Town of Arnprior

Regular Meeting of Council Agenda

Date: Monday, July 14th, 2025

Time: 6:30 p.m.

Location: Council Chambers – 105 Elgin Street West, Arnprior

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 – June 23, 2025** (Page 1-10)

8. **Awards / Delegations / Presentations**

   i) **2025 Cultural Night Market and Museum Update**, Emily Stovel, Manager of Culture/Curator

9. **Public Meetings**
10. **Matters Tabled / Deferred / Unfinished Business**
11. **Notice of Motion(s)**

12. Staff Reports

a) **Zoning By-law Amendment 6/25 – 10 William St. W.**, Alix Jolicoeur, Manager of Community Services/ Planner (Page 11-25)

b) **Awarding of Tender PW-2025-01 – 400 mm Watermain Madawaska River Crossing Lease Agreement & Contract Administration**, Ryan Wall, Engineering Officer (Page 26-29)

c) **Nick Smith Centre Arena Revitalization Update**, Graeme Ivory, Director of Recreation and Patrick Foley, Engineering Officer (Page 30-35)

d) **Implementation Plan for Robert Simpson Park**, Graeme Ivory, Director of Recreation and Patrick Foley, Engineering Officer (Page 36-47)

e) **Asset Management Plan Update**, Patrick Foley, Engineering Officer (Page 48-206)

13. Committee Reports and Minutes

a) **Mayor's Report**

b) **County Councillor's Report**

c) **Committee Reports and Minutes**

14. Correspondence & Petitions

a) **Correspondence**

i) Correspondence Package I-25-JUL-13

15. By-laws & Resolutions

a) **By-laws**

i) **By-law No. 7607-25** – Zoning By-law Amendment 6/25 – 10 William Street West (Page 207-209)

ii) **By-law No. 7608-25** – Award Tender – PW-2025-01 – 400mm HDD River Crossing Watermain & OPG Easement (Page 210-211)

iii) **By-law No. 7609-25** – Amend By-law 7272-22 – Community Emergency Management Coordinator (Chair) (Page 212)

iv) **By-law No. 7610-25** – Transfer Payment Agreement Municipal Housing Infrastructure – Housing Enabling Core Services Stream (Page 213-253)

v) **By-law No. 7611-25** – Amend Council Composition By-law (Page 254-255)

vi) **By-law No. 7612-25** – Authorize Alternative Voting for 2026 Municipal Election (Page 256)

16. Announcements

17. Closed Session

i) One (1) matter pursuant to Section 239 (2)(e) and (f) of the Municipal Act, 2001, as amended, to discuss litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board and advice that is subject to solicitor-client privilege, including communications necessary for that purpose (Fire Protection and Prevention Act Offence)

ii) One matter to discuss labour relations or employee negotiations pursuant to Section 239 (2)(d) (Tentative Collective Agreement)

18. Confirmatory By-law

By-law No. 7613-25 to confirm the proceedings of Council.

19. Adjournment

Please Note: Please see the Town's YouTube channel 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 and Town Website

Minutes of Council Meeting
June 23rd, 2025, 6:30 PM
Town Hall, Council Chambers – 105 Elgin St. W. Arnprior, ON.

Council and Staff Attendance

Council Members Present (In-Person):
Mayor Lisa McGee
County Councillor Dan Lynch
Councillor Ted Strike
Councillor Lynn Cloutier
Councillor Tom Burnette
Councillor Chris Toner
Councillor Chris Couper

Council Members Present (Virtual):

Council Members Absent:

Town Staff Present:
Kaila Zamojski, Town Clerk
Jennifer Morawiec, GM Client Services/Treasurer
Kaitlyn Wendland, Deputy Clerk
Graeme Ivory, Director of Recreation
Alix Jolicoeur, Manager of Community Services/Planner
John Steckly, GM Operations
Rick Desarmia, Fire Chief
Chris Crowder, Captain/FPPO
Cory Nicholas, Deputy Fire Chief

1. **Call to Order**
   Mayor Lisa McGee 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 Lisa McGee 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 218-25
   Moved by Chris Toner
   Seconded by Lynn Cloutier

   Be It Resolved That the amended agenda for the Regular Meeting of Council dated Monday, June 23rd, 2025, be adopted.

   Resolution Carried

5. Disclosures of Pecuniary Interest
None

6. Question Period
None

7. Adoption of Minutes of Previous Meeting(s)

Resolution Number 219-25
Moved by Chris Couper
Seconded by Tom Burnette

That the minutes of the Regular Meeting of Council listed under Item 7 (a) on the Agenda be adopted (Regular Meeting of Council – June 9, 2025).

Resolution Carried

8. Awards/Delegations/Presentations

a) Presentations/Awards

i. Fire Department Retirements – David Wiggins and Barry Burnette

Mayor Lisa McGee recognized the retirement of Barry Burnette and David Wiggins from the Arnprior Fire Department.

Barry Burnette joined the Arnprior Fire Department on May 1, 1990, under the direction of his father and then Fire Chief Tom Burnette. Barry has followed a long-standing family tradition of service with the Arnprior Fire Department through his father Tom, his uncle Doug and grandfather Pete, whom I am sure would be very proud of Barry's commitment to the community and his accomplishments as a firefighter while serving as a member of the volunteer fire department for 35 years. Barry is the only member of the Arnprior Fire Department to attend and graduate from the 8-week Firefighter Recruit Program at the Ontario Fire College where he received great training from experienced instructors. Barry was promoted to Captain in 2002 and held that position until his retirement. During his 35 years of service on many occasions Barry has answered the emergency call from his community, leaving his family business to banish the flames or rescue people in need of help, and then hastily returning to his busy store. We thank Barry for his 35 years of service to the Arnprior Fire Department and our Community and wish him a healthy and happy retirement.

David Wiggins joined the Arnprior Fire Department on July 3rd, 2002, under the direction of Fire Chief Tom Burnette. Being new to Arnprior, after growing up on the south side of Ottawa, it was Dave's interest in serving his community, the friend connections he had made while playing hockey and the sense of family that led him to the fire service. Dave's passion for water sports and boating, knowledge of ropes and knots, and strong work ethic made him a great asset to the department's Water Rescue program where he was always willing to train or play the victim for others to learn skills for performing rescues. Dave's

commitment to volunteering has seen him do many things for his community outside of the fire department as well, helping to organize numerous sporting events held at the Nick Smith Center and supporting the Jr B Packers organization alongside his good friend, the late Glen Arthur. We thank David for his 23 years of service to the Arnprior Fire Department and our Community and wish him well in his retirement.

ii. Fire Department Provincial Fire Service Awards – Rick Desarmia and Jim Herbert

Mayor Lisa McGee presented the Provincial Fire Service Awards to Fire Chief Rick Desarmia and Captain Jim Herbert. This award is presented to individuals for 25 years of service as a full-time or volunteer firefighter with a fire department in the province of Ontario. Captain Jim Herbert and Fire Chief Rick Desarmia both began their service with the Arnprior Fire Department in October of 1994 and continue to actively serve their community.

iii. 2024 Audit Findings Report, KPMG

KPMG provided an overview of the presentation included in the agenda package regarding the 2024 Audit Findings Report and responded to questions from Council Members.

iv. Ontario Regulation 453/07 – Water Financial Plan, GM Operations

John Steckly, GM Operations, provided an overview of the presentation included in the agenda package regarding Ontario Regulation 453/07 – Water Financial Plan and responded to questions from Council Members.

9. Public Meetings

Resolution Number 220-25
Moved by Chris Couper
Seconded by Ted Strike

That Council move into a Public Meeting regarding Application for Zoning By-Law Amendment 6/25 (10 William St. W.)

Resolution Carried

The public meeting was opened at 7:06 PM.

a) Zoning By-law Amendment 6/25 – 10 William Street West

Alix Jolicoeur, Manager of Community Services/Planner, provided an overview presentation outlining the proposed Zoning By-Law Amendment No. 6/25 for the subject property.

No public comments were received.

The public meeting was declared closed at 7:12 PM.

Resolution Number 221-25
Moved by Dan Lynch
Seconded by Lynn Cloutier

That Council resume to the Regular Meeting of Council.

Resolution Carried.

10. Matter Tabled/ Deferred/ Unfinished Business
None

11. Notice of Motion(s)
None

12. Staff Reports

a) Zoning By-law Amendment 4/24 – 24 Ottawa St., 258 Albert St., and 257 and 269 John St. N., Alix Jolicoeur, Manager of Community Services/Planner

Resolution Number 222-25
Moved by Chris Toner
Seconded by Ted Strike

That Council adopts a by-law to amend Zoning By-law 6875-18 for land legally described as Plan 7 Lot 12, 14 & 39, Part of Lot 10 and part of lot 35; and Plan 7 E part of Lot 10, Arnprior, ON, to amend the zoning of a portion of the property from Residential One to Institutional and a portion of the property from Institutional to Residential One

Further That Council has considered all written and oral submissions received on this application, the effect of which has helped Council make an informed decision.

Resolution Carried

b) Zoning By-law Amendment 5/25 – 85 Madawaska Blvd., Alix Jolicoeur, Manager of Community Services/Planner

Resolution Number 223-25
Moved by Chris Couper
Seconded by Tom Burnette

That Council adopts a by-law to amend Zoning By-law 6875-18 for land legally described as Concession C, Part of Lot 3, Arnprior, ON, to add the following provisions to the existing “Mixed-Use Commercial Employment Exception 37 (MU-CE*37)” zoning:

1. Maximum building height residential or residential/commercial use building: 14.9 m

2. Minimum planting strip along the lot line abutting Madawaska Blvd.: 0.0 m
3. Balconies may encroach a maximum of 1.3 m into the minimum required rear yard

Further That Council has considered all written and oral submissions received on this application, the effect of which has helped Council make an informed decision.

Resolution Carried

c) Improvements to Zoning By-Law and Official Plan Amendment Processes, Alix Jolicoeur, Manager of Community Services/Planner

Resolution Number 224-25
Moved by Lynn Cloutier
Seconded by Dan Lynch

That Council receive staff report 25-06-23-03 as information regarding requirements for Zoning By-law and Official Plan amendment applications under the *Planning Act, 1990;* and

Further That Council directs staff to implement the improvements to reduce timelines for Zoning By-law and Official Plan amendment applications outlined herein.

Resolution Carried

d) Nick Smith Centre Meeting Room Lease – Arnprior Packers, Graeme Ivory, Director of Recreation

Resolution Number 225-25
Moved by Lynn Cloutier
Seconded by Dan Lynch

That Council adopt a by-law authorizing the Mayor and Clerk to execute the Lease Agreement with the Arnprior Packers Hockey Club for the lease of the future Upper-Level Meeting Room #2 at the Nick Smith Centre for use as office space.

Resolution Carried

e) Biannual Financial Update, Jennifer Morawiec, GM Client Services/Treasurer

Resolution Number 226-25
Moved by Ted Strike
Seconded by Tom Burnette

That Council receive report number 25-06-23-05 as information.

Resolution Carried

13. Committee Reports and Minutes

a. Mayor's Report

Mayor McGee reported the following:

- County Councillor Lynch and Mayor McGee went to Pembroke to receive $10,000 in support from the Sport for All Fund provided by the Ottawa Valley Community Foundation. This was presented at their AGM and Awards Night.
- Councillor Couper, County Councillor Lynch and Mayor McGee attended the AMO Healthy Democracy Forum in Almonte. Lots of discussions and ideas shared with other municipal councillors, especially focused on voter turn out and ways to engage communities.
- GM Client Services/Treasurer and Mayor McGee attended a discussion regarding OPP Funding. Hoped for more of a Q&A but the presentation largely focused on soliciting ideas. Hopefully there will be a positive update in advance of a 2026 budget.
- County Councillor Lynch and Mayor McGee attended the Ceremonial Review for the local cadets. It was a beautiful ceremony this year hosted at ADHS.
- GM Client Services/Treasurer, CAO and Mayor McGee attended the initial Library Joint Use Agreement Committee meeting. Good first meeting and looking forward to the next meeting in July.
- Councillor Cloutier and Mayor McGee attended the retirement celebration for former MPP John Yakabuski. There were hundreds of other folks from Renfrew-Nipissing-Pembroke and some of his former Queen's Park colleagues. Treated to great food and lots of laughter.
- Joined Fans for Life who have purchased seat sponsorships for the revitalized Nick Smith Centre arenas. 54 seats have been sold which has generated over $20,000 towards the project. Was lovely to see people so engaged and feeling a part of the process.

b. County Councillor's Report

County Councillor Lynch reported the following from the County of Renfrew:

- Alastair Baird is now on the board of the Ottawa Valley Community Foundation. The Arnprior Curling Club also received funding from the Sport for All Fund.
- On June 11th, 2025, County Councillor Lynch attended the AMO Rural Healthy Democracy Forum in Almonte.
- On June 14th, 2025, County Councillor Lynch attended the 2360-42nd Field Artillery Regiment (Lanark & Renfrew) graduation parade.
- The County has been approved to have a Homeless and Addiction Recovery Treatment Hub in Pembroke with a budget of $6.1 million.
- Renfrew County Housing Corporation is responsible for 1,029 residential units.

- Good news for Long Term Care residences. The Ministry of Long-Term Care will provide a 2% increase to all Level of Care funding envelopes, and Nutritional Support will receive a 2.8% increase. As well, Staffing Supplementary (4 hours of care) will increase the funding by 3.1%.
- County Councillor Lynch's team did not win the Warden's Golf Tournament.
- Effective today, Mike Behm is the new Manager of Public Works for the County of Renfrew.
- The next County meeting is June 25th, 2025.

c. Committee Reports and Minutes

Resolution Number 227-25
Moved by Chris Couper
Seconded by Tom Burnette

That Council receive the Advisory Committee Minutes listed under item 13 (c) (i), (ii) and (iii) as information (Accessibility and Age Friendly Advisory Committee – April 2, 2025, Culture and Diversity Advisory Committee – April 7, 2025, and Environmental Advisory Committee – April 22, 2025).

Resolution Carried

Councillor Toner reported the following from the Environmental Advisory Committee (EAC):

- The EAC welcomed a new member, Lessia Stefanison, to our committee on June 16th.
- A presentation from Just Good Compost, a new door-to-door compost pickup service in Almonte and Carleton Place, and soon to be in Arnprior, took place. Just Good Compost is also a social enterprise, providing meaningful, paid employment to individuals with intellectual disabilities in our local community. Check out www.justgoodcompost.com for more information.
- The EAC will also be asking staff to bring forward information to support a resolution for Arnprior to become designated in the Bee City Canada program. The goal of the Bee City Certification is to promote healthy, sustainable habitats and communities for native bees and other pollinators.
- Suggested locations for new bicycle racks for downtown Arnprior were made by the EAC to staff for consideration.

Councillor Toner reported the following from the Seniors Active Living Centre (SALC):

- SALC welcomed Amber as the new permanent SALC Program Coordinator.
- The SALC was successful in their yearly funding grant of $59,500.
- After-hour programming is starting on Saturday, June 28th, at 10am at the center.
- A Woodshop Workshop is being introduced courtesy of Titterton and Schaly Fine Woodworking.

- The Township of McNab/Braeside will be hosting four (4) 55+ Dances, and the information will be distributed to the SALC members.
- New programming and events are being introduced to the center. Yin yoga, cinema escape, high tea and more Service Canada information sessions will begin soon.
- The first bus trip of the year was this past Saturday to the Brockville Tall Ships Festival.
- Membership is around 290 members, slightly down from previous years, however with a new Program Coordinator in place the center now has stability and should start to regain past momentum.

14. Correspondence & Petitions

a) Correspondence Package No. I-25-JUN-12

Resolution Number 228-25
Moved by Lynn Cloutier
Seconded by Dan Lynch

That Correspondence Package Number I-25-JUN-12 be received as information and filed accordingly.

Resolution Carried

County Councillor Lynch made the following comments:

- Page 16: The Ontario Government is expanding access to trails across the province by investing $20 million over four years into the Greenlands Conservation Partnership Program. For 2024/25, 15 projects will open over 1,650 acres of land, including trails, for the public to enjoy at no cost.
- Page 25: To strengthen and protect Ontario's current and future workforce, the Ontario government has launched My Career Journey, an interactive online tool which will connect students and job seekers to the information they need to begin fulfilling careers.
- Page 44: The Ontario government is investing $750,000 over three years to help expand access to independent legal advice for victims and survivors of sexual assault.
- Recent Information - Starting July 1st, 2025, Canada will roll out a nationwide update to its road safety laws under the New Canada Driving Law 2025. This includes School Zone Speed Limits changed to 30 km/h enforced 24/7 nationwide, impaired driving BAC limit lowered to 0.05 BAC nationwide, and distracted driving fines increased to starting at $600 and higher for repeat offenses.

15. By-laws & Resolutions

a) By-laws

Resolution Number 229-25
Moved by Lynn Cloutier
Seconded by Chris Couper

That the following by-laws be and are hereby passed:

i. By-law No. 7600-25 – Zoning By-law Amendment 4/24 – 24 Ottawa St., 258 Albert St., and 257 and 269 John St. N.
ii. By-Law No. 7601-25 – Zoning By-law Amendment 5/25 – 85 Madawaska Blvd.
iii. By-law No. 7602-25 – Adopt 2024 Consolidated Audited Financial Statements
iv. By-law No, 7603-25 – Allocate 2024 Reserve Contribution Adjustment (Surplus/Shortfall)
v. By-law No. 7604-25 – Water Financial Plan
vi. By-law No. 7605-25 – Arnprior Packers Lease Agreement

Resolution Carried

b) Resolutions

i. Ontario Regulation 453/07 – Water Financial Plan

Resolution Number 230-25
Moved by Tom Burnette
Seconded by Ted Strike

That Council approve the Water Financial Plan, prepared to meet the requirements of Ontario Regulation 453/07, as presented by Watson & Associates Economists Ltd, dated June 6, 2025.

Resolution Carried

16. Announcements

County Councillor Lynch made the following announcements:

- Congratulations to the Lions Club on raising a little over $9,000 for this year's Jail or Bail.
- On June 17th, 2025, County Councillor Lynch attended the 4th Canadian Division Support Group Change of Command for Colonel Jason Guiney to Colonel Sean Trenholm. Of note, Colonel Guiney was promoted to the rank of Brigadier General and posted to Ukraine.
- This Saturday, the Township of McNab/Braeside will be celebrating their 200-year anniversary. Events will be running from 10:00 AM to 4:00 PM.
- On July 4th, 2025, the Special Olympics are holding their annual golf tournament at the Madawaska Golf Club.
- On July 6th, 2025, the "Stone Soup" dinner is being held at the Christian Education Centre from 4:00 – 7:00 PM.
- On July 26th, 2025, the Arnprior Packers golf tournament is being held at Mountain Creek Golf Course.
- Starbucks is now open on Daniel Street along with Osmow's Shawarma.
- Reminder to residents and visitors to our parks that charcoal BBQ's are not permitted. Thanks to one of our Parks & Recreation staff, Autumn Hughes, who

very diplomatically advised a visitor at Robert Simpson Park to extinguish his charcoal BBQ.
- Concerts in the Park booklets are available at the Nick Smith Centre and the Clerk's Office.

