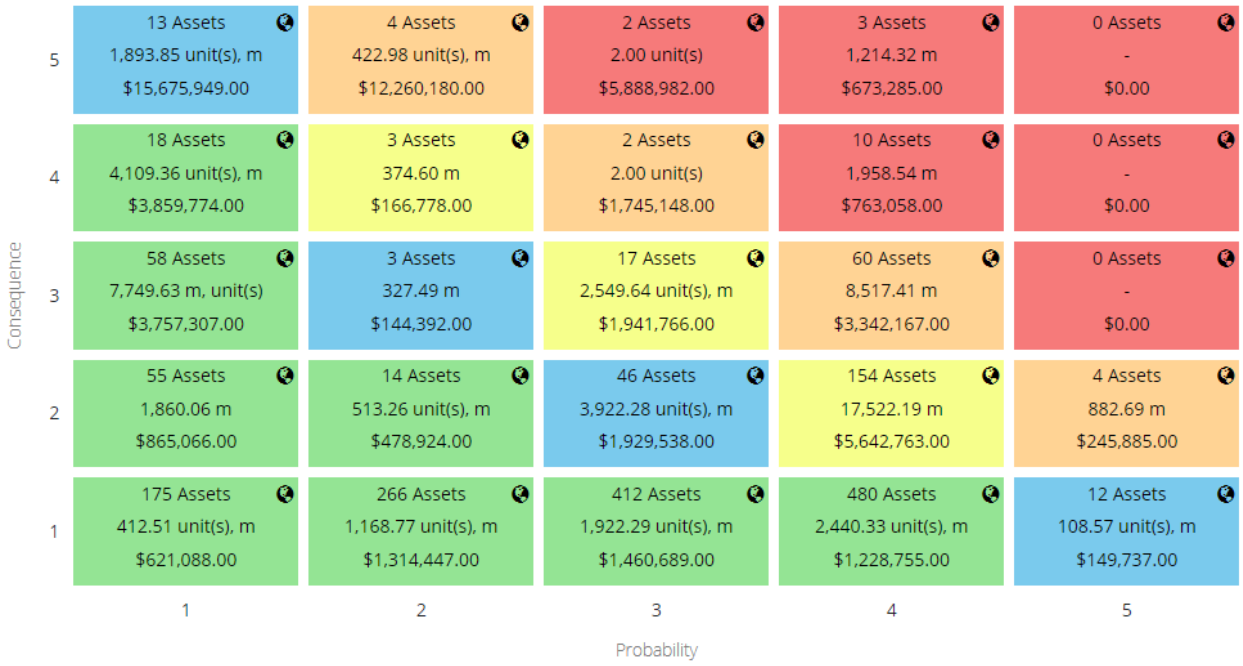


The projected cost of lifecycle activities that will need to be undertaken over the next 10 years to maintain the current level of service can be found in Appendix B.

5.2.5 Risk & Criticality

Risk Matrix

The following risk matrix provides a visual representation of the level of risk exposure for this asset category. It considers both the probability of failure and consequence of failure. The metrics that have been used to determine both can be found in Appendix D.



Risks to Current Asset Management Strategies

The following section summarizes key trends, challenges, and risks to service delivery that the Town is currently facing:

Growth

The Town of Arnprior is expected to experience significant growth. Population and employment growth will increase the demand on municipal services and potentially decrease the lifecycle of certain assets. In 2020, the average day flow reached 61% of the daily limit. As the population continues to grow, the Town must prioritize expanding its capacity to serve a larger population. Staff are working towards developing a comprehensive long-term capital plan with considerations for growth.

Asset Data & Information

There is a lack of confidence in the available inventory data for the sanitary sewer network. Staff plan to prioritize data refinement efforts to increase confidence in the accuracy and reliability of asset data and information. Staff hope to improve the accuracy of condition data by advancing their CCTV inspection program and utilizing the information to provide a condition rating for underground assets. Once completed there will be greater confidence in the development of data-driven strategies to address infrastructure needs.

Infrastructure Design

11.7% of the wastewater network is made up of combined sewers. Combined sewers can lead to overflows and sanitary water backups in people's homes and other habitable areas such as beaches. Storm water flow into combined sewers reduces the overall capacity available for the sanitary system, and places greater demands on the treatment system. The Town is dedicated to proactively separating wastewater and storm water sewers in accordance with provincial regulations. However, this is a costly and timely endeavour.

5.2.6 Levels of Service

The following tables identify the Town's current level of service for Sanitary Sewer Network. These metrics include the technical and community level of service metrics that are required as part of O. Reg. 588/17 as well as any additional performance measures that the Town has selected for this AMP.

Community Levels of Service

The following table outlines the qualitative descriptions that determine the community levels of service provided by Sanitary Sewer Network.

Service Attribute	Qualitative Description	Current LOS (2020)
Scope	Description, which may include maps, of the user groups or areas of the municipality that are connected to the municipal wastewater system	11.7% of the Sanitary Sewer System is made up of combined sewer. See Appendix C for a map of the Sanitary Sewer System.
Reliability	Description of how combined sewers in the municipal wastewater system are designed with overflow structures in place which allow overflow during storm events to prevent backups into homes	4 of the 6 sanitary plants have combined sewer overflows to prevent backups by directing water to the river during storm events.
	Description of the frequency and volume of overflows in combined sewers in the municipal wastewater system that occur in habitable areas or beaches	The Town experienced 4 bypass events in 2020, as follows: • Secondary WPCC by-pass of 17.1 m^3 due to heavy precipitation and snow melt (March 20). • Pump station #3 by-passed a total of 1.0 m^3 due to heavy rain (July 19). • August 11th a WPCC by-pass at the Albert St. manhole amounted to 133.9 m^3 due to heavy precipitation. A beach closure was initiated and affected residences were notified. • Pump station #P1 by-passed a volume of 0.06 m^3 due to heavy rain (August 23).

Service Attribute	Qualitative Description	Current LOS (2020)
		Required samples were collected for all by-passes and lab results were received. All by-passes were reported to the MECP and the local health unit.
	Description of how stormwater can get into sanitary sewers in the municipal wastewater system, causing sewage to overflow into streets or backup into homes	Storm water can get into sanitary sewers as a result of combined sewers, illegal roof drains connected to the sanitary system, and infiltration related to aging and damaged infrastructure. Scada equipment tracks flow meters, which are then manually tracked in the records management system. The results are reported in the Water Pollution Control Centre summary report and made available to the public.
	Description of how sanitary sewers in the municipal wastewater system are designed to be resilient to stormwater infiltration	The municipality follows a series of design standards that integrate servicing requirements and land use considerations when constructing or replacing sanitary sewers. These standards have been determined with consideration of the minimization of sewage overflows and backups.
	Description of the effluent that is discharged from sewage treatment plants in the municipal wastewater system	Approximately 5,045 m^3 of liquid is discharged daily and tested regularly. All contaminants were consistently found to be below the MECP limits. Nitrogen levels were higher than the plant goals which is inconsequential at this time due to the assimilative capacity report included in the 2008 Environmental Study Report (ESR) that states that the Ottawa River's nitrates are not a concern. This is confirmed by the observation that neighbouring facilities that also discharge to the Ottawa River do not have a total nitrogen objective.

Technical Levels of Service

The following table outlines the quantitative metrics that determine the technical level of service provided by the Sanitary Sewer Network.

Service Attribute	Technical Metric	Current LOS (2020)
Scope	% of properties connected to the municipal wastewater system	91%
Reliability	# of events per year where combined sewer flow in the municipal wastewater system exceeds system capacity compared to the total number of properties connected to the municipal wastewater system	0.001
	# of connection-days per year having wastewater backups compared to the total number of properties connected to the municipal wastewater system	0
	# of effluent violations per year due to wastewater discharge compared to the total number of properties connected to the municipal wastewater system	0
Performance	Average daily flow	5,045[9] m^3
	Capital re-investment rate	0.78%

[9] The maximum day was measured in March 2020. The average daily maximum capacity is 9,700 m^3 and design peak hour flow is 59,200 m^3 per day. The average peak hourly flow was recorded as 43,585 m^3 per day.

5.2.7 Recommendations

Replacement Costs

- All replacement costs used in this AMP were based on the inflation of historical costs. These costs should be evaluated to determine their accuracy and reliability. Replacement costs should be updated according to the best available information on the cost to replace the asset in today's value.

Condition Assessment Strategies

- Identify condition assessment strategies for high value and high-risk sanitary network assets. Consider expanding CCTV inspections to a 5-year program to gather assessed condition. The assessment process should include the collection of condition scores following industry practice, such as the Pipeline Assessment Certification Program.

Risk Management Strategies

- Implement risk-based decision-making as part of asset management planning and budgeting processes. This should include the regular review of high-risk assets to determine appropriate risk mitigation strategies.
- Review risk models on a regular basis and adjust according to an evolving understanding of the probability and consequences of asset failure.

Lifecycle Management Strategies

- Evaluate the efficacy of the Town's lifecycle management strategies at regular intervals to determine the impact cost, condition and risk.

Levels of Service

- Continue to measure current levels of service in accordance with the metrics that the Town has established in this AMP. Additional metrics can be established as they are determined to provide meaningful and reliable inputs into asset management planning.
- Work towards identifying proposed levels of service as per O. Reg. 588/17 and identify the strategies that are required to close any gaps between current and proposed levels of service.

6 Impacts of Growth

Key Insights

- Understanding the key drivers of growth and demand will allow the Town to more effectively plan for new infrastructure, and the upgrade or disposal of existing infrastructure
- Moderate to severe population and employment growth is expected
- The costs of growth should be considered in long-term funding strategies that are designed to maintain the current level of service

6.1 Description of Growth Assumptions

The demand for infrastructure and services will change over time based on a combination of internal and external factors. Understanding the key drivers of growth and demand will allow the Town to more effectively plan for new infrastructure, and the upgrade or disposal of existing infrastructure. Increases or decreases in demand can affect what assets are needed and what level of service meets the needs of the community.

6.1.1 Arnprior Official Plan (June 2017)

The Town of Arnprior adopted a new Official Plan in June of 2017. The Official Plan guides development through policies that address the need for services such as sewers, water, and roads and the community's vision for growth. The Official Plan has been approved at County of Renfrew in December of 2017.

The five-year review of the Official Plan commenced in 2015 with a focus on anticipated population and employment growth. The Plan projects the population to increase to 11,773 and employment to increase to 7,137 by 2036. These figures are based on Renfrew County's 2015 Official Plan.

As part of the review, the Town completed a land inventory in conjunction with the Town's Water and Wastewater Master Plan (2013). This exercise confirmed that there is sufficient land supply to accommodate anticipated growth. The available residential area is 114.71 hectares, which is expected to accommodate a population of over 6,100. Housing projections anticipate 1,660 new dwellings by 2036.

The land inventory also found 57.82 hectares of available industrial land and 38.75 hectares of available commercial land. Growth in Arnprior's employment sector is projected to result in 729 new industrial jobs and 900 new commercial jobs by 2031. According to the analysis, the available industrial land can withstand such growth.

Due to recent accelerated growth, the Town has identified the need to update its development lands needs by initiating a Land Needs Study in the summer of 2021. This study is expected to be complete in 2022.

The Town's growth management policies focus on developing a complete community with access to employment, education, health care, cultural and recreational facilities, housing, social services, diverse goods and services, and sustainable public infrastructure and services. The Official Plan states that planning for infrastructure and public services will be coordinated with land use planning and growth projections. Municipal infrastructure and public services will also be financially viable over their life cycle as demonstrated in the Town's asset management planning.

6.1.2 County of Renfrew Official Plan (March 2020)

The County of Renfrew adopted a new Official Plan in March 2020 to replace the 2002 Official Plan. The County is responsible for the allocation of growth to the local municipalities, which includes twelve Townships and five Towns. The Town of Arnprior is expected to make up 18% of the County's projected growth.