Councillor Chris Toner made the following announcement:
- Last week Councillor Toner took part in the award presentation at Ottawa Valley Air Paddle with Scott, Lana and their daughter. They were the recipients of this year's Ottawa Valley Tourism Award – Business of the Year.

Councillor Chris Couper made the following announcement:
- MP Cheryl Gallant will be at Arnprior Town Hall on Tuesday July 15th from 1:00 PM to 3:00 PM to meet with one-on-one with residents. She is offering assistance for passports applications, disability tax credit, CPP, old-age security, EI and all kinds of federal programs. To book an appointment call 1-866-295-7165.

17. Closed Session

None

18. Confirmatory By-Law

Resolution Number 231-25
Moved by Tom Burnette
Seconded by Ted Strike

That By-law No. 7606-25, being a By-law to confirm the proceedings of the Regular Meeting of Council held on June 23rd, 2025, be and is hereby approved.

Resolution Carried

19. Adjournment

Resolution Number 232-25
Moved by Lynn Cloutier
Seconded by Chris Couper

That this meeting of Council be adjourned at 7:55 PM.

Resolution Carried

Signatures

Lisa McGee, Mayor

Kaila Zamojski, Town Clerk

Town of Arnprior Staff Report

Subject: Zoning By-law Amendment 6/25 – 10 William St. W.

Report Number: 25-07-14-01

Report Author and Position Title: Alix Jolicoeur, Manager of Community Services/Planner

Department: Community Services Branch

Meeting Date: July 14, 2025

Recommendations:

That Council adopts a by-law to amend Zoning By-law 6875-18 to change the zoning of 10 William Street West from “Mixed Use Residential/Commercial exception 3 temporary zoning 2 (MU-RC*3- T2)” to “Mixed Use Residential/Commercial exception 50 temporary zoning 2 (MU- RC*50-T2)” to permit a wider variety of non-residential uses and to remove the restriction on the maximum floor area for permitted non-residential uses.

Further That Council has considered all written and oral submission received on this application, the effect of which has helped Council make an informed decision.

Background:

Owner: Dr. Bair-Patel Chiropractic Professional Corporation
Description of Subject Lands: 10 William St. W. (see Key Plan)
Legal Description: Lot 60, Part Lot 61, on Plan 115
Area of Land: 0.48 hectares
Existing Structures: Commercial retail building
Official Plan: Mixed Use Residential / Commercial Area
Zoning: Mixed Use Residential/Commercial exception 3 temporary zoning 2 (MU-RC*3-T2)

The Zoning By-law amendment application seeks to rezone the subject lands to permit some additional uses under the MU-RC zone currently restricted by the Exception 3 as listed in the Zoning By-law Provisions section below, and to remove the following

exception 3 provision: “Business offices, business service uses, personal service uses and retail stores shall have a net floor area that is 100 square metres or less. Existing non-residential uses can only expand such that the use does not exceed 100 square metres of net floor area”

Context

The subject property is a corner lot with approximately 62 m of frontage on William St. W. and 73 m of frontage on Daniel St. S.

Figure 1 Streetview of 10 William St. W.

The subject land has an existing commercial retail building. The building is the former LCBO building which was vacated in 2019. There is a new commercial retail tenant in the building.

Figure 2 is an aerial photograph of the area from 2024.

Figure 2 Aerial photo from 2024 of the subject and surrounding lands

Discussion:

Provincial Planning Statement, 2024

The Provincial Planning Statement, 2024 Section 2.8.1 sets out policies for supporting a modern economy which include:

"1. Planning authorities shall promote economic development and competitiveness by:
   a) providing for an appropriate mix and range of employment, institutional, and broader mixed uses to meet long-term needs;
   b) providing opportunities for a diversified economic base, including maintaining a range and choice of suitable sites for employment uses which support a wide range of economic activities and ancillary uses, and take into account the needs of existing and future businesses;
   c) identifying strategic sites for investment, monitoring the availability and suitability of employment sites, including market-ready sites, and seeking to address potential barriers to investment;
   d) encouraging intensification of employment uses and compatible, compact, mixed-use development to support the achievement of complete communities; and
   e) addressing land use compatibility adjacent to employment areas by providing an appropriate transition to sensitive land uses."

In the opinion of staff, the requested zoning by-law amendment allows for a more diversified economic base and is supportive of a more complete community.

Official Plan Policies

The subject property is designated 'Mixed Use Commercial Residential Area' subject to Section C4.11.2 as per "Schedule A" of the Town of Arnprior Official Plan.

It is the objective of the Mixed Use Residential/Commercial designation to:

a) Provide for the development of new medium and higher density residential uses along with complementary low impact non-residential uses;

b) Encourage the consolidation, intensification and expansion of existing commercial uses and to foster a more pedestrian oriented environment as redevelopment occurs;

c) Recognize existing commercial and industrial uses as legal permitted uses and to allow for their expansion as appropriate;

d) Provide for medium-sized retail uses such as a food store and drug store in appropriate locations;

e) Incorporate space for retail and service uses where required, to address the needs of the local population;

f) Provide for orderly, phased redevelopment of existing single use commercial properties into multi use commercial areas that accommodate complementary retail, service, office employment and residential uses;

g) Require that all new retail, restaurant and personal service uses in be integrated with community and residential uses in a mixed use setting in a manner that is pedestrian oriented;

h) Ensure that Daniel Street and Madawaska Boulevard are developed in an attractive manner that reflects its importance as the main entrances to the downtown;

i) Require that new buildings be aligned along Daniel Street and Madawaska Boulevard with consistent setbacks and designed to respect transitions in height to adjacent low and rise areas; and,

j) Allow for some flexibility in terms of the arrangement and location of all uses and the phasing of their development to provide for the mixing of uses.

Section C4.11.2 states:

> "The maximum permitted size of a retail use is 100 square metres, subject to the provisions of the implementing zoning by-law on the lands that are the subject of this Section on Schedule A to this Plan. The expansion of existing non-residential uses shall require an amendment to the implementing zoning by-law to ensure that development in this area is carefully managed."

In the opinion of staff, the requested additional permitted uses requested are consistent with the permitted uses in the 'Mixed Use Commercial Residential Area'.

In the opinion of staff, permitting the additional non-residential uses meets the intention of provision C4.11.2 to carefully manage development given that the site was previously used for a non-residential use which exceeded the maximum area permitted by this policy, the site is large enough to allow for adequate parking for the existing building or for future potential re-development. The additional non-residential uses requested are not anticipated to create any compatibility concerns for neighboring residential uses.

Zoning By-law Provisions

The zoning of the property as MU-RC implements the intent of the Official Plan policy.

Exception zone 3, restricts use of the property to the following:

- existing uses;
- business office;
- business service use;
- personal service use; and
- retail store.

The exception restricts permitted uses as per the following special provision: “Business offices, business service uses, personal service uses and retail stores shall have a net floor area that is 100 square metres or less; and existing non-residential uses can only expand such that the use does not exceed 100 square metres of net floor area.”

The Town’s existing Official Plan policies and Zoning By-law provisions were intended to permit limited compatible non-residential development in existing residential areas along Daniel St. The exception limiting the size of non-residential uses was intended to ensure businesses along Daniel St. did not undermine the success of downtown Arnprior, did not create traffic issues on Daniel St. and to consider the impact of non-residential uses on existing neighbouring residential uses.

In the opinion of staff, the proposed additional permitted non-residential uses will not have a significant impact on businesses in the downtown as the site is an existing non-residential property, is not anticipated to create traffic issues on Daniel St, and is not anticipated to have a negative impact on neighbouring residential uses.

The subject property is an existing legal non-conforming retail use as the retail use floor area has exceeded the maximum floor area for permitted non-residential uses as set out in MU-RC*3 since prior to the implementation of exception 3.

The current application seeks to remove the restriction on the maximum size of non-residential uses and to permit the following non-residential uses included in the standard MU-RC provisions:

- Art gallery
- Banquet hall
- Brewery
- Business office
- Business service use
- Childcare center
- Commercial fitness center
- Commercial recreation use, private
- Community center
- Financial institution
- Funeral home
- Home improvement center (excluding outdoor storage)
- Hotel
- Library
- Medical office
- Motel
- Museum
- Personal service use
- Place of entertainment
- Place of worship
- Private club
- Refreshment stand

- Refreshment vehicle
- Repair shop
- Restaurant (excluding an outdoor patio)
- Retail store
- School, commercial
- School, commercial trade
- School, private
- Trade and convention center

Uses permitted in the MU-RC zone that the applicant is not requesting be permitted include:

- Animal clinic
- Motor vehicle uses (Motor vehicle rental establishment and/or sales establishment)
- Parking lot, commercial
- Outdoor patio
- Lumber yard

The applicant has provided a Planning Justification Report, prepared by Jp2g Consultants, in support of their application.

The temporary zone (T2) approved in May 2024, to permit an industrial use with no outdoor storage, for a period of up to 3 years, until May 2027, would not be affected by the current application.

Process

May 26, 2025 – Council authorized holding the statutory public meeting

June 23, 2025 – Public meeting on the application

July 14, 2024 – Decision on the application by Council. Should Council pass the amending by-law or refuse to pass the by-law, a 20-day appeal period to the Ontario Land Tribunal will apply.

Options:

1. Refuse the requested zoning by-law amendments. This is not recommended by staff.

Policy Considerations:

As outlined in the Discussion section of this report.

Financial Considerations:

Not applicable.

Meeting Dates:

May 26, 2025 – Council authorized holding the statutory public meeting

June 23, 2025 – Public meeting on the application

July 14, 2024 – Decision on the application by Council.

Consultation:

The zoning by-law amendment application was circulated to the County of Renfrew, Renfrew County District School Board, Renfrew County Catholic District School Board, Conseil des Ecole Catholique centre-est, Enbridge Gas, Ontario Power Generation, Hydro One Networks Inc., McNab/Braeside, City of Ottawa, Ministry of Municipal Affairs and Housing, Arnprior Fire Chief, Arnprior Chief Building Official, General Manager of Operations, and CAO for comment.

Comments received

Enbridge Gas

Enbridge Gas does not object to the proposed application(s) however, we reserve the right to amend or remove development conditions. This response does not signify an approval for the site/development.

Documents:

1. Key Plan
2. Planning Justification submitted by the applicant

Signatures

Reviewed by Department Head: Alix Jolicoeur

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

CAO Concurrence: Robin Paquette

Workflow Certified by Town Clerk: Kaila Zamojski

Document 1 – Key Plan

Document 2 - Planning Justification submitted by the applicant

Jp2g No. 24-7022A

May 8, 2025

Town of Arnprior
105 Elgin Street West
Arnprior, ON
K7S 0A8

Attn Alix Jolicoeur, Manager of Community Services/Planner
ajolicoeur@arnprior.ca

Re **Application for Zoning By-law Amendment**
10 William Street West
Lot 60, Part of Lot 61, Plan 115
Town of Arnprior

Dear Ms. Jolicoeur,

Jp2g Consultants Inc. has been retained by the owner of the above-noted property in respect of a Zoning By-law Amendment application to expand the range of permitted commercial uses on the subject property.

Further to our meeting on April 7, 2025, the intent of this letter is to evaluate the proposed Zoning By-law Amendment within the context of existing land use policies and regulations, including the 2024 Provincial Planning Statement, the Town of Arnprior Official Plan, and the Town of Arnprior Zoning By-law No. 6875-18.

Site and Surrounding Context

The subject site is located in downtown Arnprior at the northwest corner of William Street West and Daniel Street South (Map 1). The site is adjacent to the Algonquin Trail and has existing vehicular access from both William Street West and Daniel Street South (Map 2). The roughly rectangular site is approximately 4,925 square metres in area with approximately 60 metres of frontage on William Street West and 75 metres of frontage on Daniel Street South. The majority of the site is covered by an existing one-storey vacant commercial building and a paved parking lot. There are small, landscaped areas in the boulevard along William Street West; along the northwest property line where the site abuts an apartment building; and along the southwest property line where the site abuts two existing dwellings. The subject site was formerly occupied by the LCBO, which has since relocated to the intersection of Daniel Street South and Winners Circle Drive.

The Proposal

The application for zoning by-law amendment proposes to amend the MU-RC*3 zone to permit a wider range of permitted uses on the property and to remove the special provision which limits all uses to a net floor area of 100 square metres or less. While there is no redevelopment proposed for the subject land at this time, the

proposed Zoning By-law Amendment would provide the property owner with greater flexibility than the current exception provides. The elimination of the aforementioned limitation would not preclude the expansion of the existing building, but as discussed in the zoning section of this report, any expansion to the building would need to comply with all applicable zoning provisions and standards.

The application proposes to permit the full range of uses listed in the parent MU-RC zone, except for certain uses that were identified through pre-consultation discussions with Town staff as having the potential to be incompatible with the surrounding area.

The application proposes to amend the description of the MU-RC*3 zone as follows.

Current MU-RC*3 Text:

Exception Number	**Base Zone**	**Permitted Uses**	**Special Rules and/or Provisions that apply that are different than in the Base Zone**
MU-RC*3	MU-RC	• Existing uses • Business office • Business service use • Personal service use • Retail store	Business offices, business service uses, personal service uses and retail stores shall have a net floor area that is 100 square metres or less Existing non-residential uses can only expand such that the use does not exceed 100 square metres of net floor area

Proposed MU-RC*3 Text:

Exception Number	**Base Zone**	**Permitted Uses**	**Special Rules and/or Provisions that apply that are different than in the Base Zone**
MU-RC*3	MU-RC	All uses permitted in the MU-RC Zone, except for the following: • Animal clinic • Motor vehicle uses • Parking lot, commercial • Outdoor patio • Lumber yard	No special provisions

Planning Analysis

Provincial Planning Statement, 2024 (PPS)

The PPS provides policy direction on matters of provincial interest related to land use planning and development. The PPS is issued under the authority of Section 3(1) of the *Planning Act* and came into effect on October 20, 2024. As a key part of Ontario's policy-led planning system, the PPS sets the policy foundation for regulating the development and use of land in the province.

The subject lands are located within a settlement area, being within the Town of Arnprior. Section 2.3.1.1 of the PPS states that settlement areas shall be the focus of growth and development and directs that development should be efficient in terms of the use of economic resources and should create healthy, liveable and safe communities. The subject property represents an underutilized site that is fully served by municipal infrastructure. The proposed Zoning By-law Amendment would increase the range of uses that are compatible with the surrounding area and would in turn provide the opportunity to increase the diversity of uses within the Town. The proposed amendment is consistent with the objectives and policies of the PPS.

Town of Arnprior Official Plan

The subject site is designated "Mixed Use Residential/Commercial Area (MURCA)" in the Town of Arnprior Official Plan. There are several objectives identified for the MURCA designation, including to "provide for the development of new medium and higher density residential uses along with complementary low impact non-residential uses" (S. C4.2 a)). The MURCA designation encourages and permits a full range of commercial uses (S. C4.3). The Official Plan also recognizes the ability of existing commercial uses to continue to operate and expand, as appropriate (S. C4.2 c). The proposal implements the Official Plan designation by allowing a fuller range of uses, while remaining sympathetic to the existing surrounding neighbourhood by not permitting several uses that have the potential to be incompatible.

Town of Arnprior Zoning By-law No. 6875-18

As noted elsewhere, the subject lands are zoned Mixed Use Residential/Commercial Special Exception Three (MU-RC*3) on Schedule "A" attached to the Town of Arnprior Zoning By-law No. 6875-18. The MU-RC*3 zone is site-specific zoning which limits the permitted uses for the site to:

- Existing uses
- Business office
- Business service use
- Personal service use
- Retail store

The site-specific MU-RC*3 zoning also includes a special provision to restrict the net floor area of permitted uses to 100 square metres, which represents the floor area of the existing building. The property is also subject to a temporary use by-law (#7485-24) that expires on May 13, 2027, that is not proposed to be removed at this time.

As noted, the proposed amendment seeks to expand the uses permitted for the subject site to those listed in the parent MU-RC zone, save and except for certain limitations as outlined in this report, to allow for a broader range of uses on the property that are compatible with the surrounding area. The amendment would also remove any current floor area limitations.

The existing site has ample ability to accommodate the required parking to support a wide range of uses. As this amendment is not proposing to amend any provisions in the by-law other than permitted uses, all other standards would continue to apply. Any use that is ultimately proposed for the property will need to comply with all other standards, including parking.

It is concluded that the proposed amendment complies with the applicable policies of the Town of Arnprior Official Plan.

Conclusions and Recommendations

The proposed application for Zoning By-law Amendment has been reviewed against the policies contained in the PPS, the Town of Arnprior Official Plan and the standards in the Town of Arnprior Comprehensive Zoning By-law. Based on the analysis contained in this letter, it is our opinion that the subject application constitutes good planning and should be approved.

Yours truly,

Jp2g Consultants Inc.

Prepared by:

Janine Cik

Janine Cik, B.A. (Hons)
Junior Planner

A Hommik

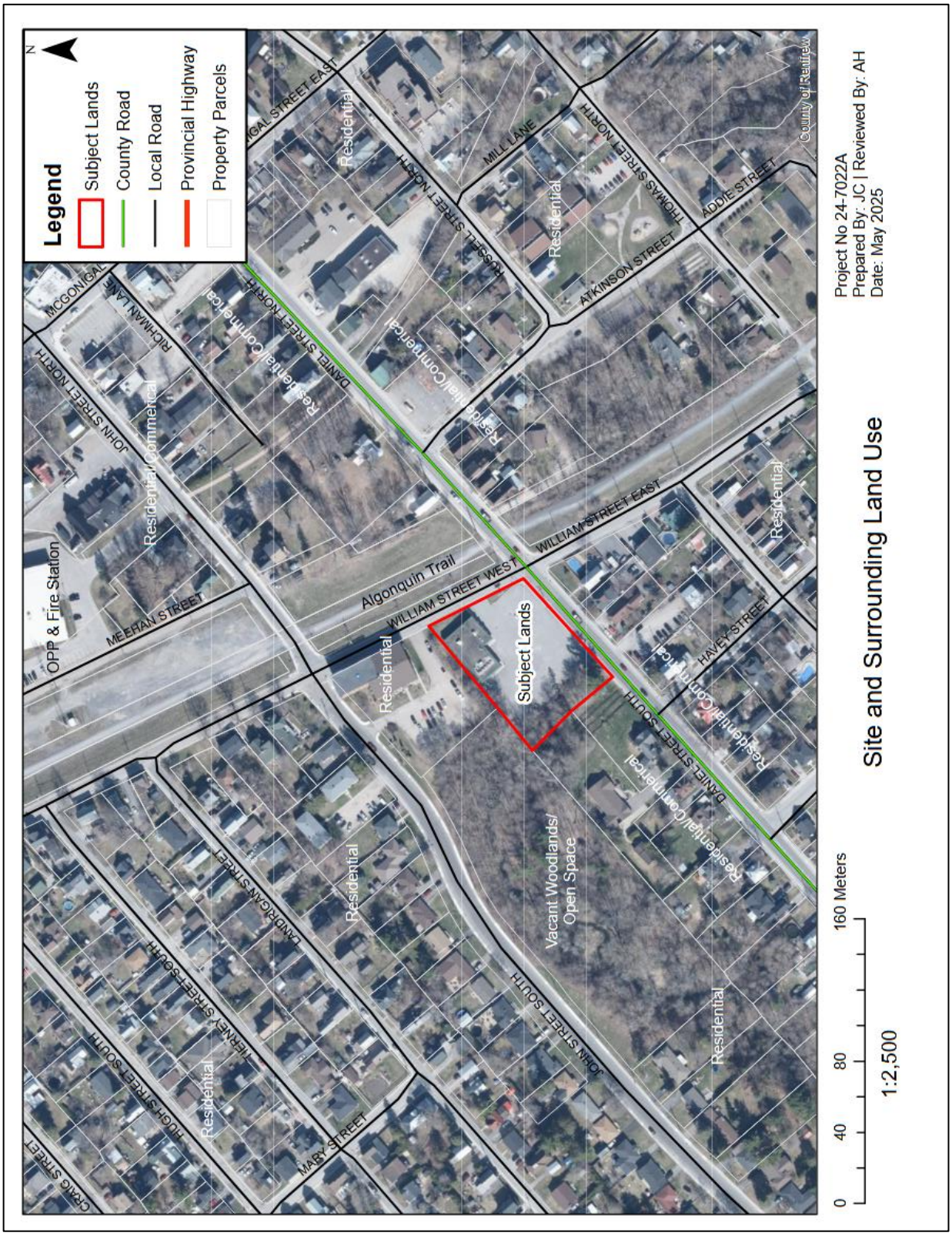
Anthony Hommik, RPP, MCIP
Manager - Planning Services | Senior Planner

cc Dez Bair-Patel, Client

Map 1: Key Map


Key Map
Project No 24-7022A
Prepared By: JC | Reviewed By: AH
Date: May 2025
Subject Lands
Madawaska River
Algonquin Trail
Legend
Old Railway
Subject Lands
County Road
Local Road
municlow
Waterbody
Watercourse
Wooded Area
0
200
400
800 Meters
1:10,000

Map 2: Site and Surrounding Area



Town of Arnprior Staff Report

Subject: Awarding of Tender PW-2025-01 400mm Watermain Madawaska River Crossing, Lease Agreement & Contract Administration

Report Number: 25-07-14-02

Report Author and Position Title: Ryan Wall, Engineering Officer

Department: Operations

Meeting Date: July 14, 2025

Recommendations:

That Council award Tender PW-2025-01 to Thomas Cavanagh Construction Limited for $2,615,770.95 (Incl HST); and

Further That Council award the Contract Administration and Inspection services for project PW-2025-01, under standing offer agreement, to J.L. Richards and Associates Limited for $438,078.12 (Incl HST); and

Further That Council authorize the General Manager, Operations to spend an additional contingency up to $353,337.41 which constitutes 15% of the total contract value including net HST; and

Further That Council authorize the CAO to enter into a Construction and Access License and Lease Agreement with Ontario Power Generation (OPG) at a cost of $56,250.00 + HST to construct a watermain across a portion of OPG lands in the Town of Arnprior; and

Further That Council authorize the CAO to execute the agreements and related documents with Thomas Cavanagh Construction Limited, J.L. Richards and Associates Limited, and Ontario Power Generation to execute the works.

Background:

In 2021, the Town of Arnprior was given notice that the Town's application to the Investing in Canada Infrastructure Program (ICIP) Green Stream, for design and construction of a new watermain crossing the Madawaska River was successful. The grant application was specifically for design and construction of a new 400mm watermain river crossing to provide redundancy to the existing 400mm river crossing, which is installed on the riverbed of the Madawaska River. The existing watermain has

broken twice in its 60+ year life span, most recently in 2017, which required a repair to be made at a cost of $230,000.00.

Following receiving notice that the Town of Arnprior's grant application was chosen to receive funding in 2021, Staff proceeded to engage J.L. Richards and Associates Limited, through standing offer agreement, to design the new watermain. The design process included an evaluation of possible construction methods, with Horizontal Directional Drilling (HDD) being selected as the preferred method of construction. Once the method was chosen, staff and J.L. Richards conducted several studies and investigations as part of the design process including but not limited to:

- Indigenous Consultation – in accordance with the requirements of the grant
- A three-stage Archaeological Investigation
- Bathymetric survey of the Madawaska River
- Geotechical Report, including bedrock cores and abrasivity testing of bedrock samples
- Species at Risk Report
- Assessment of Past Uses
- Soil Characterization Report

The design process required consultation with 22 First Nations, Ontario Power Generation (OPG), and the Ministry of Natural Resources (MNR), culminating in a tender ready package in spring of 2025. Further, through the design process, staff engaged the MNR and OPG to work out easements for the watermain to cross below the riverbed and into OPG's property on the east side of the Madawaska River, ultimately connecting to the Town's existing watermain within the unopened portion of the Hartney Street road allowance.

Discussion:

On April 17, 2025, Staff published Tender PW-2025-01 on MERX.com with a closing date of May 28, 2025 and a question deadline of May 22, 2025. Upon closing of the tender, submissions were received from five firms. They were evaluated by staff for math errors and discrepancies.

Following the evaluation process, the tender results were as follows:

Proponents	Bid Price including HST
Thomas Cavanagh Construction Limited	$2,615,770.95
Marathon Underground Constructors Corp.	$3,099,663.45
Bonnechere Excavating Inc.	$3,922,170.31
Robert B. Sommerville Co. Limited	$4,623,554.42
R.W. Tomlinson Limited	$5,071,440.00

Upon evaluating the tender submissions, staff did not find any math errors or omissions in the tender submissions. One firm, 168012 Canada Inc submitted a response on Merx of No Bid.

Following the tender closing, the low bidder, Thomas Cavanagh Construction Limited, was required to submit a preliminary schedule and Horizontal Directional Driller's qualifications within 48 hours of tender close. The submitted schedule and qualifications satisfied the requirements of the tender documents. Thomas Cavanagh Construction Limited carried Marathon Underground Constructors Corp. (Marathon) to complete the HDD portion of the project. Marathon has an extensive history of completing similar projects in locations across Canada, as demonstrated by the submitted qualifications.

Town staff also received a proposal from J.L. Richards for full-time site inspection and contract administration services, under standing offer agreement, for $438,078.12 (Incl HST).

The project will require the Town to enter into agreements with OPG. The agreement with OPG is a Construction and Access License and Lease Agreement, for the new watermain to cross OPG's property on the east shore of the Madawaska River to connect to the Town's existing watermain. The OPG agreement will carry a cost of $56,250.00 + HST.

Options:

Council could choose not to award the project; however, this is not recommended as the project is within budget, is in line with the Town's Asset Management strategies, and is subject to grant funding.

Policy Considerations:

This project was tendered and evaluated to ensure it is in accordance with the Town's Procurement Bylaw.

Financial Considerations:

When accounting for net HST, the project costs are as follows:

Vendor	**Cost including Net HST**
Thomas Cavanagh Construction Limited	$2,355,582.76
15% Contingency	$353,337.41
J.L. Richards	$394,502.92
OPG Lease agreement	$63,562.50
TOTAL	**$3,166,985.32**

Project PW-2025-01 400mm Madawaska River Watermain is subject to ICIP Green Stream grant funding for eligible expenditures. The ICIP Green Stream maximum eligible funding for this project is 73.33% of the $2,736,150.00 project value cap or $2,006,418.80. The Town is responsible for covering 26.67% of eligible costs. Any costs associated with land acquisition and or easements are not eligible, such as the cost of the OPG lease agreement.

The total budget for the project is $5,400,000 with $85,304.77 already committed to finalizing the tender documents and completing the design at the beginning of the year, leaving a remaining budget of $5,314,695.23 which includes ICIP Grant Funding. Therefore, when accounting for costs including net HST, the project is under budget by $2,147,709.91. It should be noted that there will be additional minor administrative fees totaling less than $5,000 that will need to be paid to the MNR for a future easement registration at a later date.

As outlined in the Reserve and Reserve Fund Policy, at year end, surplus savings on this project will be directed back to the appropriate reserve funds to help fund future capital works in accordance with the Town's asset management plan and Long Range Capital Forecast (LRCF).

Meeting Dates:

N/A

Consultation:

N/A

Documents:

N/A

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: Kaila Zamojski

Town of Arnprior Staff Report

Subject: Nick Smith Centre Arena Revitalization Update
Report Number: 25-07-14-03
Report Author and Position Title: Patrick Foley, Engineering Officer, Graeme Ivory, Director of Recreation
Department: Operations/Recreation
Meeting Date: July 14, 2025

Recommendations:

That Council accept Arena Revitalization Update Report 25-07-14-03 as information, and;

That Council approve a budget of $95,000 funded from the Capital Expenditure Reserve Fund to complete a new project, with a scope that includes: additional rubber flooring, furniture for new office and meeting spaces, and Bert Hall Arena sound system.

Background:

The Nick Smith Centre Arena Revitalization project began in 2023 with the aim of replacing the aging arena infrastructure at the Nick Smith Centre – with many components original to the building that opened in 1977.

Architecture 49 was awarded the design scope of this project in August 2023, and from there, design opportunities were produced and reviewed with key stakeholders and user groups with decided design approved by Council in October of that same year.

Following the RFP process, Frecon Construction Limited was awarded this project in July 2024 with the full scope of work of the Nick Smith Centre Arena Revitalization project approved for $7.1 million.

Discussion:

Construction Progress

Glenn Arthur Arena: The concrete apron (perimeter of the rink) and the rink slab are currently being rebuilt. A two-inch layer of sand has been rolled over a layer of compacted granular

material and heat pipes have been placed as well as pressure tested. These heat lines ensure that frost does not infiltrate into the ground below the rink slab so that the possibility of the rink slab heaving over time is mitigated. The heat lines have now been buried with an additional twelve inches of sand and insulation is in progress ahead of refrigeration piping and reinforcing steel.

Bert Hall Arena: Part of the concrete apron has been poured, and formwork has commenced for the remainder. Footings and foundation walls have been poured for the mezzanine structure and block walls are now underway. Once materials for the mezzanine are in place reconstruction of the rink slab can commence.

Schedule

The schedule established at project start was quite tight to ensure that the work occurred between playing seasons for the arena. Any construction project is susceptible to schedule impacts due to discovery of concealed existing conditions and retrofit projects are often more susceptible. When the original slabs were removed from the arenas, it was discovered that the existing subgrade was largely composed of clear stone, as opposed to the anticipated granular materials packed on top of clay. This resulted in the Contractor requiring additional time to dig more of the existing subgrade out and import more granular materials. The total time impact was seven (7) calendar days for Glenn Arthur Arena and five (5) calendar days for Bert Hall Arena. Time impacts were observed in real time by Town staff and evaluated by the third-party design team to ensure fairness and accuracy.

The current anticipated opening days are September 16th for Glenn Arthur Arena and October 20th for Bert Hall Arena. There are still significant works to be implemented, however excavation is often the highest risk phase of a construction project when it comes to timeline impacts.

Transparency and Engagement

This staff report is a formal update to Council in an open meeting and staff have employed a variety of tools to ensure that the project remains transparent to the public. Staff have formed a communications working group consisting of the Director of Recreation, Marketing & Economic Development Officer, Engineering Officer Facilities & Assets, Program & Events Supervisor and the Deputy Clerk to ensure messaging remains consistent and current through all communication channels.

Monthly updates have been and will continue to be published on the “Engage” section of the Town website with accompanying social media posts. These updates have included timelapse videos, site walkthroughs and photos with text updates. All public updates can be viewed on the project webpage at Arnprior.ca/ArenaRevitalization.

There is also physical signage and slides on the public facing televisions at the Nick Smith Centre to encourage pool and camp users to understand the scope of the ongoing project and how to learn more about it.

The Director of Recreation and Engineering Officer, Facilities & Assets attended the Town of

Arnprior's booth at the weekly Sunday Market on June 8th, 2025, to answer questions from the public in a more informal manner.

Advertising/Sponsorship

In November 2024, staff presented a report to Council that outlined a variety of advertising and sponsorship opportunities that would help offset immediate and ongoing costs associated with this project.

The Fan for Life sponsorship program closed on June 25. At the time of closing the sponsorship webpage, it had 1,566 views, 59 seat sponsorships sold and a net revenue of $23,995.89. There was a great mix of local businesses and individuals who participated in this sponsorship program. Mayor McGee attended many local businesses for photos to recognize contributions and serve as a marketing campaign to encourage additional sponsorships. A formal meet and greet event with Mayor McGee and County Councilor Lynch was held on June 23, 2025 in Council Chambers where sponsors were invited for the Town to recognize their contributions.

Staff continue to engage with local businesses to increase uptake in the advertising and sponsorship opportunities. To date, a sponsor has been secured for the arena mezzanine, 32 rink board ads, 3 arena wall ads and 1 in-ice logo representing a total annual revenue stream of $29,050 for at least the next three years. Discussions are ongoing with a variety of sponsors regarding the scoreboards (2 available), meetings rooms (3 available) and change rooms (10 available) that would provide further revenue streams on an annual basis.

Cost Impacts

As presented to Council at time of Award, the 10% contingency in this Project budget exists to address unforeseen changes. These changes are typically due to pre-existing conditions that were concealed at time of design. At the time of this report, 45% of the contingency has been committed while 47% of the project is currently complete. This is fairly typical in this scale of project. Examples of change orders that have led to additional costs on this project include items such as a high amperage electrical conduit discovered during the slab demolition and tariff costs associated with aluminum window frames, as well as restoration of previously concealed poor condition concrete and cinder block sections.

Proposed Complimentary Project

As the project has progressed, a few opportunities for related scopes of work have been presented that may be completed more efficiently. Staff thought it best to present these items at this time while related work is occurring. Council may choose to direct staff to implement or not implement any of the following or to return at budget time for consideration in the 2026 budget.

The following items are presented for Council consideration to be included in the scope of this separate proposed project:

Changeroom hallway flooring	$	45,000
Sound system	$	30,000

Meeting Room Furniture	$ 20,000
Proposed Project Costs	**$ 95,000**

Flooring: The flooring in the hallways outside of both arena changes rooms was installed in 2008 and is in poor condition. The flooring in the changerooms is still in fair condition. The proposed flooring scope includes:

- Glenn Arthur Arena Changeroom Hallway (706 square feet)
- Glenn Arthur Arena Changeroom Lobby (710 square feet)
- Bert Hall Arena hallway (1090 square feet)
- Alternate Changeroom (367 square feet)

Sound System: Most components in the sound system of Bert Hall Arena are nearing the ends of their useful lives. When removing the equipment prior to the construction commencing, it was noted that several components have failed or approaching failure.

Furniture: To allow for the new meeting and office space to be fully ready for public use in the fall of 2025, additional furniture is proposed for the new spaces:

- Upper Meeting Room
  - Conference Room table $ 3,000
  - Chairs (8) $ 3,000
  - TV $ 1,000
- Mezzanine Viewing Area
  - Seating & Tables $ 3,500
- Ground Floor Meeting Room
  - User group lockable cabinetry $ 2,000
  - Modular desk/conference room table (2) $ 2,500
  - Folding chairs (8) $ 1,500
- Ground Floor Office Space
  - Desks (2) $ 2,500
  - Chairs (2) $ 1,000

Options:

Council may choose to not proceed with some or all of the proposed scopes of work within this separate project or direct Staff to return at budget time for consideration in the 2026 capital budget.

Policy Considerations:

The Town of Arnprior 2024-2027 Strategic Plan includes Asset Management among the Town's five key priority areas and includes the following statement within the Town's mission statement:

The Town of Arnprior is dedicated to fostering sustainable growth and implementing effective asset management practices that enhance the quality of life for our residents and preserve the unique character of our community. We aim to foster sustainable development that

enhances our community's prosperity while preserving our natural resources and heritage. Our commitment to growth and asset management is rooted in a vision that embraces economic progress, environmental stewardship, and the well-being of our residents.

The completion of this project is considered to be an effective effort in asset management to maintain optimally functioning facilities.

Financial Considerations:

Arena Revitalization Budget & Expenses

As per the July 9 announcement from MPP Denault's office, the Town has been successful in an application to the Community Sports and Recreation Infrastructure Fund from the Province of Ontario. The Province will be contributing $1,000,000 to this project. The 2025 budget included plans to debt finance $4M of this project in the latter part of 2025. With the grant funding, this financing amount can be reduced to $3M resulting in lower annual financing costs in the operating budget over the estimated 10-year loan period. A further report on financing options will come forward to Council in Q3 of 2025.

At this time, there is still $350,700.61 (55%) remaining in contingency funds. As the project progresses, there will likely be further change orders required as the design is constructed in the space. The project is approximately 47% complete with 45% of contingency being consumed which is typical for this scale of construction. Should any contingency funds remain at the end of the project, the funds will be returned to source.

Construction Budget:	
Total Contingency	$ 640,375.68
Less: Current Commitments	(289,675.07)
Remaining Contingency	**$ 350,700.61** (55%)

Arena Project Budget Impacts:	
Fan for Life Revenue	$ 23,995.89
Surplus Sale Revenue	28,512.48
Less: Arena Scoreboards	(52,598.75)
Net Budget Impact	**($90.38)**

Proposed Complimentary Project:

Meeting Room Furniture	$ 20,000
Changeroom hallway flooring	$ 45,000
Sound system	$ 30,000
Proposed Project Costs	**$ 95,000**

To complete this project, the recommended project budget is $95,000 based on the above breakdown of estimated costs. It is recommended that this project is funded from the Capital Expenditure Reserve Fund (CERF).

Meeting Dates:

- August 2, 2023 – Award of Design services to Architecture49
- October 23, 2023 – Council design selection
- July 22, 2024 – Award of construction scope to Frecon
- November 12, 2024 – Arena Sponsorship & Advertising Opportunities
- February 24, 2025 – Public Space Uses
- June 23, 2025 – Lease of Meeting Room to Arnprior Packers

Consultation:

N/A

Documents:

N/A

Signatures

Reviewed by Department Head: John Steckly, General Manager Operations

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

CAO Concurrence: Robin Paquette

Workflow Certified by Town Clerk: Kaila Zamojski

Town of Arnprior Staff Report

Subject: Implementation Plan for Robert Simpson Park Revitalization

Report Number: 25-07-14-04

Report Author and Position Title: Patrick Foley, Engineering Officer; Graeme Ivory, Director of Recreation

Department: Operations & Recreation

Meeting Date: July 14, 2025

Recommendations:

That Council direct staff to proceed with an updated phased approach to the Robert Simpson Park Revitalization design assignment with Phase 1 consisting of the Upper Park and Phase 2 consisting of the Shoreline Modification & Lower Park; and

That Council direct staff to conduct two separate public consultations for Phase 1 Upper Park and Phase 2 Shoreline Modification & Lower Park; and

That Council direct staff to proceed with public consultation for the Phase 1 Upper Park with a projected budget of $3.2 million, anticipated for 2026 construction; and

That Council direct staff to explore alternative options to the proposed breakwater and return at a later date with options for the Phase 2: Shoreline Modification & Lower Park, including cost impact and an anticipated schedule to be determined as an update to the LRCF.