The Plan's objectives include the promotion of efficient and cost-effective development to ensure the financial viability of infrastructure and public services as demonstrated through asset management planning.

6.2 Impact of Growth on Lifecycle Activities

By July 1, 2025, the Town's asset management plan must include a discussion of how the assumptions regarding future changes in population and economic activity informed the preparation of the lifecycle management and financial strategy.

Arnprior has developed and adopted numerous documents to guide strategic planning and promote efficient growth. Such documents include a Development Charges Background Study (2013), Water and Wastewater Master Plan (2013), Storm Water Master Plan (2015), and support the development of the County of Renfrew's Background Report and Population Projections document.

Planning for forecasted population growth may require the expansion of existing infrastructure and services. As growth-related assets are constructed or acquired, they should be integrated into the Town's AMP. While the addition of residential units will add to the existing assessment base and offset some of the costs associated with growth, the Town will need to review the lifecycle costs of growth-related infrastructure. These costs should be considered in long-term funding strategies that are designed to, at a minimum, maintain the current level of service.

7 Financial Strategy

Key Insights

- The Town is committing approximately $4,902,000 towards capital projects per year from sustainable revenue sources
- Given the annual capital requirement of $6,638,000, there is currently a funding gap of $1,736,000 annually
- For tax-funded assets, we recommend maintaining the current status quo funding model each year for the next 5 years
- For the Water Network, we recommend increasing rate revenues by 0.5% annually for the next 10 years to achieve a sustainable level of funding
- For the Sanitary Sewer Network, we recommend increasing rate revenues by 2.8% annually for the next 10 years to achieve a sustainable level of funding

7.1 Financial Strategy Overview

For an asset management plan 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 Town of Arnprior to identify the financial resources required for sustainable asset management based on existing asset inventories, desired levels of service, and projected growth requirements.

This report develops such a financial plan by presenting several scenarios for consideration and culminating with final recommendations. As outlined below, the scenarios presented model different combinations of the following components:

1. The financial requirements for:
    a. Existing assets
    b. Existing service levels
    c. Requirements of contemplated changes in service levels (none identified for this plan)
    d. Requirements of anticipated growth (none identified for this plan)
2. Use of traditional sources of municipal funds:
    a. Tax levies
    b. User fees
    c. Reserves
    d. Debt
3. Use of non-traditional sources of municipal funds:
    a. Reallocated budgets
    b. Partnerships
    c. Procurement methods
4. Use of Senior Government Funds:
    a. Gas tax
    b. Annual grants

Note: Periodic grants are normally not included due to Provincial requirements for firm commitments. However, if moving a specific project forward is wholly dependent on receiving a one-time grant, the replacement cost included in the financial strategy is the net of such grant being received.

If the financial plan component 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 Town's approach to the following:

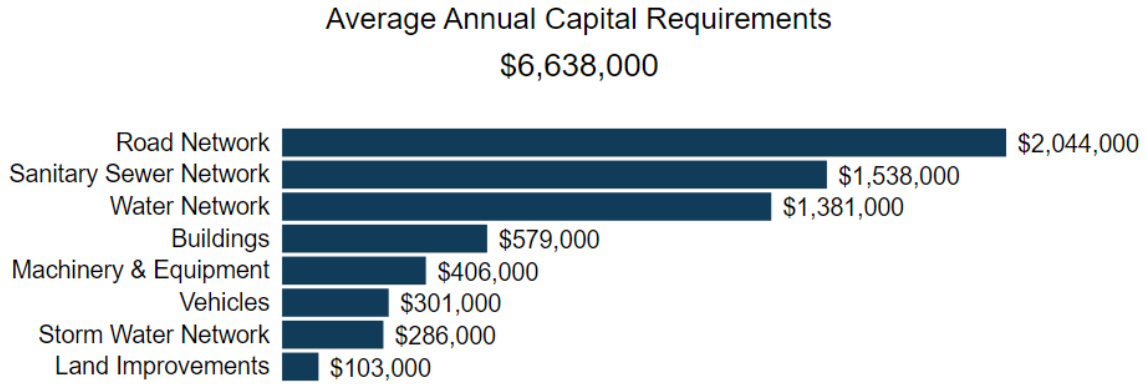
1. In order to reduce financial requirements, consideration has been given to revising service levels downward.
2. All asset management and financial strategies have been considered. For example:

a. If a zero-debt policy is in place, is it warranted? If not, the use of debt should be considered.
b. Do user fees reflect the cost of the applicable service? If not, increased user fees should be considered.

7.1.1 Annual Requirements & Capital Funding

Annual Requirements

The annual requirements represent the amount the Town should allocate annually to each asset category to meet replacement needs as they arise, prevent infrastructure backlogs and achieve long-term sustainability. In total, the Town must allocate approximately $6.6 million annually to address capital requirements for the assets included in this AMP.



For most asset categories the annual requirement has been calculated based on a "replacement only" scenario, in which capital costs are only incurred at the construction and replacement of each asset.

However, for the Road Network, lifecycle management strategies have been developed to identify capital costs that are realized through strategic rehabilitation and renewal of the Town's roads and sanitary sewer mains respectively. The development of these strategies allows for a comparison of potential cost avoidance if the strategies were to be implemented. The following table compares two scenarios for the Road Network:

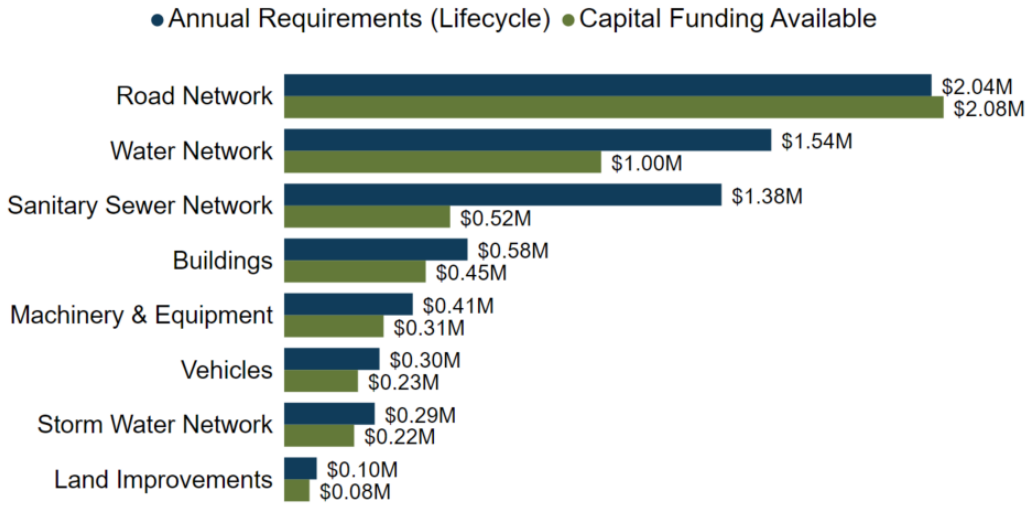
1. **Replacement Only Scenario**: Based on the assumption that assets deteriorate and – without regularly scheduled maintenance and rehabilitation – are replaced at the end of their service life.
2. **Lifecycle Strategy Scenario**: Based on the assumption that lifecycle activities are performed at strategic intervals to extend the service life of assets until replacement is required.

Asset Category	Annual Requirements (Replacement Only)	Annual Requirements (Lifecycle Strategy)	Difference
Road Network	$1,954,000	$2,044,000	$90,000

The implementation of a proactive lifecycle strategy for roads leads to a potential annual cost addition of $90,000 for the Road Network. This represents an overall increase of the annual requirements by 4.6%. As the lifecycle strategy scenario results in a higher level of service, we have used these annual requirements in the development of the financial strategy.[10]

Annual Funding Available

Based on a historical analysis of sustainable capital funding sources, the Town is committing approximately $4,902,000 towards capital projects per year. Given the annual capital requirement of $6,638,000 there is currently a funding gap of $1,736,000 annually.



7.2 Funding Objective

We have developed a scenario that would enable Arnprior to achieve full funding within 20 years for the following assets:

1. **Tax Funded Assets:** Road Network, Storm Water Network, Buildings, Machinery & Equipment, Land Improvements Vehicles
2. **Rate-Funded Assets:** Water Network, Sanitary Sewer Network

For each scenario developed we have included strategies, where applicable, regarding the use of cost containment and funding opportunities.

[10] The lifecycle strategy scenario typically provides opportunities for cost savings. In this case, the lifecycle strategies for roads may not be contributing to cost savings as a result of inaccurate replacement costs for roads.

7.3 Financial Profile: Tax Funded Assets

7.3.1 Current Funding Position

The following tables show, by asset category, Arnprior's average annual asset investment requirements, current funding positions, and funding increases required to achieve full funding on assets funded by taxes.

Asset Category	Avg. Annual Requirement	Annual Funding Available					Annual Deficit
		Taxes	Gas Tax	OCIF	Taxes To Reserves	Total Available	
Road Network	2,044,000	1,181,000	267,000	235,000	399,000	2,082,000	-38,000
Storm Water Network	286,000	165,000	0	0	56,000	221,000	65,000
Buildings	579,000	334,000	0	0	113,000	447,000	132,000
Machinery & Equipment	406,000	235,000	0	0	79,000	314,000	92,000
Land Improvements	103,000	60,000	0	0	20,000	80,000	23,000
Vehicles	301,000	174,000	0	0	59,000	233,000	68,000
	3,719,000	2,149,000	267,000	235,000	726,000	3,377,000	342,000

The average annual capital expenditure requirement for the above categories is $3.72 million. Annual revenue currently allocated to these assets for capital purposes is $3.38 million leaving an annual deficit of $342,000. Put differently, these infrastructure categories are currently funded at 91% of their long-term requirements.

7.3.2 Full Funding Requirements

In 2020, Town of Arnprior had annual tax revenues of $9.9 million. As illustrated in the following table, without consideration of any other sources of revenue or cost containment strategies, full funding would require the following tax change over time:

Asset Category	Tax Change Required for Full Funding
Road Network	-0.4%
Storm Water Network	0.7%
Buildings	1.3%
Machinery & Equipment	0.9%
Land Improvements	0.2%
Vehicles	0.7%
	3.4%

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

- Arnprior's debt payments for these asset categories will be decreasing by $461k over the next 5 years.

Our recommendations include capturing the above changes and allocating them to the infrastructure deficit outlined above. The table below outlines this concept and presents several options:

	Without Capturing Changes				With Capturing Changes			
	5 Years	**10 Years**	**15 Years**	**20 Years**	**5 Years**	**10 Years**	**15 Years**	**20 Years**
Infrastructure Deficit	342,000	342,000	342,000	342,000	342,000	342,000	342,000	342,000
Change in Debt Costs	N/A	N/A	N/A	N/A	-461,000	-461,000	-461,000	-461,000
Change in OCIF Grants	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Resulting Infrastructure Deficit	342,000	342,000	342,000	342,000	-119,000	-119,000	-119,000	-119,000
Tax Increase Required	3.5%	3.5%	3.5%	3.5%	-1.2%	-1.2%	-1.2%	-1.2%
Annually	0.7%	0.4%	0.2%	0.2%	-0.2%	-0.1%	-0.1%	-0.1%

7.3.3 Financial Strategy Recommendations

Considering all the above information, we recommend maintaining the current status quo funding model for tax funded assets. This is based on the infrastructure deficit being less than the change in debt costs over the next 5 years. The Town is well positioned to maintain fully funded infrastructure for tax funded assets by:

- Maintaining current funding rates for capital expenditure for tax-funded assets each year for the next 5 years.
- When realized, reallocating the debt cost reductions of $461,000 to the infrastructure deficit as outlined above.
- Allocating the current gas tax and OCIF revenue as outlined previously.
- 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.