Background:

Robert Simpson Park has long been seen as a landmark within the Town of Arnprior boasting a beautiful waterfront, sandy beach, large open green space, mature trees and ample amenities for recreation activities, major events and community/family gatherings. This park plays a vital role in a majority of the town-run and major community events during the summer months and is easily the Town's busiest outdoor space from the Victoria Day through to Labour Day. It's popularity well exceeds our borders and also serves as an economic driver for our community.

In late 2019, thinc design was contracted to complete a Waterfront Master Plan to establish general concepts for Town-owned shoreline projects. This plan was delivered to Council in November 2021 as approved through the 2022 budget process.

The Waterfront Master Plan identified thirteen (13) recommendations for Robert Simpson Park:

- RS-1: Park-wide Accessibility Improvements
- RS-2: Beach Expansion and Pier
- RS-3: Beach Level Vehicle Access and Parking
- RS-4: Pedestrian Ramp to Beach
- RS-5: Boardwalk and Landscaping
- RS-6: Gradual Timber Steps (Provisional)
- RS-7: Additional Seating and Picnic Opportunities
- RS-8: Playground and Splash Pad Enhancements
- RS-9: Change Facility
- RS-10: Small Craft Rental
- RS-11: Increase Park Capacity
- RS-12: Accessible Washrooms
- RS-13: Urban Canopy

From these recommendations, the Beach Expansion and Pier is the most significant component of this project as the preliminary consideration from the Waterfront Master Plan suggests re-establishing the historic location of the beach further east than its current location. The current beach was considered to be less ideal in terms of safety due to proximity to the confluence of the Ottawa and Madawaska Rivers which has long been an area of concern. It was believed that re-instating the breakwater would suitably protect the original beach location from erosion.

In July 2024, Council awarded the design for the redevelopment of Robert Simpson Park to Stantec Consulting Ltd. The design assignment includes:

- Shoreline modification
- Establishing a breakwater
- Establishing network of accessible pathways
- Establishing boardwalk for accessible route from the upper-level parking lot to the beach level
- Replacement and improvements to play features including the splashpad, play structure(s) and swing set(s).

The scope of work as defined for this phase was published as a Request for Proposal (RFP) to include the following components:

1. Defined options to achieve objectives (eg. different styles of breakwaters)
2. Concept Design with high level estimates
3. Public Consultation
4. Tender Ready Contract Documents

Discussion:

Shoreline

Shoreline modification is a very complicated process with many studies, consultations and permits required prior to design being finalized. The proposed beach expansion and reestablishment of a breakwater structure involves building onto the riverbed which does not belong to the Town of Arnprior. Further, the remains of the pre-existing breakwater structure were acquired by the Town of Arnprior in 1995, but it sits on the riverbed which is not owned by the Town.

There are a lot of factors that lead to this project, but the most critical factor is public safety. The current in the Madawaska River is a known hazard that has resulted in multiple drownings in the past thus discouraging the public from swimming near this hazard is of high importance. The high-level purposes of the shoreline modification at Robert Simpson Park in order of importance are:

1. Move the public beach further from the hazardous current of the Madawaska River
2. Prevent continuous erosion of the beach
3. Improve accessibility
4. Better utilize the waterfront to improve the level of service at this location

Robert Simpson Park being situated where the Madawaska River meets the Ottawa River, means that the shoreline is being eroded by varying intensities of multiple currents. After completing hydrotechnical and bathymetric studies, it has become clear that a breakwater similar to how it once existed will not entirely mitigate erosion issues. The Ottawa River flows East towards Bell Park whereas the Madawaska River flows North into the Ottawa. A breakwater in its historic location would protect from the Ottawa River currents but not from the Madawaska currents that pull sand from the existing beach to redistribute further upriver on the Madawaska River (along the riverfront walking trail). The below graphic shows current directions at Robert Simpson Park at peak flow rates in a major flow event. The principles illustrated here in terms of erosion are applicable to more typical daily flow.

Figure 1: Existing Conditions - 1:100 year design water level and flow event in the Ottawa River with 1:2 year flow event in the Madawaska River

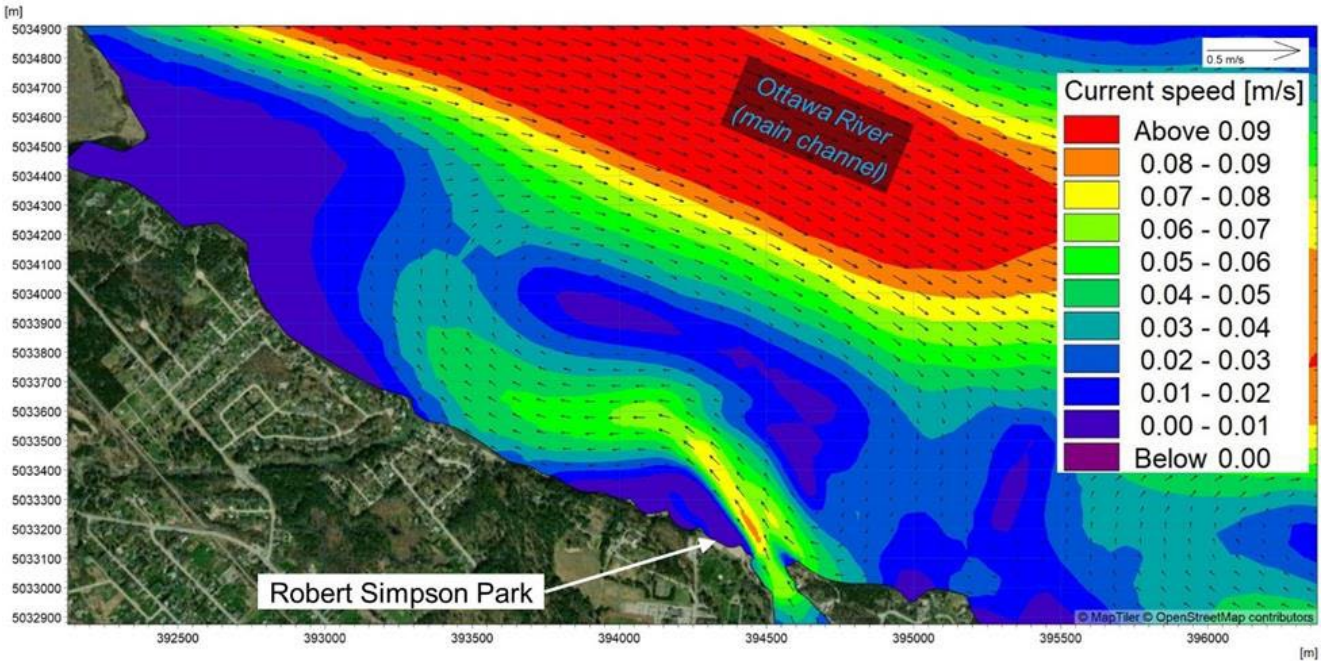


Figure 2: Existing Conditions - 1:100 year flow event in the Madawaska River with average flows and water levels in the Ottawa River

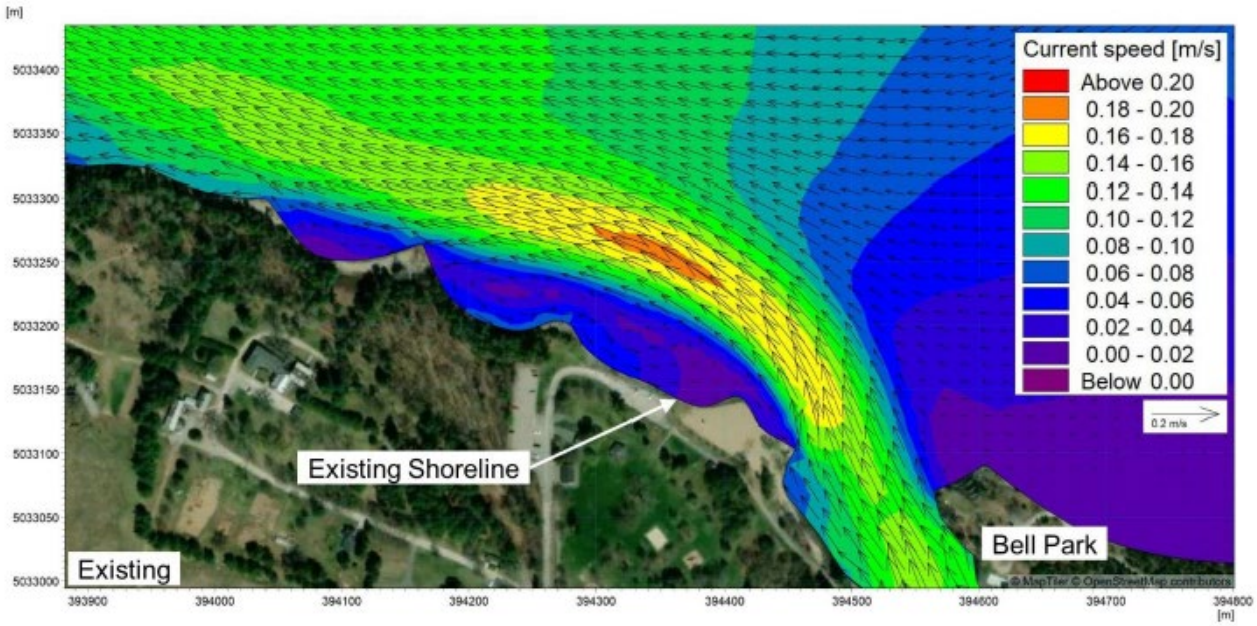
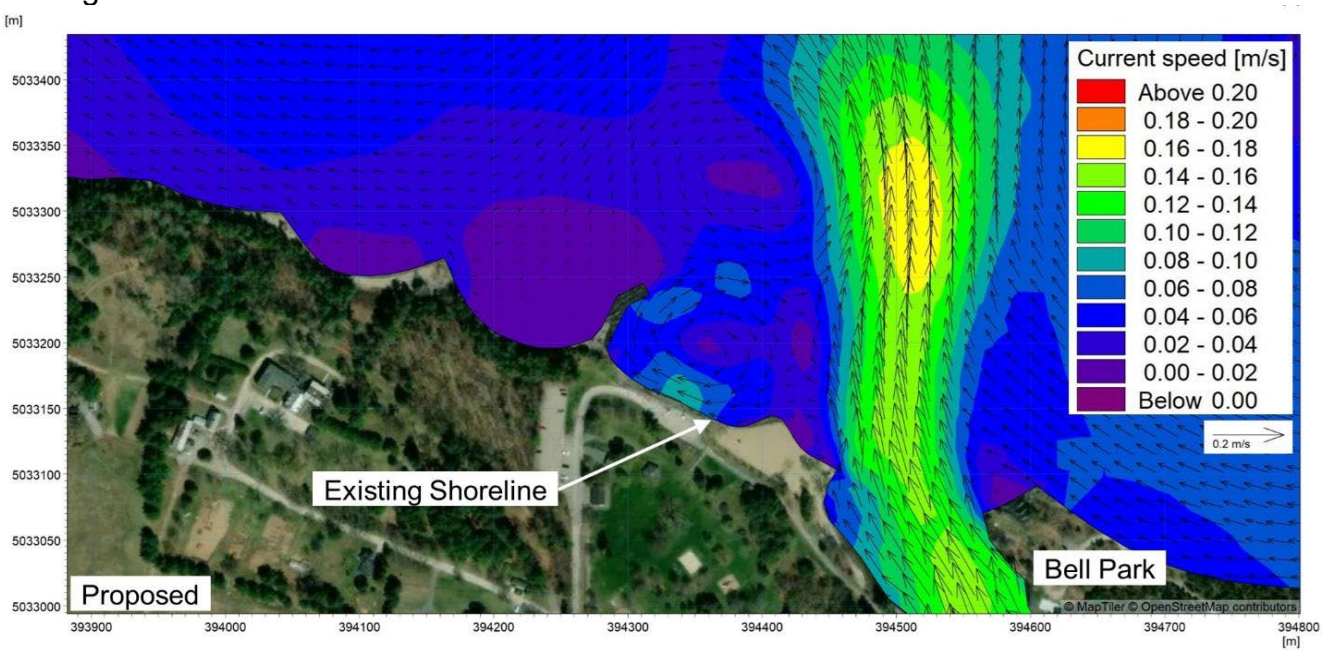
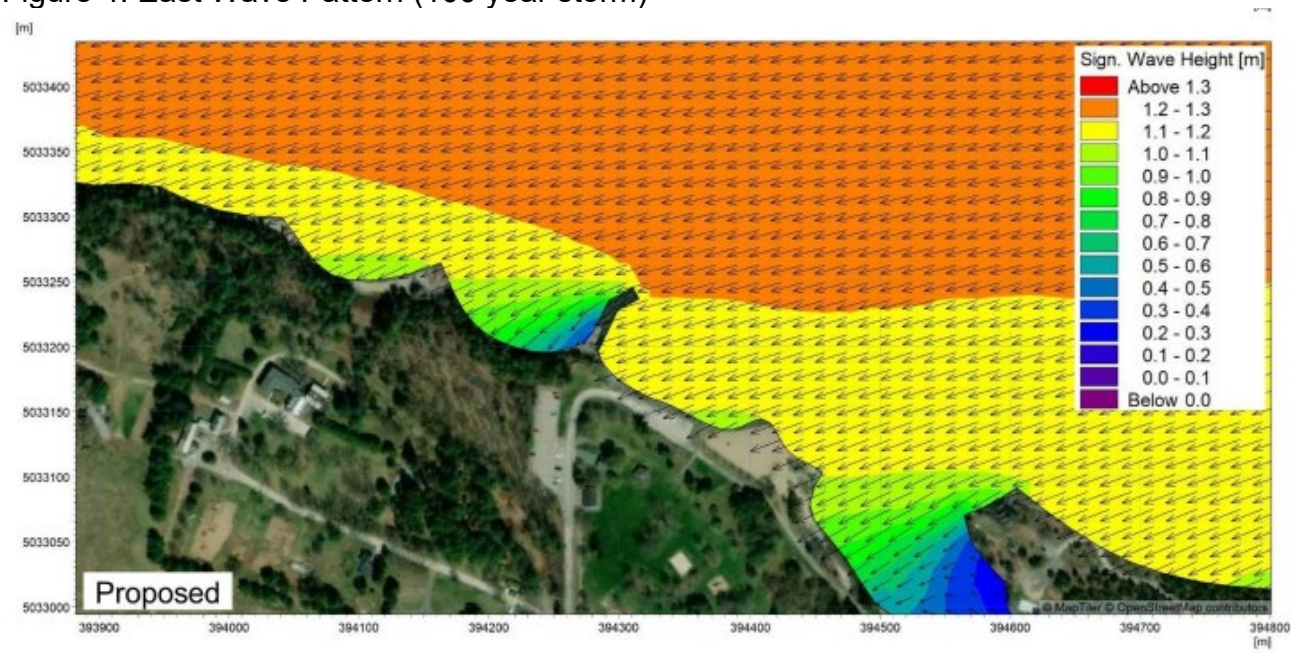


Figure 3: Conceptual Breakwater - 1:100 year flow event in the Madawaska River with average flows and water levels in the Ottawa River



In terms of current, the Madawaska River factors in most significantly but the waves on the Ottawa River are quite large in comparison to other smaller bodies of water. Waves batter the shore from various directions, but most aggressively from the East. The historic breakwater location protects from the current of the Ottawa River but not the waves from the Ottawa or the current of the Madawaska.

Figure 4: East Wave Pattern (100 year storm)



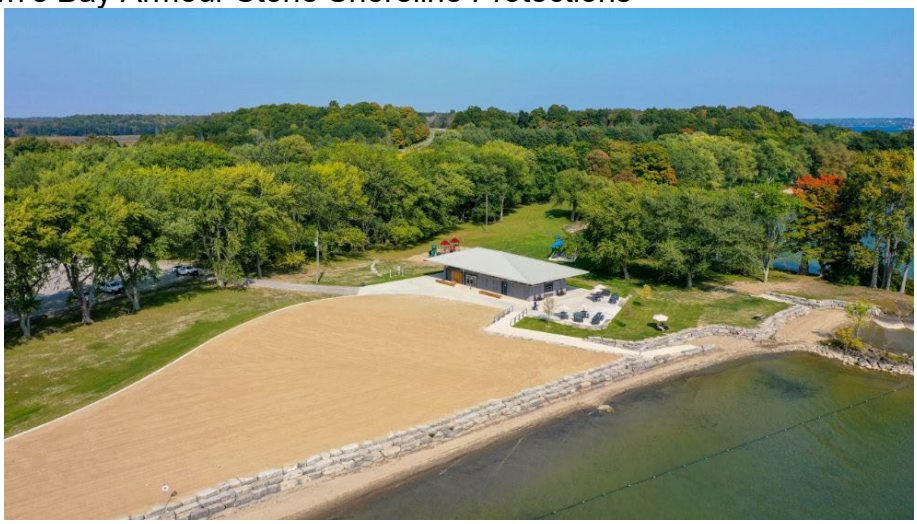
Significant quantities of sand are required annually to reinstate the beach at Robert Simpson Park; a practice that is not sustainable.

Understanding that the breakwater as conceptualized in the Waterfront Master Plan is not a solution that solves the erosion problems, it is essential to take a step back and evaluate additional options to present the full picture to Council and the public. Different shoreline protection solutions are being explored, and examples of similar projects are being investigated to find the most appropriate solution for this location. Based on comparison projects, proposed shoreline protection options will likely include armour stone and pea gravel sections though details are still being investigated.

Brown's Bay Campground in Mallorytown, Ontario on the St. Lawrence River had similar patterns of erosion and their implemented solution was an armour stone wall to maintain a large flat sand area. The sandy area remains open for leisure and beach sports, and the armour stone presents ample seating directly at the waterfront. The revitalized Robert Simpson Park would differ in that swimming would be discouraged at this location in future to encourage swimming in the safer area to the west.

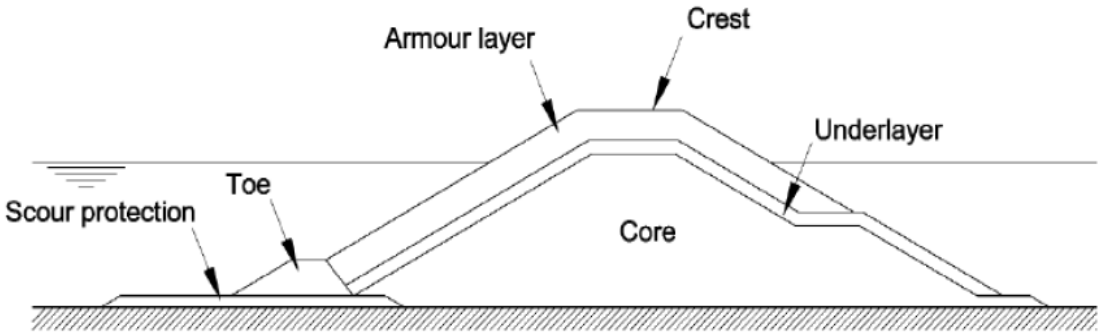
Figure 5: Brown's Bay Shoreline Comparison to Robert Simpson Park

Figure 6: Brown's Bay Armour Stone Shoreline Protections



Gord Downie Pier (Breakwater Park) in Kingston, Ontario also experiences currents that make sandy beaches difficult to maintain. Their solution was to implement a pea gravel beach that has direct entry into the water as part of the restoration of an existing pier on the St. Lawrence River with an elevated beach (sand) also available. In the Spring of 2025, staff offloaded 2 truckloads of pea gravel at Robert Simpson Park to test its erosion efficacy over the next year.

A basic mound style breakwater carries a cost of approximately $2.5 million. Shoreline modifications and protections will carry additional costs that are currently being worked through.



A breakwater with vertical sides more appropriate for swimmers jumping or boats docking would carry a starting cost of approximately $5-6 million depending on design elements.

As costs continue to be refined for implementation of a breakwater, and shoreline protection may not be entirely achieved through its implementation, staff feel that there is merit in investigating alternative options. Inspired by the NCC Riverhouse docking system in Ottawa, staff are currently exploring dock and swimming platform options that may achieve many of the goals set out in the Waterfront Master Plan. Though this solution would come with annual maintenance costs, the initial cost would be significantly lower, and it would still offer an increased level of service for swimming amenities. There may also be an opportunity to implement tie off points for boats or a launch for canoes and kayaks (that may also be rentable on site). This deviates from the original mandate given by Council to reimplement the breakwater in its historic location.

As indicated in the LRCF the revitalization of Robert Simpson Park was anticipated to be a multi-phase implementation. The original plan was to complete the design for the entire park simultaneously which would allow staff to complete the public consultation in one round. Based on the factors outlined above, the “Upper Park” design will be ready for public consultation and implementation significantly earlier than the shoreline work.

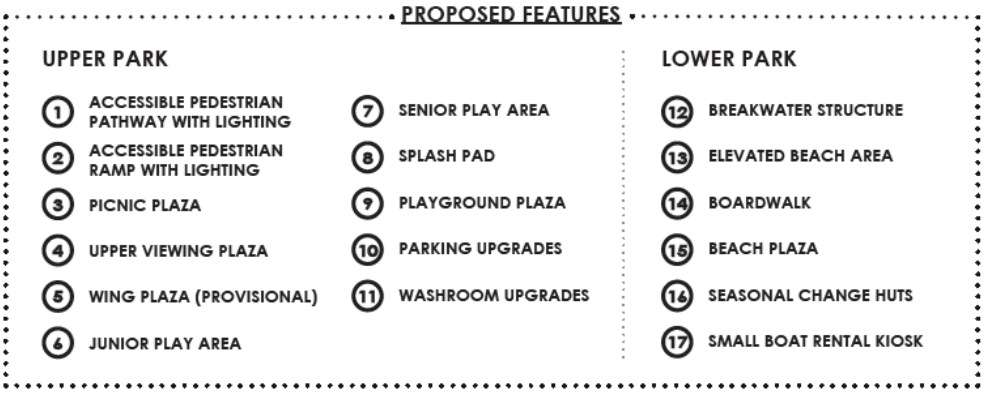
Due to the factors outlined above, more time is required to flush out the details of this scope of work to provide a fulsome presentation of options for Council consideration. Implementation schedule and more precise financials will be presented to Council prior to public consultation on the shoreline modification scope.

Upper Park

The “Upper Park” which consists of everything on top of the hill at Robert Simpson Park includes:

1. Paved pathways
2. Improved lighting
3. Washroom retrofit
4. Splashpad
5. Play Structures / Play Features for various ages
6. Accessible Pedestrian Ramp to Beach

Figure 7: Proposed Concept Plan



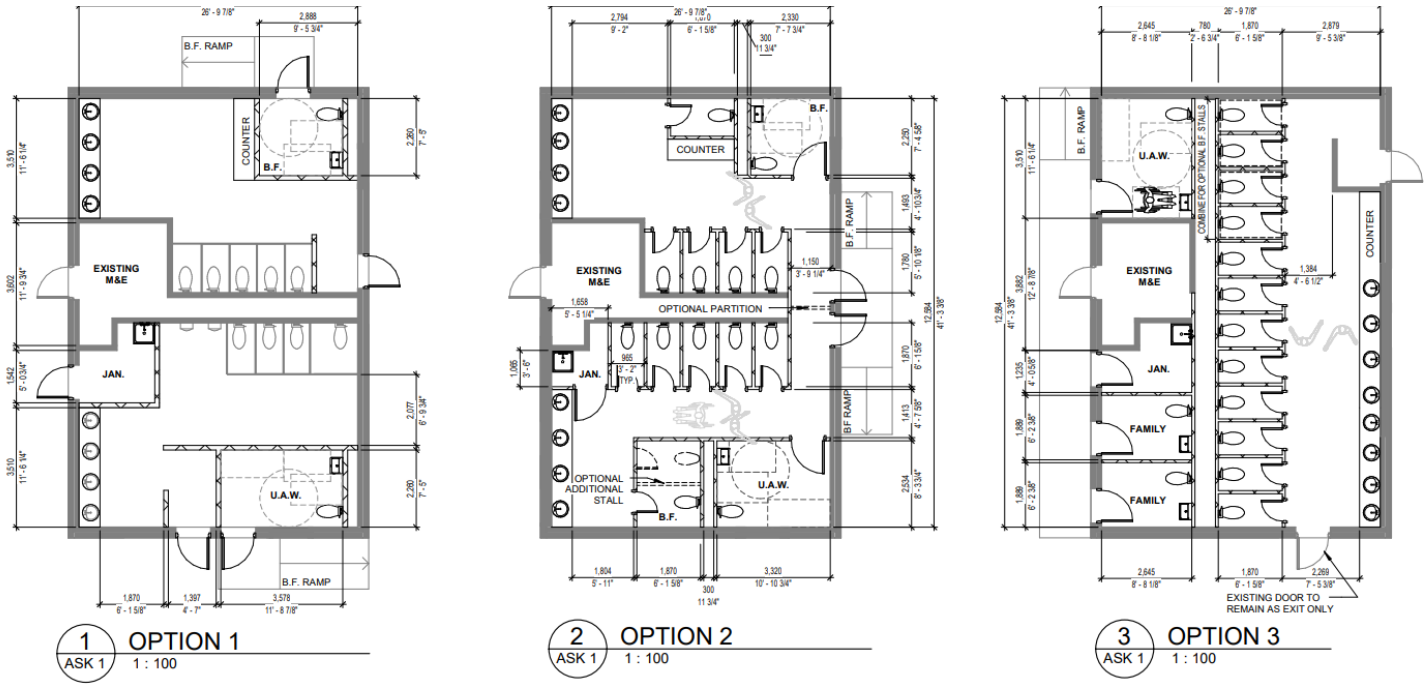
Connectivity and Accessibility of Features

The proposed network of accessible pathways between existing and proposed park amenities as well as connectivity to the Waterfront Trail is included in the above concept plan. The goal is to create a barrier free environment in the Town's flagship park. Lighting will also be improved in the park.

Washroom

The existing washroom is in a poor state, does not meet accessibility or inclusivity standards and is poorly used in terms of space allocations however the structural elements and roof are in good condition. There are various approaches to retrofitting this building and accessibility remains as the driving factor to concept designs.

With public consultation on this item, staff are looking to establish how the public weights various factors but most notably, traditional gendered washrooms in contrast to more modern genderless designs. Option 3 presented below proposes a washroom that is more inclusive but also more practical for the young family demographic that makes up a significant portion of park users. Costs are still being worked through though Option 3 would be a significantly higher cost than Options 1 or 2. Costs of new construction will be compared to any retrofit project for this building to ensure best value is presented to Council.



Play Features

The existing splashpad is approaching the end of its estimated useful life and it is not as feature rich as splashpads in other municipalities that more closely resemble the recently opened splashpad at Fairview Park. The current splashpad drains through storm infrastructure which is not in line with modern requirements. This means that a seasonal wastewater pump station will have to be implemented to establish a new splashpad in this location. There is currently a much smaller seasonal pump station in place that handles sanitary flow from the existing washroom fixtures.

The existing play structure is quite basic, in poor condition and has exceeded its useful life. As part of this project play features will be implemented for various age groups.

Next Steps

Pending approval of recommendations brought forward in this report, staff will proceed with public consultation on the Upper Park as Phase 1. Once consultation is complete, staff will return with a finalized design for Council approval and potentially a request to tender the scope late in 2025. The construction is tentatively planned for 2026 at this time.

Also pending approval of recommendations brought forward in this report, staff will continue to work through the shoreline design, investigate alternatives that include different or no breakwater and return to Council at a later date to present options and recommendations for the next phase of the project. Order of magnitude costing has been provided above, however staff will return to Council with a more detailed concept and costing options. Council will select the option(s), including implementation timeframe and associated costing, that they would like to see public consultation for and staff will return with a finalized design once complete.

Options:

Council may choose to direct staff to pursue a different sequence of tasks or to proceed with a lesser or greater scope than that which is recommended. It should be noted that full shoreline modifications cannot realistically be completed prior to 2027 based on available information.

Council may choose to defer all public consultation until the shoreline modification options are ready to be presented. This would result in the first phase of this project being completed in 2027.

Policy Considerations:

The design to be implemented is in line with recommendations from the Waterfront Masterplan and Parks & Recreation Master Plan recommendations. These projects will be tendered in accordance with section 6.3 request for tender of the Town of Arnprior's Procurement Policy.

Financial Considerations:

The budget amounts for implementation of the Robert Simpson Park improvements in the Long Range Capital Forecast (LRCF) are as follows:

2024-2025 (Design)	$ 683,457.57
2026	$ 1,195,000.00
2027	$ 1,195,000.00
2028	$ 1,195,000.00
Total Budget	$ 4,268,457.57

The LRCF budgeted values are based on the values presented in the Waterfront Master Plan which was completed from 2020-2021. The historical data available at that time did not reflect the price increases brought about by the global pandemic, trade disruptions, and subsequent trade war.

The current estimate for the proposed Upper Park scope of work as established in the Waterfront Master Plan is $3.2 million, leaving only $385,000 of budgeted funds for the Shoreline Modification and Lower Park.

As discussed above, there are many factors still being explored so costing on the Shoreline Modification and Lower Park scope is not yet refined. That being said, current projections are in the order of magnitude of $5-8 million.

This project is planned to be funded 85% by the Capital Expenditure Reserve Fund (CERF) and 15% by Development Charges (DCs).

Meeting Dates:

- July 8, 2024 - Award of Robert Simpson Park Revitalization Design to Stantec

Consulting

Consultation:

- Stantec Consulting

Documents:

N/A

Signatures

Reviewed by Department Head: John Steckly, General Manager, Operations

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

CAO Concurrence: Robin Paquette

Workflow Certified by Town Clerk: Kaila Zamojski

Town of Arnprior Staff Report

Subject: Asset Management Plan Update
Report Number: 25-07-14-05
Report Author and Position Title: Patrick Foley, Engineering Officer
Department: Operations
Meeting Date: July 14, 2025

Recommendations:

That Staff Report No. 25-07-14-05, regarding the Strategic Asset Management Policy and 2024 Asset Management Planning activities, be received as information.

That Council adopt the Asset Management Plan compliant to the 2025 deadlines of O.Reg. 588/17; and

That Council endorse the recommended levels of service as laid out in the above report.

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.

On May 4, 2018, the Town entered into a contract with PSD to implement CityWide (three modules) and prepare an Asset Management Policy compliant with O.Reg 588/17 which was completed in November 2018 and presented to Council shortly thereafter. This policy was revised and adopted by Council in 2024.

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. This exercise is anticipated to be completed every 5 years. Almost all other condition assessments in CityWide are age-based with over-rides in place where a condition is known to be deteriorating quicker than anticipated. Note: A new road condition scan was completed on June 11, 2025, but the

data was not processed in time for it to be included in this draft report.

A formal Asset Management Plan based on 2020 data was written and presented to Council in October of 2021 that was compliant to Ontario Regulations relating to asset management up until July 1, 2025 practices thus ensuring the Town remained eligible for provincial funding when applicable.

On an ongoing basis, staff have been continually revising the CityWide database to provide greater detail and eliminate as many inaccuracies as possible. Further to this accuracy review, steps have been made towards separating out grouped assets to aid in more accurate budgeting for various aspects of different asset types.

Operations Staff has always worked to mark sidewalk tripping hazards that exceed 20mm (3/4") per minimum maintenance standards annually. With the advancement of the Town's asset management and mapping systems, Engineering students now inspect every sidewalk in Arnprior annually, marking tripping hazards with orange spray paint prior to taking a geo-located photo on a tablet. Areas with more deteriorated sidewalks are then visually apparent in a heat map format when planning out repairs for future years.

In 2024, PSD was engaged to create a new Asset Management Plan using 2024 data that will be compliant with the 2025 O.Reg 588/17 deadline.

Discussion:

Asset Management Plan Perspective

The attached Draft Asset Management Plan prepared by Public Sector Digest is based on 2024 data and is written from the perspective of replacing all assets in a like for like situation. This plan speaks to current assets, though to accurately project spending, other documents focused more on growth, such as the Water/Wastewater Master Plan, Transportation Master Plan, Recreation Master Plan and Water/Wastewater Rate Study, should be factored in. Betterments and expansions are also not included in the scope of this report.

As examples, replacement of failing infrastructure such as the Nick Smith Centre Arena Revitalization and MacDonald/Edey Reconstruction projects would fall under the scope of this report, whereas betterments such as establishing new park spaces (or improving existing park spaces), expanding the vehicle fleet, separating combined sewers and upsizing infrastructure to meet growth demands would not be part of the scope of this report.

Asset Portfolio

The Town of Arnprior has a robust database comprised of over 9,100 active assets. These assets are clearly identifiable through the use of manually updated qualitative attributes. Asset management databases are constantly being updated as new information becomes available and as data is validated.

All linear assets are tracked and typically all non-linear assets with a value over $10,000 are to be tracked in this system as updates occur. Smaller assets such as office equipment are grouped into a single asset related to the purchase date. The term “linear assets” is comprised of watermains, sanitary sewer mains, storm sewer mains, curbs, sidewalks, road bases and road surfaces.

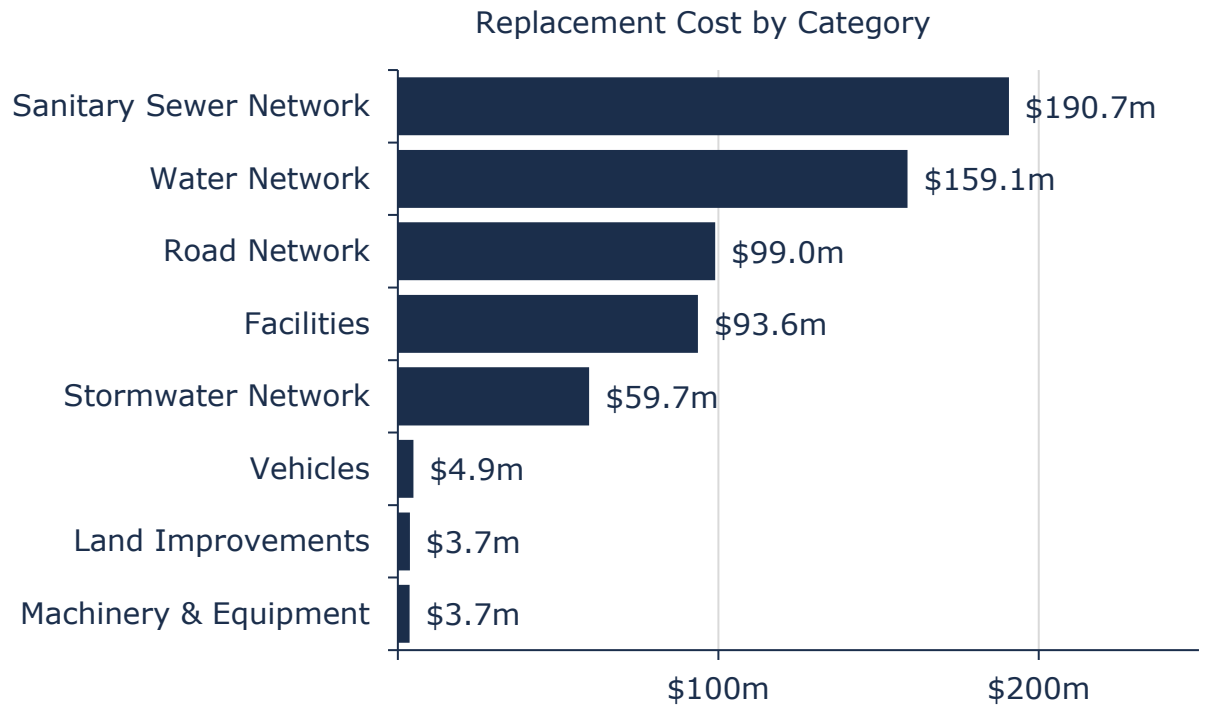
The tables below indicate quantities of assets owned by the Town of Arnprior:

Linear Asset	Kilometers
Sanitary Sewer Network	57
Water Network	64
Road Network	61
Storm Water Network	35

Asset Category	Quantity
Buildings	6
Vehicles	27
Machinery & Equipment	81
Land Improvements	94
Land Parcels	80

It should be noted that the land parcels owned by the Town often have small parcels adjacent to each other such as sections of pathway and a single park having multiple parcels. The overall quantity of 80 land parcels should be viewed from this perspective.

The table below indicates a breakdown of the Town’s $614 million asset portfolio:



Due to funding sources, the Water Pollution Control Centre (WPCC) is included in the Sanitary Sewer Network and the Water Filtration Plant (WFP) is included in the Water Network as opposed to the “Buildings” category. As part of the effort to improve the Town’s

asset management accuracy, a third-party inventory and condition assessment was recently completed in both facilities.