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 and annual Gas Tax funds since this funding is a multi-year commitment.
- We recognize the Town has had a reasonable funding strategy for tax-funded infrastructure, and the data suggests the Town has a successful approach to asset management, capital expenditure investments and financing of the tax-funded capital assets.[11]

Although this option 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 $2,887,000 for the Road Network, $7,000 for the Storm Water Network, $5,138,000 for the Buildings, $1,248,000 for Machinery & Equipment, $14,000 for Land Improvements, and $85,000 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.

[11] The Town should take advantage of all available grant funding programs and transfers from other levels of government. While OCIF has historically been considered a sustainable source of funding, the program is currently undergoing review by the provincial government. Depending on the outcome of this review, there may be changes that impact its availability.

7.4 Financial Profile: Rate Funded Assets

7.4.1 Current Funding Position

The following tables show, by asset category, Arnprior's average annual asset investment requirements, current funding positions, and funding increases required to achieve full funding on assets funded by rates.

Asset Category	Avg. Annual Requirement	Annual Funding Available				Annual Deficit
		Rates	To Operations	OCIF	Total Available	
Water Network	1,538,000	3,093,000	-2,269,000	177,000	1,001,000	537,000
Sanitary Sewer Network	1,381,000	2,078,000	-1,713,000	159,000	524,000	857,000
	2,919,000	5,171,000	-3,982,000	336,000	1,525,000	1,394,000

The average annual investment requirement for the above categories is $2.919 million. Annual revenue currently allocated to these assets for capital purposes is $1.525 million leaving an annual deficit of $1.394 million. Put differently, these infrastructure categories are currently funded at 52% of their long-term requirements.

7.4.2 Full Funding Requirements

In 2020, Arnprior had annual sanitary revenues of $2.078 million and annual water revenues of $3.093 million. As illustrated in the table below, without consideration of any other sources of revenue, full funding would require the following changes over time:

Asset Category	Tax Change Required for Full Funding
Water Network	17.4%
Sanitary Sewer Network	41.2%

In the following tables, we have expanded the above scenario to present multiple options. Due to the significant increases required, we have provided phase-in options of up to 20 years:

	Water Network				Sanitary Sewer Network			
	5 Years	**10 Years**	**15 Years**	**20 Years**	**5 Years**	**10 Years**	**15 Years**	**20 Years**
Infrastructure Deficit	537,000	537,000	537,000	537,000	857,000	857,000	857,000	857,000
Rate Increase Required	17.4%	17.4%	17.4%	17.4%	41.2%	41.2%	41.2%	41.2%
Annually	3.5%	1.7%	1.2%	0.9%	8.2%	4.1%	2.7%	2.1%

	Water Network				Sanitary Sewer Network			
	5 Years	**10 Years**	**15 Years**	**20 Years**	**5 Years**	**10 Years**	**15 Years**	**20 Years**
Infrastructure Deficit	537,000	537,000	537,000	537,000	857,000	857,000	857,000	857,000
Less the Decrease in debt payments	-250,000	-375,000	-975,000	-975,000	-240,000	-269,000	-847,000	-847,000
Tax Increase Required	9.3%	5.2%	-14.2%	-14.2%	29.7%	28.3%	0.5%	0.5%
Annually	1.9%	0.5%	-0.9%	-0.7%	5.9%	2.8%	0.0%	0.0%

7.4.3 Financial Strategy Recommendations

Considering the above information, we recommend the 10-year option that includes debt cost reallocations. This involves full funding being achieved over 10 years by:

- when realized, reallocating the debt cost reductions to the infrastructure deficit as outlined above.
- increasing rate revenues by 0.5% for the water network and 2.8% for the sanitary sewer network each year for the next 10 years solely for the purpose of phasing in full funding to the asset categories covered in this section of the AMP.
- 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. This periodic funding should not be incorporated into an AMP unless there are firm commitments in place.

- We realize that raising rate revenues 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.
- While debt costs will decrease substantially in years 11-15, this option ensures full funding in the first 10 years.
- Any increase in rates required for operations would be in addition to the above recommendations.

Although this strategy achieves full funding for rate-funded assets in 10 years, the recommendation does require prioritizing capital projects to fit the resulting annual funding available. Current data shows a pent-up investment demand of $1.670 million for the Water Network and $4.845 million for the Sanitary Sewer Network.

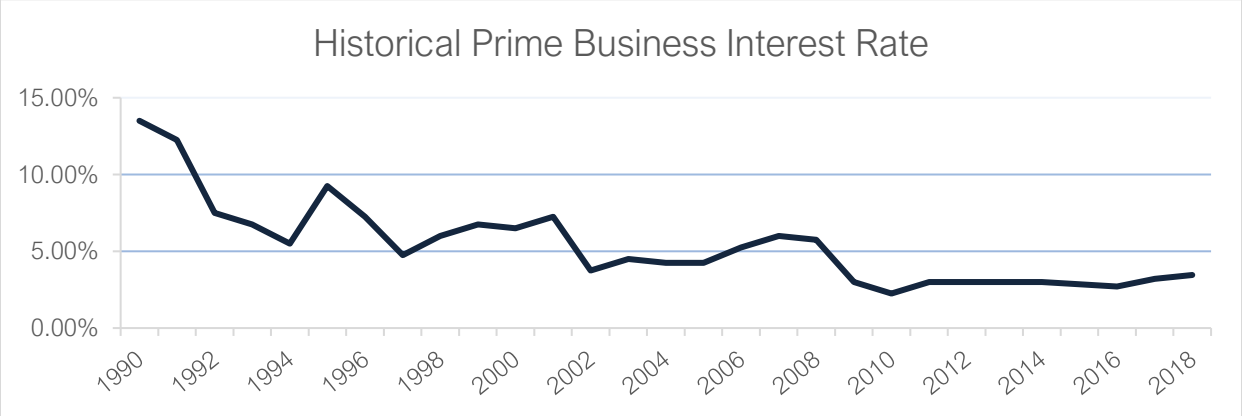
Prioritizing future projects will require the current data to be replaced by condition-based data. Although our recommendations include no further use of debt, the results of the condition-based analysis may require otherwise.

7.5 Use of Debt

For reference purposes, the following table outlines the premium paid on a project if financed by debt. For example, a $1 million project financed at 3.0%[12] 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 consider the time value of money or the effect of inflation on delayed projects.

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%

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:



[12] Current municipal Infrastructure Ontario rates for 15-year money is 3.2%.

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.

The following tables outline how Arnprior has historically used debt for investing in the asset categories as listed. There is currently $14,101,000 of debt outstanding for the assets covered by this AMP with corresponding principal and interest payments of $2,283,000.

Asset Category	Current Debt Outstanding	Use of Debt in the Last Five Years				
		2016	2017	2018	2019	2020
Road Network	618,000	3,000,000	0	0	0	0
Storm Water Network	0	0	0	0	0	0
Buildings	0	0	0	0	0	0
Machinery & Equipment	0	0	0	0	0	0
Land Improvements	0	0	0	0	0	0
Vehicles	1,059,000	0	0	0	1,284,000	0
Total Tax Funded	1,677,000	3,000,000	0	0	1,284,000	0
Water Network	6,656,000	1,500,000	0	0	0	0
Sanitary Sewer Network	5,768,000	1,500,000	0	0	0	0
Total Rate Funded	12,424,000	3,000,000	0	0	0	0

Asset Category	Principal & Interest Payments in the Next Ten Years						
	2021	2022	2023	2024	2025	2026	2031
Road Network	385,000	52,000	52,000	52,000	9,000	0	0
Storm Water Network	0	0	0	0	0	0	0
Buildings	0	0	0	0	0	0	0
Machinery & Equipment	0	0	0	0	0	0	0
Land Improvements	0	0	0	0	0	0	0
Vehicles	76,000	76,000	76,000	76,000	76,000	0	0
Total Tax Funded	461,000	128,000	128,000	128,000	85,000	0	0
Water Network	975,000	851,000	851,000	851,000	851,000	725,000	600,000
Sanitary Sewer Network	847,000	719,000	718,000	716,000	637,000	607,000	578,000
Total Rate Funded	1,822,000	1,570,000	1,569,000	1,567,000	1,488,000	1,332,000	1,178,000

The revenue options outlined in this plan allow Arnprior to fully fund its long-term infrastructure requirements without further use of debt.

7.6 Use of Reserves

7.6.1 Available Reserves

Reserves play a critical role in long-term financial planning. The benefits of having reserves available for infrastructure planning include:

a) the ability to stabilize tax rates when dealing with variable and sometimes uncontrollable factors
b) financing one-time or short-term investments
c) accumulating the funding for significant future infrastructure investments
d) managing the use of debt
e) normalizing infrastructure funding requirement

By asset category, the table below outlines the details of the reserves currently available to Arnprior.

Asset Category	Balance on December 31, 2020
Road Network	940,000
Storm Water Network	929,000
Buildings	1,013,000
Machinery & Equipment	929,000
Land Improvements	1,120,000
Vehicles	929,000
Total Tax Funded	5,860,000
Water Network	0
Sanitary Sewer Network	417,000
Total Rate Funded	417,000

There is considerable debate in the municipal sector as to the appropriate level of reserves that a Town 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:

a) breadth of services provided
b) age and condition of infrastructure
c) use and level of debt
d) economic conditions and outlook
e) internal reserve and debt policies.

These reserves are available for use by applicable asset categories during the phase-in period to full funding. This coupled with Arnprior'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.

7.6.2 Recommendation

In 2025, Ontario Regulation 588/17 will require Arnprior to integrate proposed levels of service for all asset categories in its asset management plan update. We recommend that future planning should reflect adjustments to service levels and their impacts on reserve balances.

8 Appendices

Key Insights

- Appendix A includes a one-page report card with an overview of key data from each asset category
- Appendix B identifies projected 10-year capital requirements for each asset category
- Appendix C includes several maps that have been used to visualize the current level of service
- Appendix D identifies the criteria used to calculate risk for each asset category
- Appendix E provides additional guidance on the development of a condition assessment program

Appendix A: Infrastructure Report Card

Asset Category	Replacement Cost (millions)	Asset Condition	Financial Capacity	
Road Network	$59.7	Fair (51%)	Annual Requirement:	$2,044,000
			Funding Available:	$2,082,000
			Annual Deficit:	**$-38,000**
Storm Water Network	$22.9	Good (67%)	Annual Requirement:	$286,000
			Funding Available:	$221,000
			Annual Deficit:	**$65,000**
Buildings	$30.4	Fair (45%)	Annual Requirement:	$579,000
			Funding Available:	$447,000
			Annual Deficit:	**$132,000**
Machinery & Equipment	$4	Poor (40%)	Annual Requirement:	$406,000
			Funding Available:	$314,000
			Annual Deficit:	**$92,000**
Vehicles	$4.2	Good (60%)	Annual Requirement:	$301,000
			Funding Available:	$233,000
			Annual Deficit:	**$68,000**
Land Improvements	$1.7	Good (63%)	Annual Requirement:	$103,000
			Funding Available:	$80,000
			Annual Deficit:	**$23,000**
Water Network	$64.1	Good (65%)	Annual Requirement:	$1,538,000
			Funding Available:	$1,001,000
			Annual Deficit:	**$537,000**
Sanitary Sewer Network	$67.3	Fair (57%)	Annual Requirement:	$1,381,000
			Funding Available:	$524,000
			Annual Deficit:	**$857,000**
Overall	$254.4	Fair (57%)	Annual Requirement:	$6,638,000
			Funding Available:	$4,902,000
			Annual Deficit:	**$1,736,000**

Appendix B: 10-Year Capital Requirements

The following tables identify the capital cost requirements for each of the next 10 years in order to meet projected capital requirements and maintain the current level of service.

Road Network											
Segment	Backlog	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Curb	$178,875	$390,821	$0	$11,715	$117,233	$128,481	$19,799	$0	$32,009	$0	$41,534
Road Surface	$0	$27,148	$1,685,278	$1,747,029	$2,888,613	$924,975	$2,691,067	$949,919	$830,262	$2,088,303	$1,708,961
Sidewalk	$2,504,716	$763,576	$0	$85,092	$260,920	$11,939	$0	$30,183	$0	$101,563	$0
Streetlights	$203,019	$41,256	$42,499	$43,047	$43,107	$47,352	$44,088	$42,877	$41,927	$41,291	$44,084
	$2,886,610	$1,222,801	$1,727,777	$1,886,883	$3,309,873	$1,112,747	$2,754,954	$1,022,979	$904,198	$2,231,157	$1,794,579

Storm Water Network											
Segment	Backlog	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Catch Basin	$6,524	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Catch Basin Leads	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Storm Concrete Headwalls	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Storm Culvert	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Storm Mains	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Storm Manhole	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
	$6,524	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

Buildings											
Segment	Backlog	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
General Government Buildings	$5,138,197	$0	$178,014	$0	$0	$0	$0	$129,642	$13,536	$53,974	$23,806
Protection Buildings	$0	$0	$0	$12,000	$0	$0	$0	$0	$0	$0	$0
Recreation Buildings	$0	$0	$0	$0	$27,356	$166,308	$4,871	$23,448	$0	$9,033	$1,653,860
Transportation Buildings	$0	$57,555	$0	$0	$0	$0	$124,893	$0	$27,399	$0	$0
	$5,138,197	$57,555	$178,014	$12,000	$27,356	$166,308	$129,764	$153,090	$40,935	$63,007	$1,677,666

Machinery & Equipment											
Segment	Backlog	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Equipment	$734,875	$27,719	$95,291	$27,490	$0	$28,393	$156,414	$249,212	$106,931	$0	$0
Furniture & Fixtures	$0	$0	$0	$0	$0	$0	$1,472	$1,976	$6,780	$12,458	$1,492
Heavy Equipment	$148,157	$109,774	$245,878	$0	$0	$102,838	$258,325	$29,031	$0	$0	$0
IT & AV	$364,987	$0	$25,631	$0	$48,499	$66,047	$381,512	$25,631	$0	$48,499	$66,047
Security	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
	$1,248,019	$137,493	$366,800	$27,490	$48,499	$197,278	$797,723	$305,850	$113,711	$60,957	$67,539

Vehicles											
Segment	Backlog	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Fire Trucks	$50,334	$0	$0	$0	$70,000	$0	$418,000	$0	$0	$0	$0
General Vehicles	$35,000	$0	$0	$0	$0	$0	$0	$0	$33,000	$0	$59,811
Pick-Up Trucks	$0	$91,100	$0	$41,000	$82,000	$41,000	$86,111	$0	$0	$41,060	$41,000
Plow Trucks	$0	$265,000	$0	$0	$265,000	$0	$265,933	$0	$0	$0	$246,936
Specialty Vehicles	$0	$0	$0	$0	$0	$0	$0	$0	$0	$36,000	$0
	$85,334	$356,100	$0	$41,000	$417,000	$41,000	$770,044	$0	$33,000	$77,060	$347,747

Land Improvements											
Segment	Backlog	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Cemetary	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Lighting & Signage	$0	$14,230	$0	$0	$0	$9,508	$16,038	$0	$34,977	$0	$426,925
Park Equipment & Structures	$14,388	$0	$24,390	$32,228	$7,641	$64,836	$18,997	$0	$0	$17,721	$162,354
Parking Lot	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Waste Management	$0	$0	$0	$0	$16,517	$0	$0	$0	$0	$16,517	$0
	$14,388	$14,230	$24,390	$32,228	$24,158	$74,344	$35,035	$0	$34,977	$34,238	$589,279

Water Network											
Segment	Backlog	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Hydrant Leads	$875	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Hydrants	$4,949	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Valves	$11,226	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Water Buildings	$19,580	$0	$0	$0	$97,900	$11,989	$27,276	$0	$0	$0	$52,035
Water Meters	$0	$0	$0	$0	$0	$13,963	$0	$0	$0	$0	$13,963
Watermains	$1,632,987	$0	$0	$102,573	$0	$0	$0	$0	$0	$0	$0
	$1,669,617	$0	$0	$102,573	$97,900	$25,952	$27,276	$0	$0	$0	$65,998

Sanitary Sewer Network											
Segment	Backlog	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Sanitary CB	$11,460	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Sanitary CB Lead	$6,135	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Sanitary Manhole	$2,397	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Sanitary Sewer Mains	$1,410,337	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Sanitary Treatment Buildings	$3,414,584	$24,720	$0	$258,645	$414,200	$0	$0	$0	$0	$137,753	$10,039
	$4,844,913	$24,720	$0	$258,645	$414,200	$0	$0	$0	$0	$137,753	$10,039

Appendix C: Level of Service Maps

Road Network Map

Road Class Pavement Condition

Sample Serious/Failed Road (0-25)
(Grey & Dark Red)

Sample Very Poor Road (26-40)
(Red)

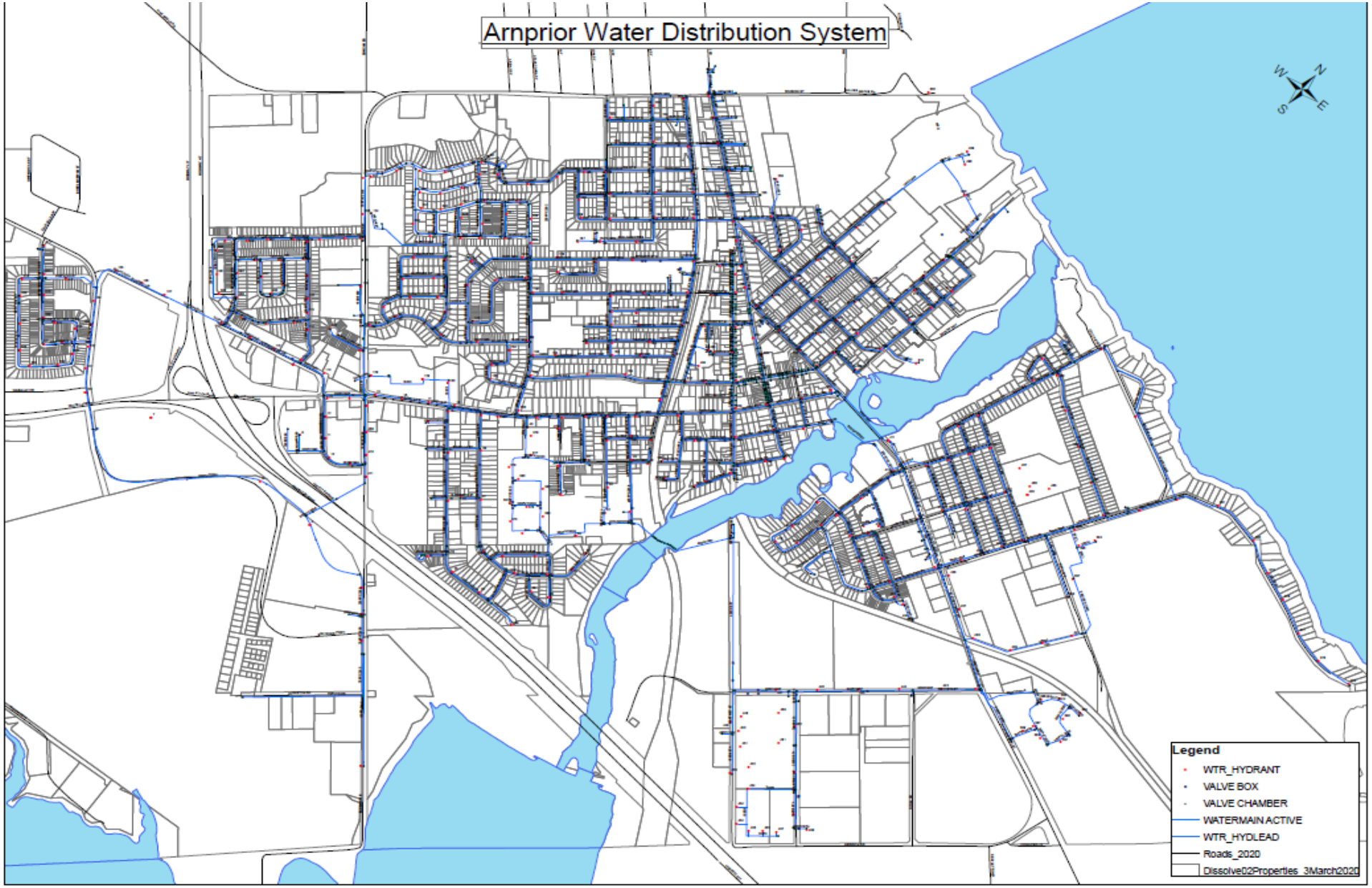
Sample Poor Road (41-55)
(Orange)

Sample Fair Road (56-70)
(Yellow)

Sample Good Road (71-85)
(Light Green)

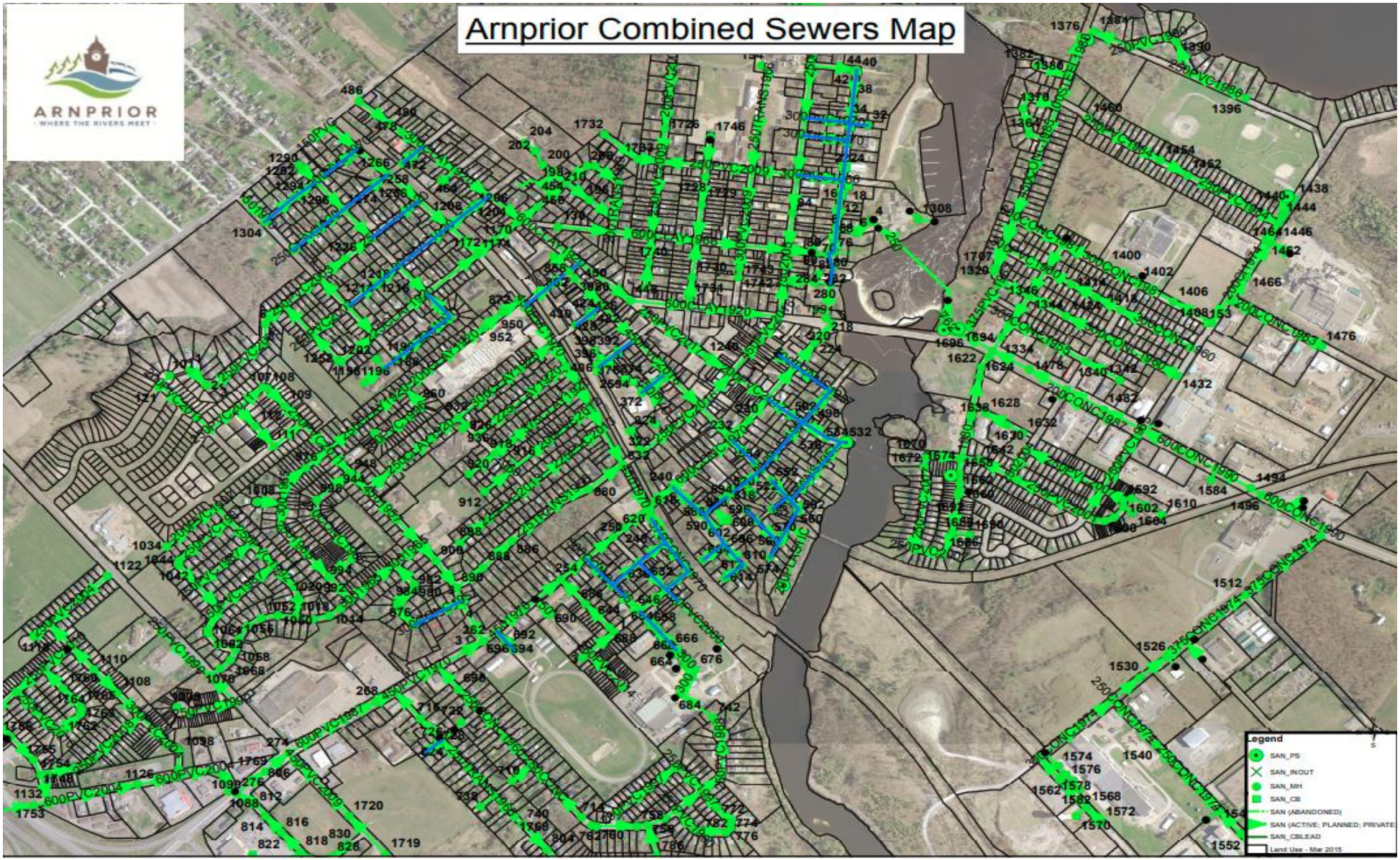
Sample Excellent Road (86-100)
(Dark Green)