This is a significant increase from the $254.4 million portfolio reported in the 2021 Asset Management Plan. The 2021 report was based on 2020 data with replacement costs largely based on an inflation of limited historic costs. Since the data was compiled for this report, a global pandemic and accompanying market shift has occurred that drastically changed the construction industry. Staff are continually working to improve replacement cost unit rates with a more standardized and holistic approach and the market appears to be beginning to stabilize. The current replacement values have been developed using real construction project data from the past 5 years and include all costs related to a construction project from engineering to site trailers to general conditions. The Town has also assumed millions of dollars in assets from new subdivisions (growth) that have recently been assumed by the municipality.

Replacement Costs

Replacement costs are developed using market conditions, third party assessments and actual construction costs from Town projects. Replacement costs for all linear assets include all appurtenances. For example, the cost for watermain replacement assumes the installation of valves, fire hydrants, services and leads. This data is based on averages and every scope of work must be looked at individually to ensure accuracy when budgeting. Values are constantly evolving to adapt to the market and Town staff meet regularly to discuss changes. Construction costs have been significantly more volatile in recent years, but this method of continuous updates will ensure that our data trends with actual costing. The current projected unit rate replacement costs are in the table below:

Linear Asset	Rate	Unit
Sanitary Sewer Mains	$ 1,661.71	Meter
Water Mains	$ 1,661.71	Meter
Storm Water Mains	$ 1,661.71	Meter
Road Base	$ 599.40	Meter
Road Surface	$ 444.33	Meter
Sidewalk	$ 306.12	Square Meter
Curb	$ 169.12	Meter

It should be noted that the above values are based on a scope of work that would be referred to as full reconstruction in the Long-Range Capital Forecast (LRCF). In most full reconstruction scenarios, not all assets are replaced throughout the work zone. An example is the ongoing MacDonald Street reconstruction project where a large portion of the storm main will remain in place due to its acceptable condition. Town Staff are always looking for practical approaches to scoping projects to ensure maximum efficiency in capital costs.

Replacement costs are based on replacing in a “like-for-like” scenario at the end of the asset’s useful life, which is to say that it will be replaced with a nearly identical asset. The Town has experienced rapid growth in recent years and recommendations from other planning documents should be implemented in tandem with recommendations in this

report.

Due to growth pressures, infrastructure may not always be replaced in a “like-for-like” situation as a new pipe may have to carry additional flow to or from a subdivision or the ease a bottleneck point in the network. Some infrastructure is also upgraded to a higher level of service, independent of growth, such as the choice of widening the sidewalks downtown to meet accessibility standards in 2016/2017. Conversely levels of service are sometimes lowered to decrease the overall cost, such as the Town’s common approach of only replacing a sidewalk on a single side when completing a reconstruction project of a residential street.

Asset Condition

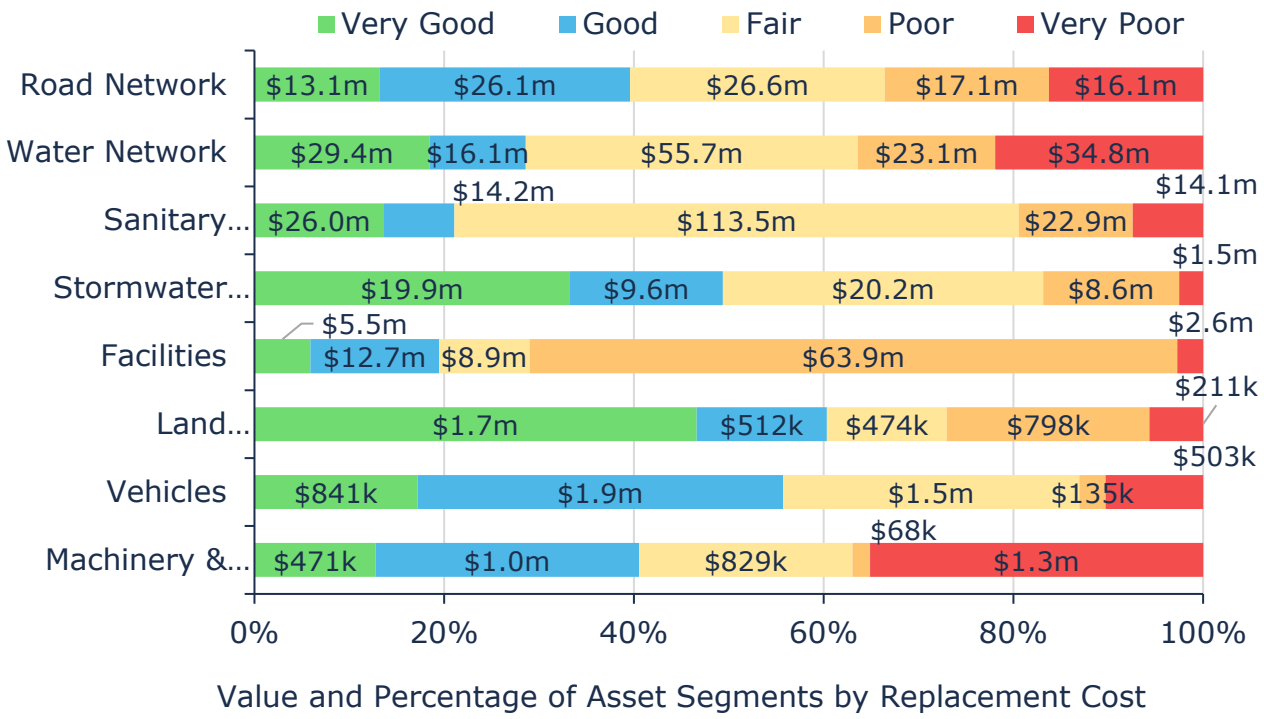
Asset conditions are assessed in various ways for different assets. In a majority of cases condition is based on the age of the asset, assuming that the older the asset is, the worse the condition. With this being the default, adjustments can be manually entered based on visual inspection or known data. For instance, a watermain that has had multiple breaks will have its condition changed to “poor” or “very poor” regardless of its age.

While it would be ideal from a data collection point of view, it is not practical to have a visual condition assessment completed for each asset in the database. A majority of Town owned assets are underground thus must be inspected using specialized equipment and/or excavated. These processes are costly, consume limited resources and could cause damage to buried infrastructure.

As discussed above, road conditions are established every 5 years by a specialized vehicle equipped with sensors and sidewalks are assessed visually by Engineering students annually. Each year, a select amount of the sanitary and storm sewer mains are scoped with a specialized camera to assess condition.

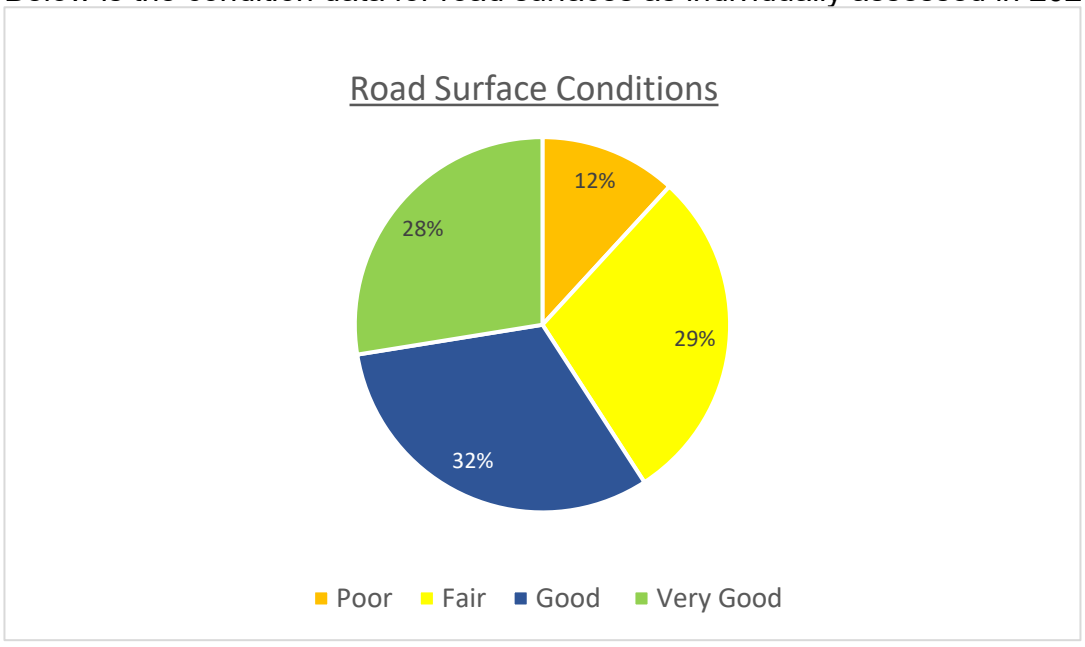
When evaluating vehicle conditions, they are assessed based on how much of their Estimated Useful Life (EUL) remains more than how the vehicle appears during inspections. An individual consumer may have a 10-year-old vehicle and consider it to be in good condition though if that vehicle does not start one day it is just an inconvenience. A commercial vehicle that provides core services such as snow removal, emergency watermain repairs or fire protection services is held to a higher standard because the consequence of failure is much higher. These are also working vehicles that spend most of their lifespan driving in town below 40 km/hr which wears on a vehicle more than typical consumer driving habits.

The chart below indicates the percentage of assets that are assessed as very poor, poor, fair, good or very good in each category:



Value and Percentage of Asset Segments by Replacement Cost

Though the data came too late to be implemented into the AMP, the condition of road surfaces was assessed in 2025 and it was encouraging to see that increased maintenance activities have increased overall condition to be better than the AMP projects. This is an example of how the AMP database is a living dataset that is constantly evolving to become more accurate as more information is made available. Below is the condition data for road surfaces as individually assessed in 2025.



Asset Lifecycle

The Estimated Useful Life (EUL) of an asset is the number of years it will likely last before complete failure. The EUL of assets by category are in the table below:

Asset	EUL
Sanitary Sewer Mains	80 years
Water Mains	80 years
Ductile Iron Water Mains	50 years
Storm Water Mains	80 years
Road Base	80 years
Road Surface	30 years
Sidewalk	30 years
Curb	30 years
Buildings	80 years
Vehicles	10 years
Machinery & Equipment	10 to 15 years

Ductile iron watermains were previously reported to have a lifecycle of 80 years but from analysis of the data, it became clear that this material did not meet an 80-year useful life. As a result, it has been shifted to a 50-year lifecycle.

Though the table above indicates the Estimated Useful Life, not all assets will reach that point due to variety of factors, just as some assets may be able to go past their estimated useful life. There are lifecycle events that extend the useful life of assets such as:

- “Shave and pave” road rehabilitation scopes of work where asphalt is removed, and the base is left in place to be paved over.
- Pulverize and pave is a method of crushing the existing asphalt to strengthen a road base prior to paving over it.
- Asphalt crack sealing
- Sidewalk and asphalt patching
- Sewer pipe lining

Asset Management Policy Update

The Town’s Strategic Asset Management Policy includes a requirement for review at least once every five years. The policy was last reviewed in 2024. No significant changes were made at that time.

Levels of Service

To achieve compliance with the 2025 deadline in O.Reg. 588/17, proposed levels of service must be established for each core asset category. The proposed levels of service for each asset category are outlined throughout the report in more detail but the following are the proposed levels of service:

Asset	Proposed LOS
Sanitary Sewer Network	Fair (54)
Water Network	Fair (58)
Storm Water Network	Fair (59)
Road Network	Good (60)
Land Improvements	Fair (57)
Facilities	Good (78)
Vehicles	Fair (46)
Machinery & Equipment	Fair (58)

Capital Investment Requirements

The Town is currently investing in compliance with the 2021 Asset Management Plan. However, since publishing this report, the dataset has been greatly improved, and the costs of goods and services have significantly increased due to a volatile market. In recent years the Town has stepped up capital spending to address failing infrastructure and has been fortunate in receiving millions in grant funding to offset the costs of projects.

The recently completed WFP/WPCC Building Condition Assessments and Water/ Wastewater Master Plans have been factored into this updated Asset Management Plan to provide accurate investment recommendations.

There are many factors that affect how an infrastructure renewal project is formed and when the project is scheduled into the Long-Range Capital Forecast. This update and upcoming Asset Management Plan are intended to be the framework that guides Town strategies but nuances affecting projects must be assessed individually.

Options:

Council may choose not to accept the report as prepared.

Council may choose to adopt a different level of service for an asset category than those recommended.

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:

	AMP - Full Lifecycle	AMP - 25 Year Requirements	Funding Available	Funding Gap
Levy Funded	$ 5,954,000	$ 5,400,000	$ 5,006,000	$ 394,000
Rate Funded	$ 6,388,000	$ 5,214,000	$ 2,701,000	$ 2,513,000
Total	$ 12,342,000	$ 10,614,000	$ 7,707,000	$ 2,907,000

- The average annual capital requirement for the 2024 full AMP lifecycle has increased to $12.3M from the $6.6M annual capital requirement calculated in the 2021 AMP. The increases are largely attributed to increased replacement values and a growing asset base.

Financial strategy recommendations included within the AMP include achieving full funding over 10 years by:

a) when realized, reallocating the debt cost reductions to the infrastructure deficit;

   Status: The Town continues as part of the Pay-As-You-Go model to continue to recommend reinvesting funds into asset renewal as debt retires.

b) increasing tax revenues by at least 0.7% each year for the next 10 years solely for the purpose of meeting the proposed levels of service for AMP asset categories;

   Status: The Town commits approximately $7.7M annually toward capital projects per year from sustainable revenue sources, a significant increase over the $4.9M reported in the 2021 AMP. Given the AMP calculated capital requirements over a 25-year period of $10.6M, this leaves a funding gap of $2.9M. Annually, during the budget process, the Town continues to contribute additional funding to reserves for capital asset replacement, assisting with the ability to fund capital asset replacement and reduce the funding gap.

c) increase water / wastewater revenues by 2.5% and 7.8% each year for the next 10 years for the purpose of meeting the proposed levels of service for AMP asset categories;

Status: Most of the funding gap (86%) is related to rate funded assets (water / wastewater). The planned rate increased included in the Council adopted 10-year water / wastewater rate study which generate additional funds to address the gap. Additionally, the AMP does not take into account one-time grant funding in the funding calculation and the Town is fortunate to have a number of multi-million dollar grants (OCIF – River Crossing $2.0M, OCIF – Clearwell Replacement $1.8M, HEWSF – Daniel / Albert Sanitary Sewer $3.9M) that will significantly offset rate funded capital projects in the next 1-5 years.

d) adjusting tax revenue increases in future year(s) if allocations to capital expenditure exceed or fail to meet budgeted amounts;

Status: Annually operating surplus / deficit amounts are allocated to appropriate reserves, including Capital Expenditure Reserve Fund to help fund future capital requirements.

e) continue to allocate CCBF and OCIF revenues to capital replacement projects;

Status: 100% of all CCBF and OCIF funding continues to be directly applied to capital infrastructure projects.

f) increasing existing and future infrastructure budgets by the applicable inflation index on an annual basis.

Status: The Long-Range Capital Forecast is updated annually, including estimates for inflation.

Meeting Dates:

N/A

Consultation:

- Public Sector Digest

Documents:

- Town of Arnprior Draft Asset Management Plan 2025

Signatures

Reviewed by Department Head: John Steckly, General Manager, Operations

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

CAO Concurrence: Robin Paquette

Workflow Certified by Town Clerk: Kaila Zamojski

Asset Management Plan 2025

TOWN OF ARNPRIOR

2025

This Asset Management Plan was prepared by:

psdcitywide

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

Key Statistics

$614m	2024 Replacement Cost of Asset Portfolio
$138k	Replacement Cost of Infrastructure Per Household
66%	Percentage of Assets in Fair or Better Condition
38%	Percentage of Assets with Assessed Condition Data
$4.6m	Annual Capital Infrastructure Deficit
10 Years	Recommended Timeframe for Eliminating Annual Infrastructure Deficit
2.01%	Target Reinvestment Rate to meet Proposed Levels of Service
1.25%	Actual Reinvestment Rate

Table of Contents

1. Executive Summary

Municipal infrastructure delivers critical services that are foundational to the economic, social, and environmental health and growth of a community. The goal of asset management is to enable infrastructure to deliver an adequate level of service in the most cost-effective manner. This involves the ongoing review and update of infrastructure information and data alongside the development and implementation of asset management strategies and long-term financial planning.

1.1 Scope

This Asset Management Plan (AMP) identifies 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:

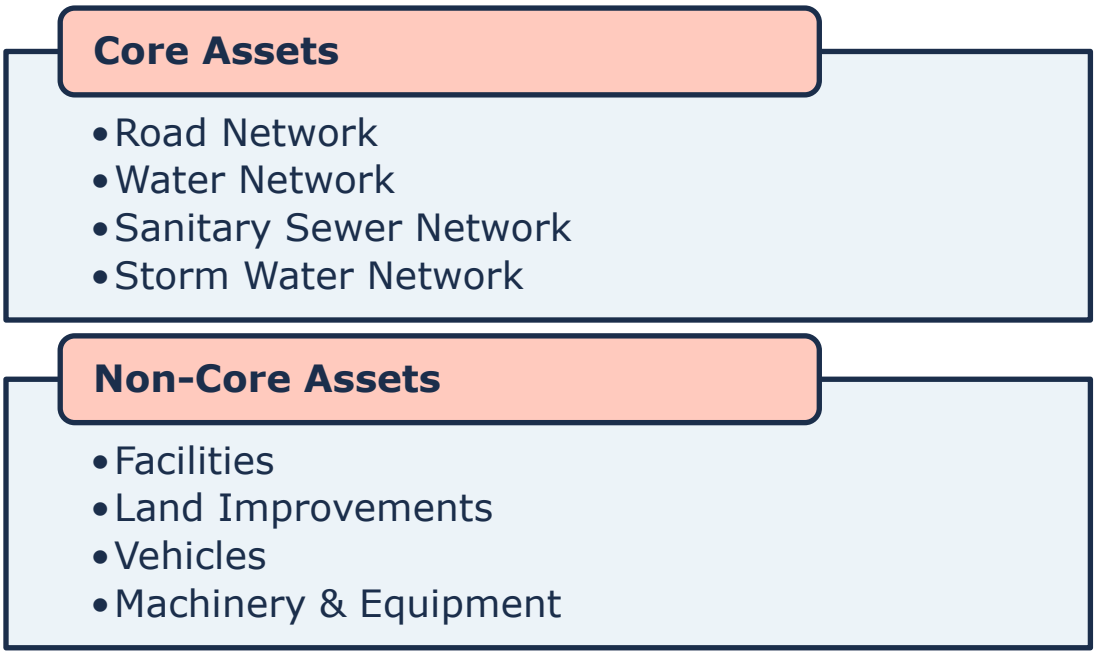


Figure 1 Core and Non-Core Asset Categories

1.2 O. Reg. 588/17 Compliance

With the development of this AMP the Municipality has achieved compliance with July 1, 2025, requirements under O. Reg. 588/17. This includes requirements for proposed levels of service and inventory reporting for all asset categories. More detail on compliance can be found in section 2.5.1 O. Reg. 588/17 Compliance Review.