Water Network Map



October 2020

Combined Sewer and Storm Water Network



0 105 210 420
Meters

November 2018

Appendix D: Risk Rating Criteria

Probability of Failure

Asset Category	Risk Criteria	Criteria Weighting	Value/Range	Probability of Failure Score
Road Network Storm Water Network Buildings Machinery & Equipment Vehicles Land Improvements	Condition	100%	80-100	1
			60-79	2
			40-59	3
			20-39	4
			0-19	5
Sanitary Sewer Network (Mains)	Condition	50%	80-100	1
			60-79	2
			40-59	3
			20-39	4
			0-19	5
	Pipe Material	50%	PVC, Plastic	1
			Concrete	2
			Transite, Asbestos Concrete, Steel, Steel Forcemain, Cast Iron	4
			Clay, Clay Tile	5
Water Network (Mains)	Condition	50%	80-100	1
			60-79	2
			40-59	3
			20-39	4
			0-19	5
	Pipe Material	50%	PVC, Plastic	1
			HDPE	2
			Copper, CU	3
			Cast Iron, Steel	4
			Ductile Iron	5

Consequence of Failure

Asset Category	Risk Classification	Risk Criteria	Value/Range	Consequence of Failure Score
Road Network	Economic (50%)	Replacement Cost	50,000	1
			100,000	2
			200,000	3
			400,000	4
			750,000	5
	Social (50%)	Road Design Class	Local	4
			Collector	5
Storm Water Network	Environmental (100%)	Pipe Diameter (mm)	250	1
			450	2
			600	3
			1,000	4
			100,000	5

Asset Category	Risk Classification	Risk Criteria	Value/Range	Consequence of Failure Score
Buildings	Economic (100%)	Replacement Cost	$0-$50,000	1
			$50,000-$250,000	2
			$250,000-500,000	3
			$500,000-2,000,000	4
			$2,000,000+	5
Machinery & Equipment	Economic (100%)	Replacement Cost	$0-$15,000	1
			$15,000-$40,000	2
			$40,000-$100,000	3
			$100,000-$150,000	4
			$150,000+	5
Vehicles	Economic (100%)	Replacement Cost	$0-$25,000	1
			$25,000-$40,000	2
			$40,000-$100,000	3
			$100,000-$300,000	4
			$300,000+	5
Land Improvements	Economic (100%)	Replacement Cost	$0-10,000	1
			$10,000-$20,000	2
			$20,000-$40,000	3
			$40,000-$100,000	4
			$100,000+	5

Asset Category	Risk Classification	Risk Criteria	Value/Range	Consequence of Failure Score
Water Network (mains)	Economic (10%)	Replacement Cost	$0-$5,000	1
			$5,000-$20,000	2
			$20,000-$50,000	3
			$50,000-$100,000	4
			$100,000+	5
	Environmental (90%)	Pipe Diameter (mm)	100	1
			150	2
			250	3
			300	4
			300+	5
Sanitary Sewer Network (mains)	Economic (10%)	Replacement Cost	$0-$10,000	1
			$10,000-$25,000	2
			$25,000-$50,000	3
			$50,000-$100,000	4
			$100,000+	5
	Environmental (90%)	Pipe Diameter (mm)	150	1
			220	2
			350	3
			500	4
			500+	5

Appendix E: Condition Assessment Guidelines

The foundation of good asset management practice is accurate and reliable data on the current condition of infrastructure. Assessing the condition of an asset at a single point in time allows staff to have a better understanding of the probability of asset failure due to deteriorating condition.

Condition data is vital to the development of data-driven asset management strategies. Without accurate and reliable asset data, there may be little confidence in asset management decision-making which can lead to premature asset failure, service disruption and suboptimal investment strategies. To prevent these outcomes, the Town's condition assessment strategy should outline several key considerations, including:

- The role of asset condition data in decision-making
- Guidelines for the collection of asset condition data
- A schedule for how regularly asset condition data should be collected

Role of Asset Condition Data

The goal of collecting asset condition data is to ensure that data is available to inform maintenance and renewal programs required to meet the desired level of service. Accurate and reliable condition data allows municipal staff to determine the remaining service life of assets, and identify the most cost-effective approach to deterioration, whether it involves extending the life of the asset through remedial efforts or determining that replacement is required to avoid asset failure.

In addition to the optimization of lifecycle management strategies, asset condition data also impacts the Town's risk management and financial strategies. Assessed condition is a key variable in the determination of an asset's probability of failure. With a strong understanding of the probability of failure across the entire asset portfolio, the Town can develop strategies to mitigate both the probability and consequences of asset failure and service disruption. Furthermore, with condition-based determinations of future capital expenditures, the Town can develop long-term financial strategies with higher accuracy and reliability.

Guidelines for Condition Assessment

Whether completed by external consultants or internal staff, condition assessments should be completed in a structured and repeatable fashion, according to consistent and objective assessment criteria. Without proper guidelines for the completion of condition assessments there can be little confidence in the validity of condition data and asset management strategies based on this data.

Condition assessments must include a quantitative or qualitative assessment of the current condition of the asset, collected according to specified condition rating criteria, in a format that can be used for asset management decision-making. As a result, it is important that staff adequately define the condition rating criteria that should be used and the assets that require a discrete condition rating. When engaging with external consultants to complete condition assessments, it is critical that these details are communicated as part of the contractual terms of the project.

There are many options available to the Town to complete condition assessments. In some cases, external consultants may need to be engaged to complete detailed technical assessments of infrastructure. In other cases, internal staff may have sufficient expertise or training to complete condition assessments.

Developing a Condition Assessment Schedule

Condition assessments and general data collection can be both time-consuming and resource-intensive. It is not necessarily an effective strategy to collect assessed condition data across the entire asset inventory. Instead, the Town should prioritize the collection of assessed condition data based on the anticipated value of this data in decision-making. The International Infrastructure Management Manual (IIMM) identifies four key criteria to consider when making this determination:

1. **Relevance**: every data item must have a direct influence on the output that is required
2. **Appropriateness**: the volume of data and the frequency of updating should align with the stage in the assets life and the service being provided
3. **Reliability**: the data should be sufficiently accurate, have sufficient spatial coverage and be appropriately complete and current
4. **Affordability**: the data should be affordable to collect and maintain

Town of Arnprior Staff Report

Subject: Bi-annual Financial Update – October 2021
Report Number: 21-10-25-04
Report Author and Position Title: J. Morawiec, GM Client Services / Treasurer
Department: Client Services
Meeting Date: October 25, 2021

Recommendations:

That Council receive report 21-10-25-04 as information.

Background:

As per section 14 of the Procedural By-Law 6922-19, the General Manager, Client Services / Treasurer will provide Council with bi-annual Financial Reports, with the first report being in May/June and with the second report being October/November. The intent of the report is to provide Council with a clear picture of the Town's financial status, identify any financial matters of concern and update Council on progress and improvements made to date on finance related initiatives.

As a result of the COVID-19 global pandemic, the federal and provincial governments enacted emergency measures to combat the spread of the virus. The pandemic has had significant operational and financial impacts including service reductions, declines in associated user fee revenues and additional costs. While some impacts have been mitigated by associated funding and other cost saving measures, the uncertainty created by the pandemic continues to impact our ability to reliably estimate the financial impacts on the Town over current and future periods. Staff continue to monitor closely.

Discussion:

1. 2021 Operating Budget

Table 1 provides 2021 budget, year-to-date (YTD) figures to September 30, 2021 and September 2020 figures for comparison. An expanded breakdown of this summary table is included in Appendix A.

Revenues include taxation and grant revenues while departmental expenses are net user fee and other departmental specific revenues. The $5.6M bottom line figure on the 2021 budget column is the total planned contributions to Reserve and Reserve Funds. Figures in brackets ($) represent positive revenue balances and will appear that way under the Expenses when the current user fee revenues are greater than the departmental expenses.

Table 1 – Net Operating Budget Variance

Description	2020 Sept	2021 Sept	2021 Budget
Revenue			
Taxation	(9,730,415)	(10,106,075)	(10,046,433)
Payments-in-lieu	(123,960)	(122,112)	(125,000)
Grants - Operating	(1,227,475)	(1,336,208)	(1,710,200)
Grants - Capital	(647,784)	(934,857)	(850,402)
Total Revenues	**(11,729,634)**	**(12,499,251)**	**(12,732,035)**
Expenses*			
Governance / Client Services			
Council	142,594	139,180	221,050
Clerks Office	195,105	185,343	292,200
Corporate Management	563,253	497,674	824,560
Human Resources	77,852	69,817	114,800
Information Systems	147,059	107,055	235,950
	1,125,863	999,069	1,688,560
Protection to Persons & Property			
Fire Services	264,825	268,605	685,025
Policies Services	1,195,436	1,024,784	1,797,830
Animal & Parking Services	39,685	56,163	62,080
	1,499,946	1,349,552	2,544,935
Operations			
Roads & Services	1,015,045	1,107,020	1,951,798
Vehicles & Equipment	(385,333)	(230,435)	(388,900)
Buildings	188,044	229,169	301,320
Crossing Guards	11,999	10,819	34,736
Cemetery	43,207	29,971	(5,900)
	872,962	1,146,544	1,893,054
Environmental Services			
Waterworks	(323,854)	(1,061,647)	(1,026,041)
Wastewater	113,585	(355,177)	(396,500)
Waste Management	(247,508)	(338,934)	(105,250)
	(457,777)	(1,755,758)	(1,527,791)
Parks and Recreation			
Parks	183,000	273,144	296,250
Marina	(29,009)	(48,822)	(5,150)
Programs	111,339	110,427	239,375
NSC Programs	(63,979)	63,825	(150,376)
NSC Building	681,798	713,214	1,190,730
	883,149	1,111,787	1,570,829
Community Services			
Museum	54,826	93,692	149,620
Building Services	(68,795)	(545,048)	0
Planning / Zoning	13,990	51,851	111,150
Marketing & Econ Development	104,771	112,626	202,950
	104,792	(286,879)	463,720
Municipal Grants / Subsidies	391,373	409,581	492,441
Total Expenses	**4,420,308**	**2,973,896**	**7,125,748**
Net Operating Budget	**(7,309,326)**	**(9,525,355)**	**(5,606,287)**
Reserve Contributions (Budgeted)	4,523,714	5,874,434	5,606,287
(Surplus) / Deficit	**(2,785,612)**	**(3,650,921)**	**0**
*Expenses are net any user fee revenues			

Key Notes:

(a) Revenues:

- Taxation Revenues from Supplemental Billings (growth related) are higher than anticipated at $188K compared to a budgeted $130K.
- Grants – Operating are higher in 2021 due to receipt of additional Gas Tax Funds of $268K. These funds are added to the projected reserve contributions for the year and will be utilized for 2022 capital projects.

(b) Governance / Client Services

- Lottery license revenues for Clerks Office is trending lower in 2021 than budgeted due to COVID-19 impacts.
- Corporate management expenses are trending lower in 2021 due to less taxation settlements from the ARB (Assessment Review Board) and temporary vacancy in the Manager of Finance position.

(c) Protection to Persons and Property:

- Animal / Parking services net expenses are higher in 2021. This is due to a combination of less parking fines incurred in 2021 to date and additional expenses for Robert Simpson Park summer security.

(d) Operations:

- Winter control expenses for 2021 heading into the final quarter are 41% expended ($337K spent, $837K budgeted). While the expenses are lower given the mild Jan-Apr 2021 season, there is a corresponding offset for internal equipment use revenues.
- 2020 Building expenses are lower due to a temporary vacancy in the Engineering – Facilities & Assets position.

(e) Environmental:

- Landfill tipping fees are $12K higher in 2021 compared to the same 2020 timeframe.
- Water and wastewater revenues are trending slightly higher than 2020 levels at this time. They look considerably higher compared to 2020 but for comparison purposes, this is due to the addition of Development Charge revenues to offset debt charges added into the 2021 budget.

(f) Recreation:

- Parks expenses for 2021 are higher than 2020 however this is due to the cancellation of summer students in 2020 for COVID-19 cost containment measures and in 2021 expenses were transferred into the parks cost centre to record Robert Simpson Park beach lifeguard expenses under the proper cost centre.
- With the Nick Smith Centre closed from January – July 2021, the impact on revenues are apparent. Safe Restart Funding will help offset these lost revenue impacts.

(g) Community Services:

- Building permit revenues in 2021 ($705K) have significantly surpassed the projected 2021 revenues ($190K) with over 400 permits issued to d[redacted]

- 2020 Planning expenses were lower due to the vacancy in the Town Planner position.
- Museum expenses are higher in 2021 compared to 2020 as a number of summer student position in 2020 were not filled. Museum expenditures are 75% of budgeted which is on target for 9 of 12 months into the year.

Summary:

Despite COVID-19 impacts, the municipality is heading into the final quarter of the year with more available operating funds ($3.65M in 2021 versus $2.78M in 2020) however these funds are spread across various cost centres as outlined in the chart below. While these figures will change over the final quarter for the year, you can see some trending, such as the improvement in water and wastewater compared to last year.

	(Surplus)/Deficit	
Self Sustaining Cost Centers	2020	2021
Water	294,207	(35,606)
Wastewater	128,978	41,323
Waste Management	(196,508)	(233,684)
Cemeteries	43,207	35,871
Building Services	(65,595)	(545,048)
General (Taxation)	(2,615,769)	(2,418,462)
Winter Control	(374,132)	(495,315)
Total	(2,785,612)	(3,650,921)

Covid-19 Financial Impacts

The provision of municipal services continued to be impacted by COVID-19 through 2021 with financial impacts. Impacts can take multiple forms including impact on staff time to address new regulations and requirements, additional expenses and reduced revenues. Impacts include but are not limited to:

- Additional expenses for PPE and enhanced cleaning protocols.
- Robert Simpson Park summer security to maintain crowds and clear accesses.
- Reduced revenues from lottery licenses and parking fines.
- Hiring of Vaccination Screeners for the Nick Smith Centre.
- Delayed replacement of water meters inside resident homes.

The Recreation Department continues to be the most significantly impacted with the Nick Smith Centre subject to mandated closures for a seven month period between January – July 2021. Closures have impacted the ability to generate user fees and charges for most of the year however the facility is hopeful for increased participation and rentals throughout Q4.

Currently, 2021 net expenses are higher for Recreation Programming / Nick Smith Centre, sitting at 72.4% of budget expended compared to 65.6% and 65.3% for 2019 and 2020 respectively for the same time period. Safe Restart Funding of $264,073 is available to help offset these COVID-19 operating pressures.

Financial Items

(a) 2021 Financial Audit

Allan and Partners have announced they are joining KPMG LLP as of October 4, 2021. Our audit contacts will remain the same and our engagement fees as outlined in the RFP will be honoured. The initial process for the 2021 audit will start during Q4 of 2020 to assess procedures with the financial audit finishing in Q2 of 2022.

(b) Properties 2 Years in Arrears / Properties Eligible for Tax Sale

In January 2021, 40 registered letters were issued to property owners with properties that were two years in arrears. As per policy, they were provided a deadline of March 31, 2021 to bring their account into good standing. Currently, 6 of these properties remain in arrears and are registered with a Tax Arrears Certificate.

For properties that were registered with Tax Arrears Certificates in 2020, 4 remain outstanding and will be eligible for tax sale in February 2022.

(c) Renfrew County Treasurers Group

The Tax Policy Working Group (TPWG) is made up of Treasurer's from the lower tier municipalities and headed by the County of Renfrew Treasurer. An upcoming meeting will be held on October 26, 2021 with discussions covering many financial topics including Assessment Appeal Proposal (Municipal Tax Equity Consultants), MPAC updates, Small Business Subclass discussion, Tax Policy discussion (industrial ratio phase-in and multi-residential class ratios) and 2022 whistleblower program.

(d) Local Efficiency Group (LEG) – Treasurers

The LEG Treasurer group met for the purposes of reviewing the potential for developing a combined municipal insurance and risk management group to hopefully take advantage of group buying power and generate cost savings. Given the complexities and legalities with insurance policies, setting up a combined insurance group will take a number of months and the assistance of an experienced insurance broker who will be obtained through a broker services proposal or similar process.

While still in the planning stage, it is anticipated that LEG municipalities that would like to participate, the broker services proposal will proceed in Q1-Q2 of 2022, giving the selected broker sufficient time (6-9 months) to set up the combined municipal insurance group and obtain pricing for the 2023 renewal. LEG municipalities that would like to participate will need to commit to the 2023 renewal and may need to extend with their current providers until the end of 2022.

Procurements – Delegated Authority

The following procurements were completed under delegated authority in compliance with the Town's procurement policy.

Vendor Name	Goods/Services	Value Awarded (net HST)	Funding Source
Xylem Canada	Flygt Submersible Pump	$ 38,577	Capital Budget
Donnelly Ford	PW Half Ton Truck	$ 36,022	Capital Budget
JWK Utilities	Fire Hall Generator	$ 69,515	Capital Budget
Francis HVAC	NSC Rooftop Unit	$ 46,899	Capital Budget
Adias Impex Ltd	OPP/Fire Bldg Flooring	$ 24,607	Capital Budget
H&H Construction	Elgin St Sidewalk Repairs	$ 69,739	Capital Budget
Sparton Gardens	Eco-Friendly Weed Spray	$ 24,497	Operating Budget
JP2G Consultants	Hugh St Design	$ 60,455	Capital Budget
Donnelly Ford	Sewage Truck	$ 75,952	Capital Budget
WSP	CIP Update	$ 21,698	Capital Budget
Golder	Landfill Monitoring	$ 41,000	Operating Budget
Clean Water Works	Elgin St Sewer Lining	$ 27,449	Capital Budget
Huckabone	Tractor replacement	$ 39,173	Capital Budget
Fuelled Networks	Managed Services	$ 67,162	Operating Budget
CIMCO	Compressor Cooling Loop	$ 20,223	Capital Budget

2021 Capital Budget

The 2021 capital budget is robust with over 63 projects (45 current, 18 prior year) and over $6M in funding when you include prior year WIP funds. While significant progress has already been made, it was a challenging year with continued COVID impacts and the overall volume of projects. There were some concerns on what impact the pandemic would have on tender prices but so far, the majority of completed 2021 tenders have been on or under budget.

Municipal Grants

The Town has been fortunate to receive a number of grants so far this year and are awaiting to here results from a number of submissions.

Approved Grants	Value	Description
Inclusive Community	$59,280	NSC Wayfinding Strategy
ICIP: Green Stream	$2,006,418	Madawaska River 400mm watermain replacement
Gas Tax – Top Up	$268,147	Carry-forward to 2022 capital
Canada Summer Jobs	$14,968	Summer student positions (5) – partial hours
Young Canada Works	$14,983	Summer student positions (3) – partial hours
Fire Safety Grant	$6,700	Fire Training Module
JumpStart Sport Relief	$5,050	Kayak program and equipment
Digital Museum Canada	$15,000	Museum – unravelling the yarn / textiles
ICIP: COVID Stream	$189,283	Enhancements at Legion & Caruso Parks
TOTAL Approved	**$2,579,829**	
Awaiting Results	Value	Description
Canada Health Communities Initiative	$248,190	Robert Simpson Park enhancing accessibility
Municipal Modernization - Implementation	$22,500	Telecom Network modernization
Municipal Modernization - Review	$60,000	Integrated waste management review
Ontario Trillium Fund	$330,000	NSC dehumidification improvements
Young Canada Works	$15,654	Museum Education & Outreach Coordinator
TOTAL Awaiting Results	**$676,344**	

Options:
N/A

Policy Considerations:
This report has been completed in accordance with the Town's Procedure By-law and meets the Town's Strategic Plan vision for embracing a Sustainable Financial Model.

Financial Considerations:
As outlined in this report.

Meeting Dates:
N/A

Consultation:
Senior Management Team

Documents:
N/A

Signatures:

Reviewed by Department Head: Jennifer Morawiec

Reviewed by General Manager, Client Services/Treasurer: Jennifer Morawiec

CAO Concurrence: Robin Paquette

Workflow Certified by Town Clerk: Maureen Spratt

Town of Arnprior Staff Report

Subject: Proclamation – November 1-7, Carbon Monoxide Awareness Week
Report Number: 21-10-25-05
Report Author and Position Title: Maureen Spratt, Town Clerk
Department: Client Services
Meeting Date: October 25, 2021

Recommendations:

That Council proclaim November 1-7 as Carbon Monoxide Week in the Town of Arnprior.

Background:

Assessment of the Proclamation Request from the Town of Arnprior Proclamations Policy No. ADMIN-C-2.05

Section 5.1 – Charitable or Non-Profit Organization	Not Applicable
Section 5.2 – Request received two (2) weeks prior to event	Yes
Section 5.2.1 – Name and Address of Organization	Town of Arnprior 67 Meehan Street Arnprior, ON K7S 2B7
Section 5.2.2 – Contact Person's Name	Cory Nicholas, Captain – Fire Suppression/Prevention Services Arnprior Fire Department
Section 5.2.3 – Name of Proclamation and Duration	Carbon Monoxide Week November 1 – 7, 2021
Section 5.2.4 – Appropriate Wording for Proclamation	Yes
Section 5.2.5 – Request Flag to be flown/ flag raising ceremony	No

Section 5.3.1 – Does not promote any commercial business	Complies
Section 5.3.2 – Does not promote hatred or illegal activity	Complies
Section 5.3.3 – Does not contain inappropriate statements	Complies

Documents:

1. Proclamation Document – Carbon Monoxide Week November 1 – 7, 2021

Signatures

Reviewed by Department Head: Jennifer Morawiec

Reviewed by General Manager, Client Services/Treasurer: Jennifer Morawiec

CAO Concurrence: Robin Paquette

Workflow Certified by Town Clerk: Maureen Spratt

Town of Arnprior Proclamation

Carbon Monoxide Awareness Week

November 1 – 7, 2021

Whereas Carbon monoxide (CO) is often referred to as the silent killer because it is a colourless, odourless and tasteless gas; and

Whereas CO is the leading cause of accidental poisoning deaths in North America**;** and

Whereas each year it proves fatal for dozens of Canadians and makes more thousands sick with what they think is the flu; and

Whereas increasing awareness of the importance of having functioning carbon monoxide detectors can help save lives; and

Whereas this November the Town of Arnprior Fire Prevention/Protection Office will be increasing public awareness of carbon monoxide hazards at home, school and work, highlighting the simple steps we can all take to avoid personal tragedy.

Therefore, I Walter Stack, Mayor of the Town of Arnprior, do hereby proclaim November 1st – 7th, 2021 as “Carbon Monoxide Awareness Week” in the Town of Arnprior and urge all residents to participate in the outreach activities planned by the Fire Prevention/Protection Office to highlight the simple steps all residents can take to avoid personal tragedy.