1.3 Findings

The overall replacement cost of the asset categories included in this AMP totals $614 million. 66% of all assets analyzed in this AMP are in fair or better condition and the assessed condition data was available for 38% of assets. For the remaining 62% of assets, assessed condition data was unavailable, and asset age was used to approximate condition – a data gap that persists in most municipalities.[1]

To meet capital replacement and rehabilitation needs for existing infrastructure, prevent infrastructure backlogs, achieve long-term sustainability, and reach the proposed levels of service, the Town's average annual capital requirement (AACR) totals $12.3 million.[2] Based on a historical analysis of sustainable capital funding sources, the Town is committing approximately $7.7 million towards capital projects or reserves per year. As a result, there is currently an annual funding gap of $4.6 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.

1.4 Recommendations

A financial strategy was developed to address the annual capital funding gap and to meet the Town's desired proposed levels of service. The following graphic shows the annual tax/rate change required to meet the proposed levels of service:

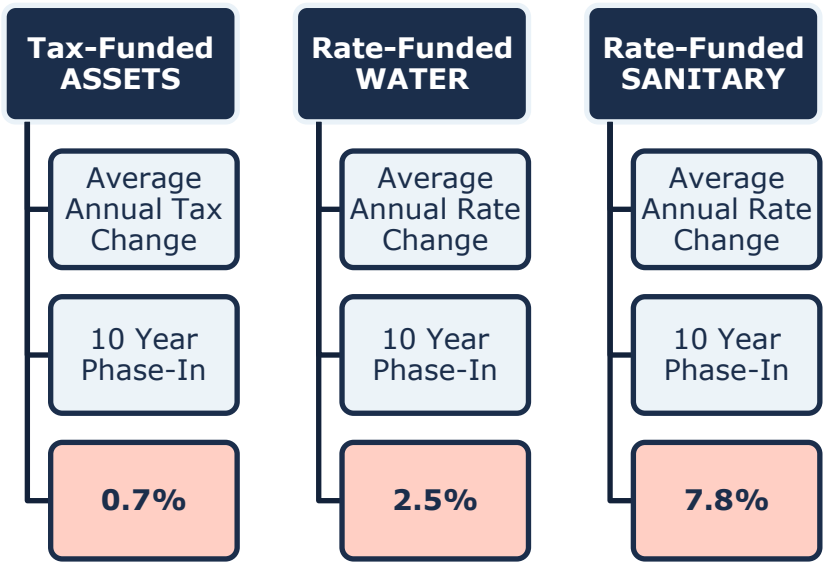


Figure 2 Proposed Tax/Rate Changes

[1] See section 3.2.3
[2] $12.3 million per year assuming all assets undergo an entire lifecycle (planning & acquisition, operations, maintenance, renewal/rehabilitation, and disposal/decommissioning)

2. Introduction & Context

2.1 Community Profile

The Town of Arnprior is a lower-tier municipality part of Renfrew County, which is located about 65 kilometers east of Ottawa, Ontario. Arnprior is situated on the south side of the Ottawa River.

Arnprior was first incorporated as a village in 1862 and as a town in 1892. The region is characterized by its beautiful natural landscape along the Ottawa River, a rich historical heritage tied to the lumber and railway industries, and a strong sense of community. The area's scenic beauty with forests, rivers, and abundant green spaces is a draw for outdoor enthusiasts and nature lovers. Arnprior's historical charm is evident in its well-preserved heritage buildings and landmarks, which tell the story of its roots in the lumber and railway industries. Arnprior benefits from its proximity to Ottawa, allowing residents to enjoy urban conveniences while maintaining its unique rural character.

Demand in the Arnprior region is driven by a variety of key factors. Employment opportunities play a crucial role, as the region boasts a thriving manufacturing sector attracting a skilled workforce seeking job stability and career growth. Arnprior's proximity to Ottawa River and historical richness have made it a growing tourist attraction. Its appealing downtown, outdoor activities, and cultural events also attract visitors, driving demand for accommodation and local businesses. Additionally, the region's strong sense of community and quality of life entice families and retirees seeking a welcoming and peaceful environment.

The Town's infrastructure focus revolves around creating a comprehensive community, coordinating infrastructure with land use planning, planning and accommodating for growth, while maintaining financial sustainability of public services and facilities. Arnprior’s recent population changes, along with other key information, can be seen below.

Census Characteristic	Town of Arnprior
Population 2021	9,629
Population Change 2016-2021	9.5%
Total Private Dwellings	4,458
Population Density	738.5/km^2
Land Area	13.04 km^2

Table 1 Town of Arnprior Community Profile

2.2 Climate Change

Climate change can have a severe impact on human and natural systems around the world. The effects of climate change include increasing temperatures, higher levels of precipitation, droughts, and extreme weather events. In 2019, Canada's Changing Climate Report (CCCR 2019) was released by Environment and Climate Change Canada (ECCC).

The report revealed that between 1948 and 2016, the average temperature increase across Canada was 1.7°C; moreover, during this period, Northern Canada experienced a 2.3°C increase. The temperature increase in Canada has doubled that of the global average. If emissions are not significantly reduced, the temperature could increase by 6.3°C in Canada by the year 2100 compared to 2005 levels. Observed precipitation changes in Canada include an increase of approximately 20% between 1948 and 2012. By the late 21st century, the projected increase could reach an additional 24%. During the summer months, some regions in Southern Canada are expected to experience periods of drought at a higher rate. Extreme weather events and climate conditions are more common across Canada. Recorded events include droughts, flooding, cold extremes, warm extremes, wildfires, and record minimum arctic sea ice extent.

The changing climate poses a significant risk to the Canadian economy, society, environment, and infrastructure. The impacts on infrastructure are often a result of climate-related extremes such as droughts, floods, higher frequency of freeze-thaw cycles, extended periods of high temperatures, high winds, and wildfires. Physical infrastructure is vulnerable to damage and increased wear when exposed to these extreme events and climate variabilities. Canadian Municipalities are faced with the responsibility to protect their local economy, citizens, environment, and physical assets.

2.2.1 Town of Arnprior Climate Profile

The Town of Arnprior is in Eastern Ontario, within Renfrew County. The Town is expected to experience notable effects of climate change which include higher average annual temperatures, an increase in total annual precipitation, and an increase in the frequency and severity of extreme events. According to Climatedata.ca – a collaboration supported by Environment and Climate Change Canada (ECCC) – the Town of Arnprior may experience the following trends:

Higher Average Annual Temperature:

- Between the years 1971 and 2000 the annual average temperature was 5.7 ºC
- Under a high emissions scenario, the annual average temperatures are projected to increase by 4.7 ºC by the year 2050 and over 6.5 ºC by the end of the century.

Increase in Total Annual Precipitation:

- Under a high emissions scenario, Arnprior is projected to experience a 12% increase in precipitation by the year 2051 and a 17% increase by the end of the century.

Increase in Frequency of Extreme Weather Events:

- It is expected that the frequency and severity of extreme weather events will change.
- In some areas, extreme weather events will occur with greater frequency and severity than others.

2.2.2 Integration of Climate Change and Asset Management

Asset management practices aim to deliver sustainable service delivery - the delivery of services to residents today without compromising the services and well-being of future residents. Climate change threatens sustainable service delivery by reducing the useful life of an asset and increasing the risk of asset failure. Desired levels of service can be more difficult to achieve due to climate change impacts such as flooding, high heat, drought, and more frequent and intense storms.

To achieve the sustainable delivery of services, climate change considerations should be incorporated into asset management practices. The integration of asset management and climate change adaptation observes industry best practices and enables the development of a holistic approach to risk management.

2.3 Asset Management Overview

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.

While the acquisition of capital assets accounts for approximately 10-20% of their total cost of ownership, the remaining 80-90% comes from operations and maintenance. This can be seen in the infographic below:

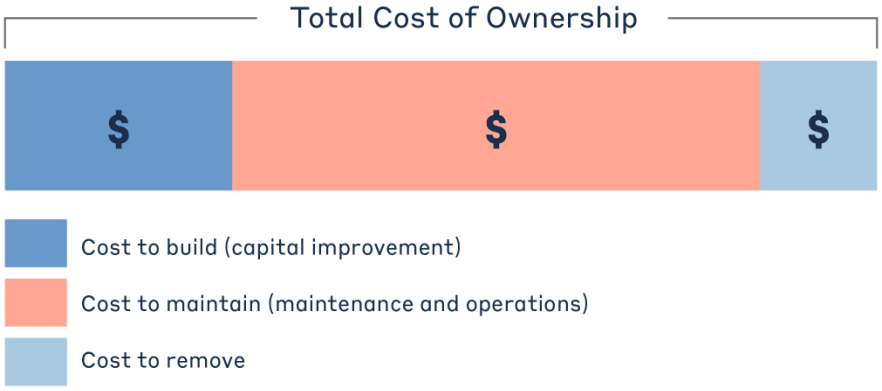


Figure 3 Total Cost of Asset Ownership

These costs can span decades, requiring planning and foresight to ensure financial responsibility is spread equitably across current and future 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.

2.3.1 Foundational Asset Management Documentation

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.

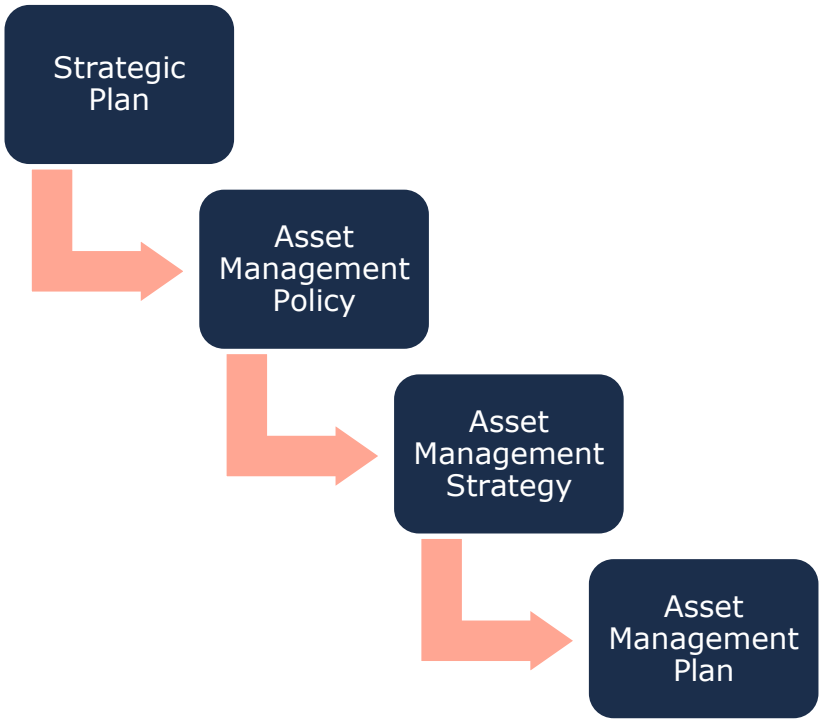


Figure 4 Foundational Asset Management Documents

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.

Asset Management Policy

An asset management policy represents a statement of the principles guiding the Town'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 adopted By-law No. 6951-19, "A By-law to Establish and Approve a Strategic Asset Management Policy," on May 13, 2019, in accordance with Ontario Regulation 588/17. The objectives of the policy include:

- Promoting sustainable, evidence-based, and lifecycle-driven asset management practices
- Integrating asset management with long-term financial planning and budgeting
- Ensuring efficient and effective delivery of expected levels of service

- Considering climate change risks and promoting resilience and adaptation
- Enhancing accountability, transparency, and public engagement in asset management
- Aligning asset management planning with provincial land-use frameworks and municipal strategic plans
- Encouraging continuous improvement and innovation in asset management practices
- Supporting collaboration with neighboring municipalities and shared service bodies

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 Town plans to achieve asset management objectives through planned activities and decision-making criteria.

The Town of Arnprior's Strategic Plan (2024–2027) identifies Growth and Asset Management as one of five key priorities. The Town is committed to fostering sustainable growth and implementing effective asset management practices that enhance the quality of life for residents and preserve the unique character of the community.

Key initiatives under this priority include:

- Affordable housing initiatives, including strategies and funding programs.
- Development of a Transportation Master Plan.
- Continued upkeep of the Asset Management Plan to meet the required provincial milestones.
- A Water/Wastewater Master Plan, with integration of recommended projects into long-range budget planning.

These initiatives reflect the Town's strategic direction to manage infrastructure in a way that supports community prosperity, environmental stewardship, and resident well-being. The Asset Management Plan aligns with the Town's strategic priorities by supporting the implementation of these master plans and ensuring compliance with applicable legislative requirements.

Asset Management Plan

The asset management plan (AMP) presents the outcomes of the Town'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 Town to re-evaluate the state of infrastructure and identify how the organization's asset management and financial strategies are progressing.

2.3.2 Key Concepts in Asset Management

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

Lifecycle Management Strategies

The condition or performance of most assets will deteriorate over time. This process is affected by a range of factors including 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.

Depending on initial lifecycle management strategies, asset performance can be sustained 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.

Lifecycle Activity	Cost	Typical Associated Risks
Maintenance Activities that prevent defects or deteriorations from occurring	**$**	♦ Balancing limited resources between planned maintenance and reactive, emergency repairs and interventions ♦ Diminishing returns associated with excessive maintenance activities, despite added costs ♦ Intervention selected may not be optimal and may not extend the useful life as expected, leading to lower payoff and potential premature asset failure
Rehabilitation/ Renewal Activities that rectify defects or deficiencies that are already present and may be affecting asset performance	**$$$**	♦ Useful life may not be extended as expected ♦ May be costlier in the long run when assessed against full reconstruction or replacement ♦ Loss or disruption of service, particularly for underground assets

Lifecycle Activity	Cost	Typical Associated Risks
Replacement/ Reconstruction Asset end-of-life activities that often involve the complete replacement of assets	**$$$$$**	♦ Incorrect or unsafe disposal of existing asset ♦ Costs associated with asset retirement obligations ♦ Substantial exposure to high inflation and cost overruns ♦ Replacements may not meet capacity needs for a larger population ♦ Loss or disruption of service, particularly for underground assets

Table 2 Lifecycle Management: Typical Lifecycle Interventions

The Town's approach to lifecycle management is described within each asset category outlined in this AMP. Staff will continue to evolve and innovate current practices for developing and implementing proactive lifecycle strategies 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.

Risk & Criticality

Asset risk and criticality are essential building blocks of asset management, integral in prioritizing projects and distributing funds where they are needed most based on a variety of factors. Assets in disrepair may fail to perform their intended function, pose substantial risk to the community, lead to unplanned expenditures, and create liability for the municipality. In addition, some assets are simply more important to the community than others, based on their financial significance, their role in delivering essential services, the impact of their failure on public health and safety, and the extent to which they support a high quality of life for community stakeholders.

Risk is a product of two variables: the probability that an asset will fail, and the resulting consequences of that failure event. It can be a qualitative measurement, (i.e. low, medium, high) or quantitative measurement (i.e. 1-5), that can be used to rank assets and projects,

identify appropriate lifecycle strategies, optimize short- and long-term budgets, minimize service disruptions, and maintain public health and safety.

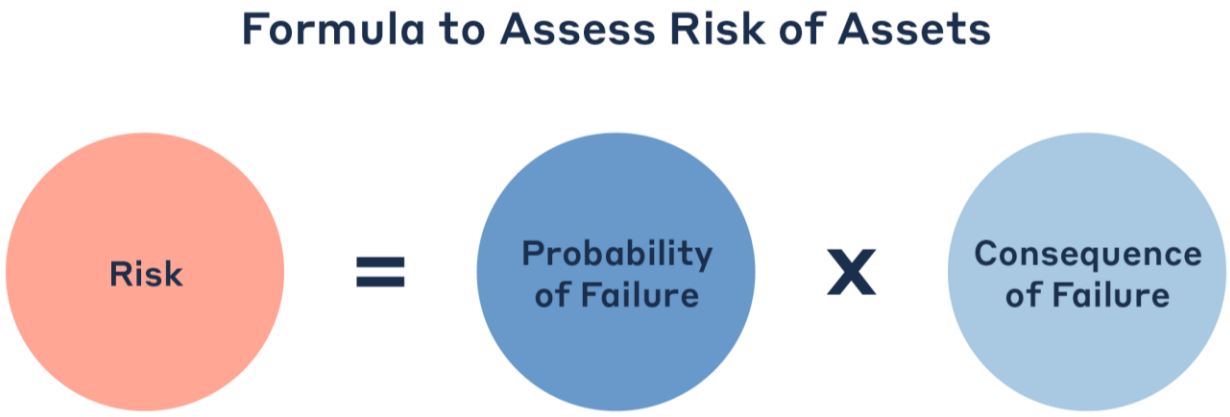


Figure 5 Risk Equations

The approach used in this AMP relies on a quantitative measurement of risk associated with each asset. The probability and consequence of failure are each scored from 1 to 5, producing a minimum risk index of 1 for the lowest risk assets, and a maximum risk index of 25 for the highest risk assets.

Probability of Failure

Several factors can help decision-makers estimate the probability or likelihood of an asset's failure, including its condition, age, previous performance history, and exposure to extreme weather events, such as flooding and ice jams—both a growing concern for municipalities in Canada.

Consequence of Failure

Estimating criticality also requires identifying the types of consequences that the organization and community may face from an asset's failure, and the magnitude of those consequences. Consequences of asset failure will vary across the infrastructure portfolio; the failure of some assets may result primarily in high direct financial cost but may pose limited risk to the community. Other assets may have a relatively minor financial value, but any downtime may pose significant health and safety hazards to residents.

Table 3 illustrates the various types of consequences that can be integrated in developing risk and criticality models for each asset category and segments within. We note that these consequences are common, but not exhaustive.

Type of Consequence	Description
Direct Financial	Direct financial consequences are typically measured as the replacement costs of the asset(s) affected by the failure event, including interdependent infrastructure.
Economic	Economic impacts of asset failure may include disruption to local economic activity and commerce, business closures, service disruptions, etc. Whereas direct financial impacts can be seen immediately or estimated within hours or days, economic impacts can take weeks, months and years to emerge, and may persist for even longer.
Socio-political	Socio-political impacts are more difficult to quantify and may include inconvenience to the public and key community stakeholders, adverse media coverage, and reputational damage to the community and the Municipality.
Environmental	Environmental consequences can include pollution, erosion, sedimentation, habitat damage, etc.
Public Health and Safety	Adverse health and safety impacts may include injury or death, or impeded access to critical services.
Strategic	These include the effects of an asset's failure on the community's long-term strategic objectives, including economic development, business attraction, etc.

Table 3 Risk Analysis: Types of Consequences of Failure

This AMP includes a preliminary 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.

These models have been built in Citywide for continued review, updates, and refinements.

Levels of Service

A level of service (LOS) is a measure of the services that the Town provides to the community and the nature and quality of those services. 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.