Walter Stack, Mayor

ARNPRIOR

Fire Department
67A Meehan Street
Arnprior, ON K7S 2B7

tel 613 623 4231
fax 613 623 8026

arnprior@arnprior.ca
www.arnprior.ca

July 26th, 2021

Corporation of the Town of Arnprior
Municipal Office
Maureen Spratt, Clerk
105 Elgin Street
Arnprior On, K7S 0A8

Mrs. Spratt,

Re: Request for "Carbon Monoxide Awareness Week" proclamation.

This November the Fire Prevention Office of the Arnprior Fire Department will be increasing public awareness of carbon monoxide hazards around us at home, school, and work. The Fire Prevention Office would like to enhance this initiative by asking Town Officials to proclaim the week of November 1st – 7th, 2021 "Carbon Monoxide Awareness Week in the Town of Arnprior". Campaign resources and outreach activities highlight the simple steps we can all take to avoid personal tragedy. CO is the leading cause of accidental poisoning deaths in North America. Each year it proves fatal for dozens of Canadians, and, makes many more thousands sick with what they think is the flu.

We urge Council to join with us in this important initiative to increase awareness in order to reduce the number of preventable deaths that may occur in our community as a result of carbon monoxide poisoning. A Carbon Monoxide Awareness Week Proclamation will serve as a powerful example of Councils commitment to the safety of the people of the Town of Arnprior.

Thank you for your consideration.

Sincerely,

Cory Nicholas

Captain – Fire Suppression/Prevention Services,
Arnprior Fire Department

Minutes of Community Development Advisory Committee Meeting
June 21, 2021
6:30 PM
Electronic Participation – Via Zoom

Committee and Staff Attendance

Committee Members Present:

Chair, Lynn Grinstead
Vice Chair, Tom Burnette
Citizen Member, Dennis Turpin
Citizen Member, Neil Caldwell
Citizen Member, Seth Malina

Town Staff Present:

Megan Rueckwald, Town Planner
Lindsay Wilson, MEDO
Janet Carlile, Museum Curator
Maureen Spratt, Town Clerk

Committee Members Absent:

Citizen Member, Peter Anas
Citizen Member, Guy Bahm

1. **Call to Order**
   Chair Lynn Grinstead called the Community Development Advisory Committee meeting to order at 6:30 PM and welcomed those present.

2. **Roll Call**
   The roll was called, with all Members of the Committee being present except committee members Peter Anas and Guy Bahm.

3. **Land acknowledgement statement**
   Chair Grinstead asked everyone to take a moment to acknowledge and show respect for the Indigenous Peoples as traditional stewards of the land we operate on, by stating:

   > "I would like to begin by acknowledging that the land on which we work and gather is the traditional unceded territory of the Anishinaabe People. This Algonquin Nation have lived on this land for thousands of years, long before the arrival of the European settlers, and we are grateful to have the opportunity to be present in this territory."

4. **Adoption of Agenda**
   Resolution Number 17-21
   Moved by Dennis Turpin
   Seconded by Seth Malina

Be It Resolved That the agenda for the Community Development Advisory Committee Meeting of dated Monday, June 21, 2021 be adopted.

Resolution Carried

5. Disclosures of Pecuniary Interest

None

6. Adoption of Minutes of Previous Meeting(s)

Resolution No. 18-21
Moved by Seth Malina
Seconded by Neil Caldwell
That the Community Development Advisory Committee Minutes of April 19, 2021 be adopted.

Resolution Carried

7. Presentations/ Delegations

a) New Website, MEDO

The Marketing and Economic Development Officer provided a visual demonstration of the Town's new website, highlighting some of the new features including the pop-up (generally used for emergency purposes); news and notices, community events, upcoming meetings, most popular services section, you tube video and the stay in touch section. The MEDO briefly noted the various content included in the categories, living here, recreation and culture, building and development and town hall. The MEDO advised the site is live and encouraged members to review the site and provide any feedback they may have.

b) Federal Historic Site Designation – DA Gillies Building, Janet Carlile Museum Curator

The Museum Curator provided an overview of the power point presentation Federal Historic Site Designation DA Gillies Building, attached as Appendix A, and forming part of these minutes. Following the presentation committee members agreed that this is a very exciting project.

8. Matters Tabled/ Deferred/ Unfinished Business

None

9. Staff Reports

a) Considerations for the Keeping of Backyard Hens, Town Planner

Resolution Number 19-21
Moved by Seth Malina
Seconded by Dennis Turpin

That the Community Development Advisory Committee receive report number 21-06-21-01 Considerations for the Keeping of Backyard Hens;

And That the Committee provide feedback to staff on provisions to be included in a backyard hen licensing by-law, should Council elect to implement such a by-law.

Resolution Carried

The Town Planner provided an overview of the report, following which a question and answer period ensued.

- Where do pet owners dispose of waste?
  - Some pet owners will choose to use in their gardens or in their composters, depending on the number of licenses issued staff could also consider organizing an organic waste drop off.
- What is the difference between chicken and other animal waste?
  - The difference is the volume of waste. Most importantly ensuring the storage of waste on the property does not impact neighbouring properties.
- Have you received feedback from other municipalities with regards to complaints?
  - Research has shown that the standard is to keep between 4 and 6 hens, at least 4 months old, ensuring that there are no roosters. Backyard chickens are popping up in many municipalities including Toronto, and Kingston. Providing a large enough lot size and setbacks is how municipalities mitigate concerns with adjacent neighbours.
- Are tenants permitted to have backyard chickens?
  - Yes, tenants are eligible as long as they have authorization from the property owner.
- It is unfair to not allow owners of smaller sized properties (town house and semi-detached) to have backyard chickens.
  - Staff will evaluate the program in one year, if there are no complaints Council could choose to change the size of properties and/or allow for fewer hens.
- What is the mechanism to enforce the coop smell?
  - The coop needs to be maintained and odourless – complaints will be enforced by by-law enforcement. In order to renew a licence the licensee needs to be in good standing, and a licence can always be revoked.
- Is By-law aware of their involvement?
  - Yes, however the amount of involvement will depend on the number of licences issued and may require further discussion down the road.
- Why is the licencing of backyard chickens not a pilot project?
  - Having backyard chickens is not only for a food source, it is also part of learning about sustainable living. Similar to other animals, chickens also become pets.

10. New Business

None

11. Adjournment

Resolution No. 20-21
Moved by Neil Caldwell
Seconded by Seth Malina
That this meeting of the Community Development Advisory Committee be adjourned at 7:20 p.m.

Resolution Carried

The Corporation of the
Town of Arnprior

By-law Number 7222-21

A by-law of the Town of Arnprior to designate certain lands in Phase One of the Marshall's Bay Meadows Plan of Subdivision (49M-108), as being exempt from Part Lot Control.

Whereas the Planning Act, R.S.O. 1990, c.P.13, as amended, (the "Planning Act") subsection 50(5) provides that all lands within a plan of subdivision are subject to part lot control; and

Whereas authority is vested in Council by the Planning Act, subsection 50(7) to enact by-laws which provide that subsection 50(5) does not apply to such lands as are designated in the by-law;

Therefore the Council of the Town of Arnprior enacts as follows:

1. **That** subject to Section 2 hereof, the Planning Act, subsection 50(5) does not apply to the lands described as:

    a. Block 29 on Plan 49M-108 designated as Parts 1-2 on 49R-19875;

    b. Block 30 on Plan 49M-108 designated as Parts 1-2 on 49R-19867;

    c. Block 34 on Plan 49M-108 designated as Parts 1-4 on 49R-19868; and

    d. Block 35 on Plan 49M-108 designated as Parts 1-4 on 49R-19866.

2. **That** this by-law shall be effective only to the extent necessary to permit:

    (a) the creation of parcels for construction purposes and to permit such parcels to be charged and/or discharged;

    (b) individual dwelling units, together with appurtenant rights and easements in land associated therewith, to be conveyed to each initial purchaser thereof, and to be charged and discharged; and

    (c) any easements, including rights-of-way, as contained in the transfers to each initial purchaser of each individual dwelling unit; and this by-law shall not be construed as to permit the further severance or resubdivision of any such parcel.

3. **That** a conveyance or conveyances in favour of the Town of Arnprior shall not for the purpose of this by-law be considered to be a severance and this by-law shall also be deemed to permit the grant or release of easements held in favour of the Town on or with respect to the lands described above.

4. **That** this by-law shall become effective upon the endorsement by the Corporation of the County of Renfrew of its said approval of the by-law.

5. **That** no further subdivision of the aforementioned lands shall be undertaken upon completing of the original purpose for which this by-law is being passed and approved except by an application made pursuant to Section 50 of the Planning Act, R. S. O. 1990, as amended.

6. **That** this by-law shall expire and be of no further force and effect as of the 25th day of October, 2023.

Signatures:

Walter Stack, Mayor

Maureen Spratt, Town Clerk

The Corporation of the
Town of Arnprior

By-law Number 7223-21

A by-law of the Town of Arnprior to designate certain lands in the Fairgrounds Plan of Subdivision (49M-109), as being exempt from Part Lot Control.

Whereas the Planning Act, R.S.O. 1990, c.P.13, as amended, (the "Planning Act") subsection 50(5) provides that all lands within a plan of subdivision are subject to part lot control; and

Whereas authority is vested in Council by the Planning Act, subsection 50(7) to enact by-laws which provide that subsection 50(5) does not apply to such lands as are designated in the by-law;

Therefore the Council of the Town of Arnprior enacts as follows:

1. **That** subject to Section 2 hereof, the Planning Act, subsection 50(5) does not apply to the lands described as:

   a. Block 45 on Plan 49M-109 designated as Parts 1-3 on Plan 49R-19853; and

   b. Block 46 on Plan 49M-109 designated as Parts 1-2 on Plan 49R-19843.

2. **That** this by-law shall be effective only to the extent necessary to permit:

   (a) the creation of parcels for construction purposes and to permit such parcels to be charged and/or discharged;

   (b) individual dwelling units, together with appurtenant rights and easements in land associated therewith, to be conveyed to each initial purchaser thereof, and to be charged and discharged; and

   (c) any easements, including rights-of-way, as contained in the transfers to each initial purchaser of each individual dwelling unit; and this by-law shall not be construed as to permit the further severance or resubdivision of any such parcel.

3. **That** a conveyance or conveyances in favour of the Town of Arnprior shall not for the purpose of this by-law be considered to be a severance and this by-law shall also be deemed to permit the grant or release of easements held in favour of the Town on or with respect to the lands described above.

4. **That** this by-law shall become effective upon the endorsement by the Corporation of the County of Renfrew of its said approval of the by-law.

5. **That** No further subdivision of the aforementioned lands shall be undertaken upon completing of the original purpose for which this by-law is being passed and approved except by an application made pursuant to Section 50 of the Planning Act, R. S. O. 1990, as amended.

6. **That** this by-law shall expire and be of no further force and effect as of the 25th day of October, 2023.

Signatures:

Walter Stack, Mayor

Maureen Spratt, Town Clerk

The Corporation of the
Town of Arnprior

By-law Number 7224-21

A by-law to adopt a mandatory COVID-19 Vaccination Policy.

Whereas Section 8 of the Municipal Act, 2001, as amended, provides that the powers of a municipality shall be interpreted broadly so as to confer broad authority on the municipality to govern its affairs as it considers appropriate and to enhance the municipality's ability to respond to municipal issues; and

Whereas Section 11 (2) 6 of the Municipal Act, 2001, as amended, provides that a municipality may pass by-laws in the interest of the health, safety and well-being of persons; and

Whereas in accordance with its obligations pursuant to the *Occupational Health and Safety Act* of Ontario, the Town of Arnprior is committed to taking every reasonable precaution for the protection of the health and safety of it's employees; and

Whereas vaccination against COVID-19, in combination with health and safety precautions, have been identified by public health authorities as an effective means of reducing the transmission of COVID-19 in the workplace and in our community and safeguarding our employees and the public they interface with; and

And Whereas Council of the Corporation of the Town of Arnprior deems it expedient to adopt a Vaccination Policy to maximize COVID-19 vaccination rates among Town employees as one of the critical control measures against COVID-19.

Therefore, the Council of the Town of Arnprior enacts as follows:

1. **That** COVID-19 Vaccination Policy (#HR-COVID-04) attached hereto and forming part of this By-Law be adopted.

2. **That** this By-law shall come into force and effect on the day of its passing**.**

Enacted and passed this 25th day of October, 2021.

Signatures:

Walter Stack, Mayor

Maureen Spratt, Town Clerk

The Town of Arnprior Corporate Policies and Procedures Manual

Policy Name: COVID-19 Vaccination Policy

Policy Manual Section:

Human Resources – Health and Safety

Policy Number: HR-COVID-04

Effective Date: October 25, 2021

Revision Date:

By-law Number: 7224-21

Organizational Coverage: As defined within.

1.0 Policy Statement

In accordance with its obligations pursuant to the *Occupational Health and Safety Act* of Ontario, the Town of Arnprior is committed to taking every reasonable precaution for the protection of the health and safety of its. Employees. This Policy has also been developed and in accordance with government and local public health recommendations. Vaccination against COVID-19, in combination with health and safety precautions, have been identified by public health authorities as an effective means of reducing the transmission of COVID-19 in the workplace and in our community and safeguarding our employees and the public they interface with. This Policy is designed to maximize COVID-19 vaccination rates among Town employees as one of the critical control measures against COVID-19.

2.0 Purpose

The purpose of the COVID-19 Vaccination Policy is to provide guidelines and expectations pertaining to the requirements of the employees, with respect to COVID-19 vaccination.

3.0 Scope

This Policy applies to all Town employees, volunteers, independent contractors, students and future employees and Council members engaging in functions or activities on behalf of the Town which, on the advice of public health authorities highly recommend that employers make

COVID-19 vaccinations a priority for their own health or that of others with whom they engage with on behalf of the Town.

The Town reserves the right to amend the scope of this Policy as needed, to meet changing provincial or federal public health recommendations and legislative or operational requirements.

4.0 Responsibility

4.1 The Human Resources Officer is responsible for:

- Administering the Policy in accordance with applicable legislation and public health recommendations and requirements;
- Collect, store, track and disclose vaccination status information where permitted in this policy and ensure privacy of same;
- Coordinate workplace accomodations;
- Assign employees mandatory education or training;
- Ensures COVID-19 antigen tests are done regularly.

4.2 Managers are expected to:

- Lead by example;
- Ensure employees complete any mandatory education or training about COVID-19;
- Provide a list of volunteers, independent contractors and students to the Human Resources Officer.

4.3 Employees are expected to:

- Follow all health and safety policies and protocols;
- Get vaccinated, including any recommended boosters;
- Complete any mandatory education or training about COVID-19 as requested.

5.0 Definitions

COVID-19 Vaccine: A vaccine approved by Health Canada for use in Canada in relation to COVID-19.

Employee: For the purpose of this Policy, this term shall be used to refer to employees, volunteers, independent contractors, future employees and Council members.

Fully Vaccinated: means having received the full series of a COVID-19 vaccine or combination of COVID-19 vaccines approved by Health Canada and recommended by the applicable local public health unit, including any booster shots recommended, approved, and/or required from time to time (e.g. two doses of a two-dose vaccine series, or one dose of a single-dose vaccine series); and having received the final dose of the COVID-19 vaccine at least fourteen days ago.

Proof of Vaccination: Proof means documentation verifying receipt of a vaccination series approved by Health Canada.

6.0 Procedures

6.1 Vaccination Requirements

6.1.1 **Effective December 31st, 2021, all employees to be able to work at the Town must be fully vaccinated against COVID-19**. This procedure is a health and safety requirement to protect all employees and to assist in avoiding disruptive absences from work. Accommodations may be granted for employees who cannot achieve this requirement due to a protected ground under the Ontario Human Rights Code ("the Code").

6.1.2 Employees must disclose their vaccination status to the Town by no later than November 1st, 2021. Disclosure must be provided to the Human Resources Officer via the hr@arnprior.ca email, or in person, using the Ontario Ministry of Health receipt or equivalent.

6.1.3 Employees who, by November 1st, 2021 have not disclosed their vaccination status as required, shall attend mandatory education on the benefits of vaccination so they may make an informed decision.

Employees shall provide proof that they have completed the education session approved by the Employer about the benefits of the COVID-19 vaccination prior to declining vaccination for any reason other than a medical reason. This education session (which will be offered in accessible formats, as required) will address, at a minimum:

(i) how COVID-19 vaccines work;
(ii) vaccine safety related to the development of the COVID-19 vaccines;
(iii) the benefits of vaccination against COVID-19;
(iv) risks of not being vaccinated against COVID-19; and
(v) possible side effects of COVID-19 vaccination.

6.1.4 Employees must receive one dose of COVID-19 vaccine by November 15th , 2021 and be fully vaccinated by December 31st, 2021.

6.1.5 Any employee who is non-compliant with 6.1.2, 6.1.3 and/or 6.1.4 above, will be deemed not fully vaccinated and must complete regular rapid antigen point of care testing for COVID-19, at a minimum of once every week or on a schedule as otherwise directed by the Town and provide verification of the negative test result to

the Human Resources Officer prior to reporting to work. If there is a positive test result, the employee must self isolate and must obtain a PCR test through Public Health and cannot return to the workplace until confirmation of a negative test result. The employee is required to pay for any antigen tests and to take such tests on their own time.

Any employee who is not fully vaccinated will be required to wear face mask and visor at all times when indoors, or in any Town vehicle, or as otherwise required, except when eating or drinking during scheduled break periods.

6.1.6 Employees will be required to update their vaccination status by the dates set out in this Policy, as they obtain each dose of COVID-19 vaccine. Proof of vaccination for all doses will be provided to the Human Resources Officer via the hr@arnprior.ca email, or in person.

6.1.7 In the event that "Booster" shots are recomended by public health authorities, employees will be required to obtain them. Additional information will be provided when known.

6.1.8 New employees must provide the required proof of vaccination to the Human Resources Officer prior to commencing their employment with the Town. This Policy shall form one of the conditions of employment which new employees accept as part of an offer of employment, subject to reasonable accommodation for those who are not able to be vaccinated on the basis of a prohibited ground of discrminiation pursuant to the *Code*.

6.1.9 Regardless of vaccination status, all employees must continue to follow all COVID-19 safety protocols currently in place, including but not limited to participating in screening measures, wearing a mask and appropritate PPE while performing their duties, and maintaining a physical distance of at least six (6) feet.

6.1.10 If an employee is unable to be vaccinated because they possess a characteristic that is protected by the *Code* which prevents them from being able to receive any COVID-19 Vaccine, (religion, disability) the employee must do the following as soon as possible.

- Fill out the Request for Accommodation Form, attached as "Attachment 1" and submit it to the Human Resources Officer via hr@arnprior.ca, or in person.

- Provide evidence satisfactory to the Town that the employee cannot receive any COVID-19 vaccine because of a characteristic (religion, disability) that is protected by the *Code.*

6.1.11 The Town will comply with its obligations pursuant to the *Code*, including, its obligation to engage in the accommodation process. In requesting accommodation, employees have a legal duty to cooperate with the Town. Please be advised that accommodation measures are case-specific and unique to each employee's circumstances.

6.1.12 Employees who have been granted accommodations are required to update the Town as soon as possible in the event their status and/or need for accommodation changes.

6.2 Failure to Comply with this Policy

Employees who do not comply with this Policy may be subject to discipline, up to and including dismissal from employment. Without limiting the generality of the foregoing, any decietful, misleading or false information provided to the Town with respect to test results, vaccination status or the like will result in disciplinary action up to and including dismissal.

6.3 Retention and Disclosure of Information

The Town will maintain vaccination disclosure information, including documentation verifying receipt of a vaccination, in accordance with privacy legislation. This information will only be used to the extent necessary for implementation of this Policy, for administering health and safety protocols, and infection prevention control measures in the workplace. The Town shall ensure that all information collected pursuant to this Policy is used only for the purposes of this Policy, shared on a need-to-know basis only, stored securely, and securely deleted when no longer required.

The Employer may be required,or upon request, to report aggregate statistical information to the Office of the Chief Medical Officer of Health ("OCMOH") or the Ministry of Health. No identifying information about any employee will be provided to the OCMOH or the Ministry of Health in relation to this Policy.

7.0 Attachments

Attachment 1 - Request for Accommodation Form

8.0 Resources

i. COVID-19

- Government of Canada – https://www.canada.ca/en/public-health/services/diseases/coronavirus-disease-covid-19.html
- Public Health Ontario – https://www.publichealthontario.ca/en/diseases-and-conditions/infectious-diseases/respiratory-diseases/novel-coronavirus
- World Health Organization – https://www.who.int/health-topics/coronavirus#tab=tab_1
- Centers for Disease Control and Prevention – https://www.cdc.gov/coronavirus/2019-ncov/your-health/about-covid-19.html
- Government of Ontario -https://www.health.gov.on.ca/en/pro/programs/publichealth/coronavirus/docs/directives/vaccination_policy_in_health_settings.pdf

ii. Immunization

- Government of Canada's *Canadian Immunization Guide* – https://www.canada.ca/en/public-health/services/canadian-immunization-guide.html
- Government of Canada's *National Advisory Committee on Immunization (Statements & Publications)* – https://www.canada.ca/en/public-health/services/immunization/national-advisory-committee-on-immunization-naci.html
- Government of Canada's *Vaccine Safety in Canada* – https://www.canada.ca/content/dam/phac-aspc/documents/services/publications/healthy-living/immunization-vaccine/vaccine-safety-poster-eng.pdf
- Government of Canada's *Approved COVID-19 Vaccines* – https://www.canada.ca/en/health-canada/services/drugs-health-products/covid19-industry/drugs-vaccines-treatments/vaccines.html
- Ottawa Public Health's *COVID-19 Vaccination in Ottawa* – https://www.ottawapublichealth.ca/en/public-health-topics/covid-19-vaccine.aspx

Attachment 1

Request for Accommodation

Employee Name

Position(s)

Name of Immediate Supervisor:

Phone Number/Email Address:

☐ I require an accomodation based on the following protected ground(s) in the Ontario Human Rights Code:

- ☐ Disability
- ☐ Religion

☐ My status as identified above is:

- ☐ Permanent
- ☐ Temporary Until:
- ☐ Uncertain at this time

Please provide a detailed explanation of why the above characteristic prohibits you from receiving any COVID-19 Vaccine:

Please attach evidence to support your request for accomodation. Acceptable forms of evidence include:

- A written document completed and supplied by a physician (designated as “MD”) or by a registered nurse in the extended class (designated as “Registered Nurse (Extended Class)”, “RN(EC)”, “Nurse Practitioner” or “NP”) stating that the individual is exempt for a medical reason from being fully vaccinated against COVID-19 and the effective time-period for the medical reason.

- Letter from a senior religious based leader (i.e. Priest, Rabbi, Minister, Imam etc.) confirming that you are a member of that religion and that such religion prohibits you from receiving any COVID-19 Vaccination.

By providing such documentation, you consent to the Town of Arnprior:

- contacting the author or signatory, or their office, for the purpose of validating the information, and

- sharing any personal information necessary for the purpose of such validation.

The Human Resources Officer will contact you once your information has been reviewed to advise of next steps.

By my signature below, I
confirm that I have filled out this form honestly and that my status as noted herein is accurate. I confirm that I will update the Town of Arnprior in the event my status changes. I understand that if I provide false information, I may be subject to discipline up to and including termination of employment.

Signature **Date**