The Town measures the level of service provided at two levels: Community Levels of Service, and Technical Levels of Service. This AMP includes those LOS that are required under O. Reg. 588/17 as well as any additional metrics the Town wishes to track.

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 as applicable (Roads, Bridges & Culverts, Storm Water, Water, and Sanitary) the province, through O. Reg. 588/17, has provided qualitative descriptions that are required to be included in this AMP.

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 Town's asset management strategies on the physical condition of assets or the quality/capacity of the services they provide.

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

Current and Proposed Levels of Service

Current LOS are the past performance metrics of an asset category up until the present day. In contrast, Proposed LOS looks toward the municipality's goal for asset performance by a defined future date.

It is important to note that O. Reg 588/17 does not dictate which proposed LOS metrics municipalities need to strive for. A proposed LOS will be very specific to each community's resident desires, political goals, and financial capacity. This can range from increasing service levels and costs, to maintaining or even reducing current performance to mitigate future cost increases. Regardless of the proposed LOS chosen, O. Reg 588/17 requires municipalities to demonstrate the achievability of their selected metrics.

2.4 Scope & Methodology

2.4.1 Asset Categories for this AMP

This asset management plan for the Town of Arnprior is produced in compliance with O. Reg. 588/17. The July 2025 deadline under the regulation—the third of three AMPs—requires analysis of core and non-core asset categories, as well as proposed service levels and how to fund them.

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

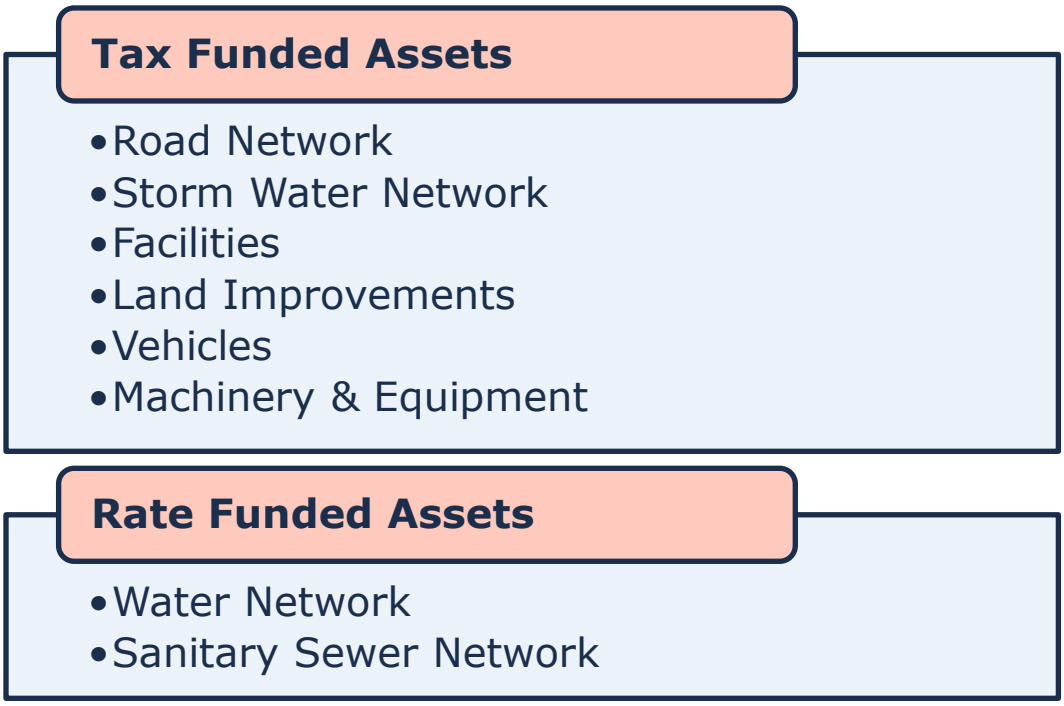


Figure 6 Tax Funded and Rate Funded Asset Categories

2.4.2 Data Effective Date

It is important to note that this plan is based on data as of **December 2024**; therefore, it represents a snapshot in time using the best available processes, data, and information at the Municipality. Strategic asset management planning is an ongoing and dynamic process that requires continuous data updates and dedicated data management resources.

2.4.3 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 Per Unit

Based on costs provided by municipal staff which can include average costs from recent contracts; data from engineering reports and assessments; staff estimates based on knowledge and experience.

Cost Inflation / CPI Tables

Historical costs of the assets are 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.

2.4.4 Estimated Service Life & 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:

Figure 7 Service Life Remaining Calculation

2.4.5 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:

Figure 8 Target Reinvestment Rate Calculation

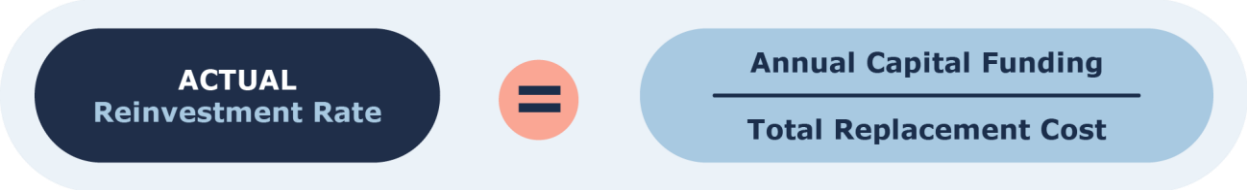


Figure 9 Actual Reinvestment Rate Calculation

2.4.6 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

Table 4 Standard Condition Rating Scale

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.

2.5 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)[3]. 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.

Figure 10 below outlines key reporting requirements under O. Reg 588/17 and the associated timelines.

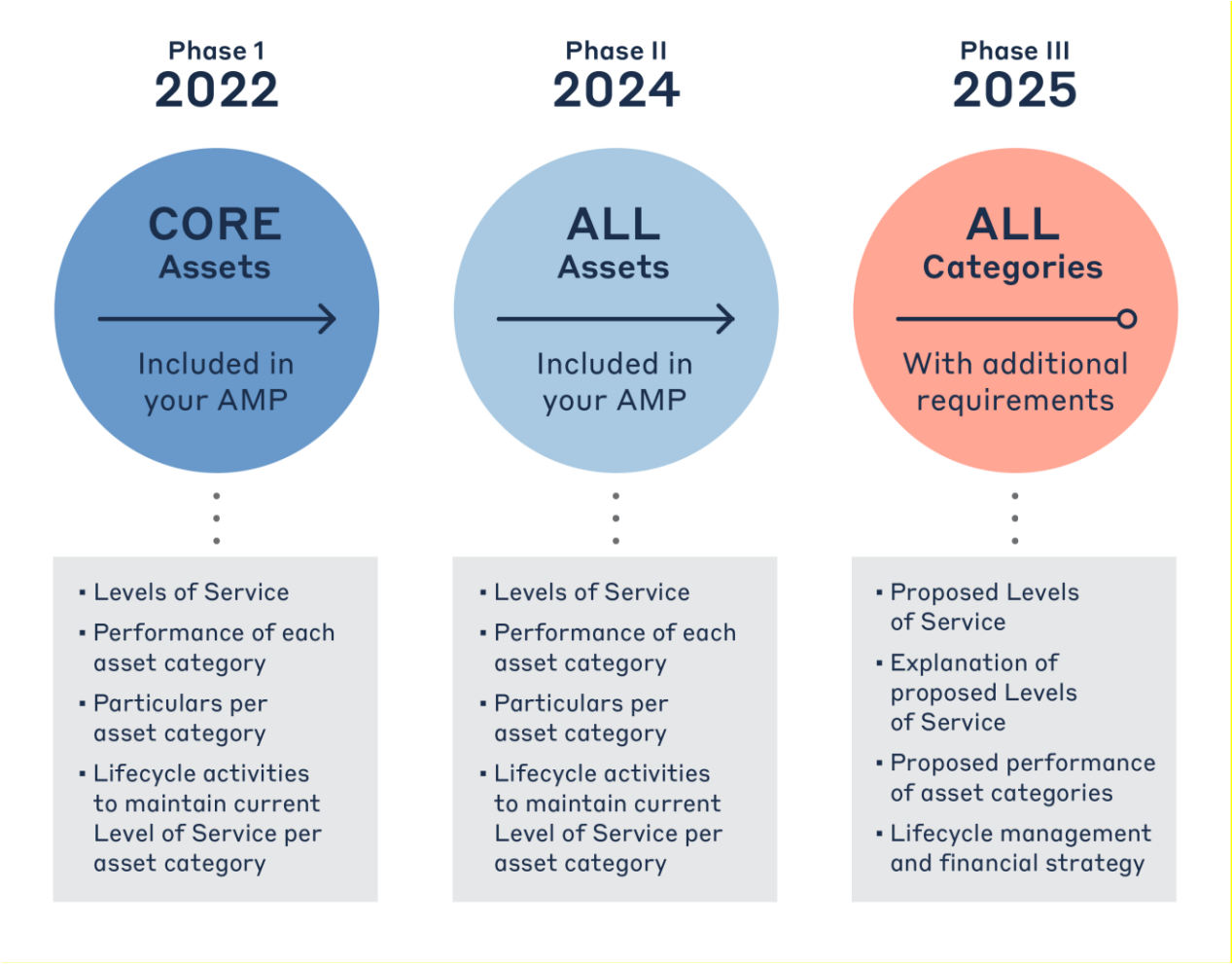


Figure 10 O. Reg. 588/17 Requirements and Reporting Deadlines

[3] O. Reg. 588/17: Asset Management Planning for Municipal Infrastructure https://www.ontario.ca/laws/regulation/170588

2.5.1 O. Reg. 588/17 Compliance Review

Requirement	O. Reg. 588/17 Section	AMP Section Reference	Status
Summary of assets in each category	S.5(2), 3(i)	4.1 – 11.1	Complete
Replacement cost of assets in each category	S.5(2), 3(ii)	4.1 – 11.1	Complete
Average age of assets in each category	S.5(2), 3(iii)	4.3 – 11.3	Complete
Condition of core assets in each category	S.5(2), 3(iv)	4.2 – 11.2	Complete
Description of municipality's approach to assessing the condition of assets in each category	S.5(2), 3(v)	4.4 – 11.4	Complete
Current/proposed levels of service in each category	S.5(2), 1(i-ii)	4.7/4.8 – 11.7/11.8	Complete
Performance measures in each category	S.5(2), 2	4.7/5.8 – 13.7/11.8	Complete
Lifecycle activities needed for proposed levels of service for 10 years	S.5(2), 4	4.4 – 11.4	Complete
Costs of providing lifecycle activities for 10 years	S.5(2), 4	4.5 – 11.5	Complete
Growth considerations	S.6(1), 5	12.1 – 12.2	Complete
10-year capital costs for proposed levels of service	S.6(1), 4(ii)	Appendix B	Complete

Table 5 O. Reg. 588/17 Compliance Review

Portfolio Overview

3. State of the Infrastructure

The state of the infrastructure (SOTI) summarizes the inventory, condition, age profiles, and other key performance indicators for the Town's infrastructure portfolio. These details are presented for all core and non-core asset categories.

The Town of Arnprior has a robust database comprised of over 9100 active assets. These assets are clearly identifiable through use of manually updated qualitative attributes. Asset management databases are constantly being updated as new information becomes available and as data is validated.

3.1 Asset Hierarchy & Data Classification

Asset hierarchy explains the relationship between individual assets and their components, and a wider, more expansive network and system. How assets are grouped in a hierarchy structure can impact how data is interpreted. Assets were structured to support meaningful, efficient reporting and analysis. Key category details are summarized at asset segment level.

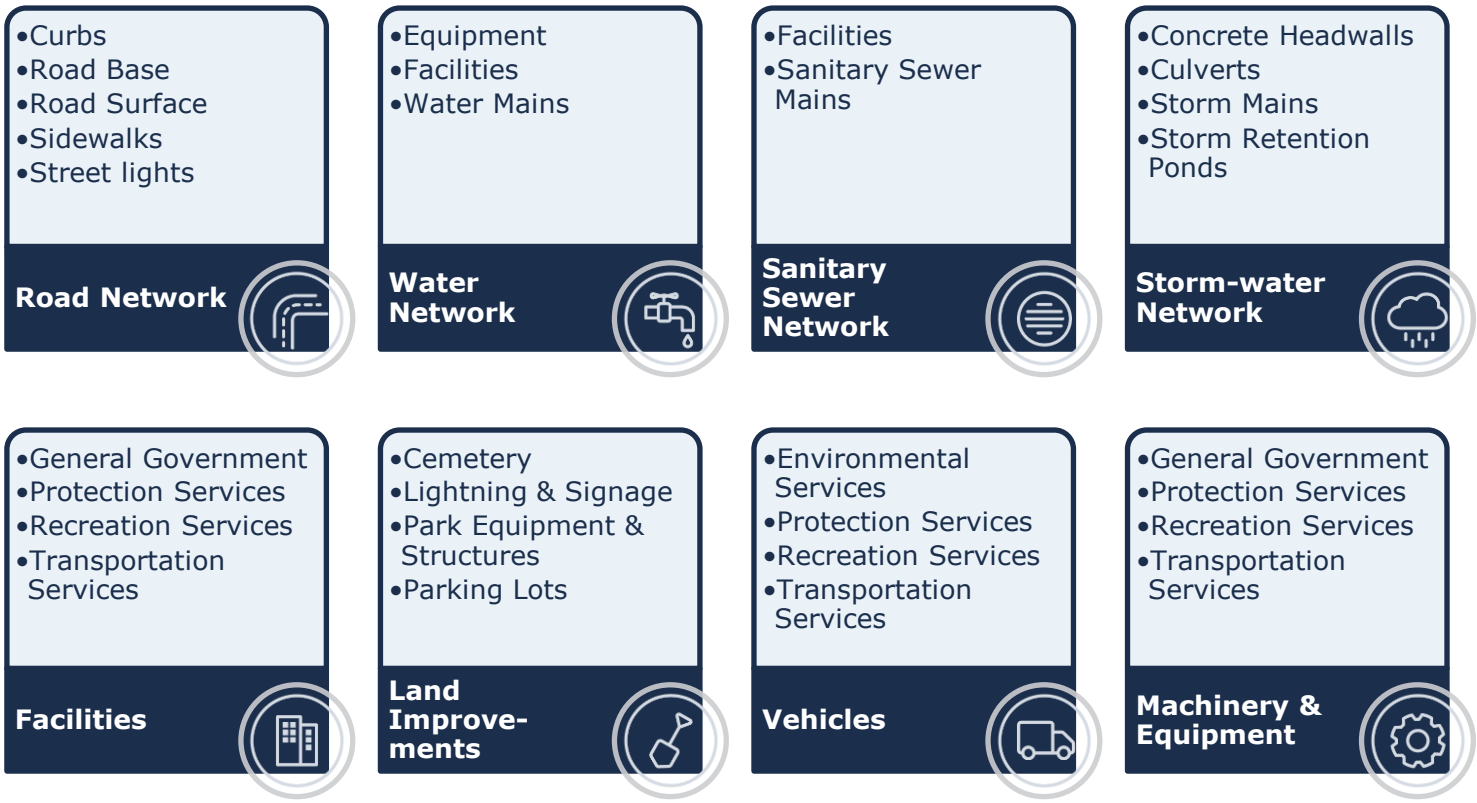


Figure 11 Asset Hierarchy and Data Classification

3.2 Portfolio Overview

3.2.1 Total Replacement Cost of Asset Portfolio

The eight asset categories analyzed in this AMP have a total current replacement cost of $614 million. This estimate was calculated using cost per unit, as well as user defined costing and CPI tables. This estimate reflects the replacement of historical assets with similar, not necessarily identical, assets available for procurement today.

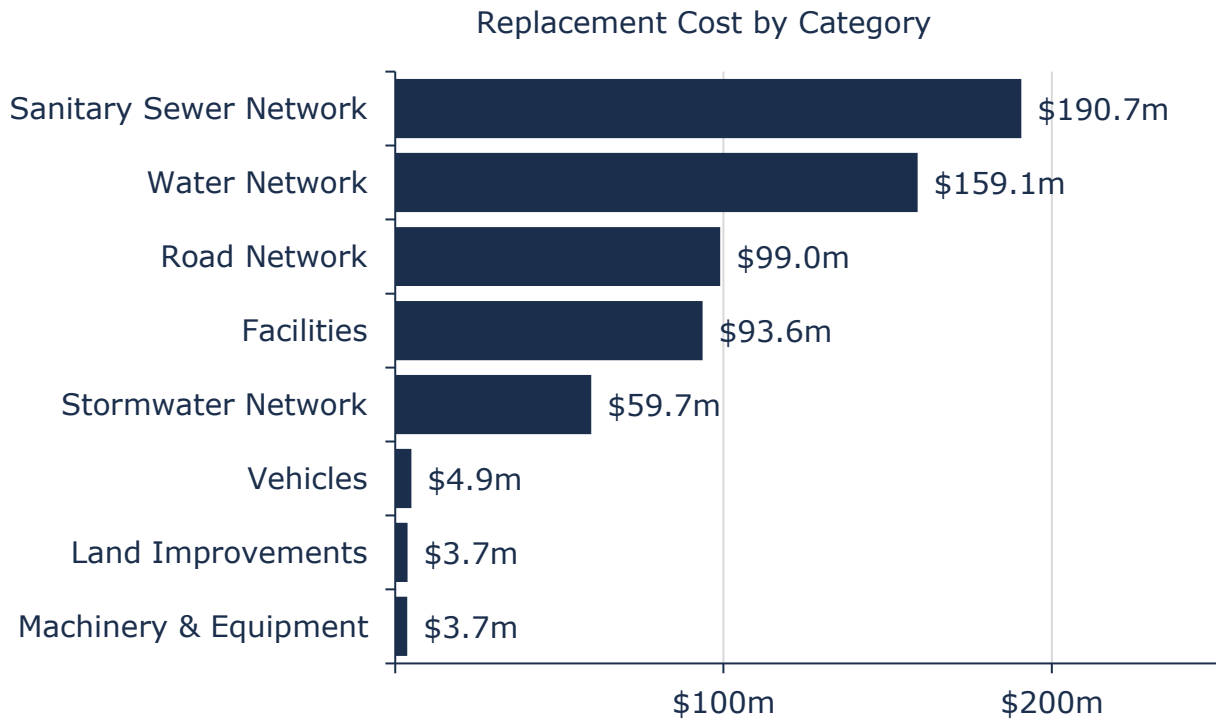


Figure 12 Current Replacement Cost by Asset Category

3.2.2 Target vs. Actual Reinvestment Rate

The graph below depicts funding gaps by comparing the target to the current reinvestment rate.

To meet the proposed long-term capital requirements, the Town requires an annual capital investment of $12.3 million, for a target portfolio reinvestment rate of 2.01%. Currently, the annual investment from sustainable revenue sources is $7.7 million, for a current portfolio reinvestment rate of 1.25%. Target and current re-investment rates by asset category are detailed below.

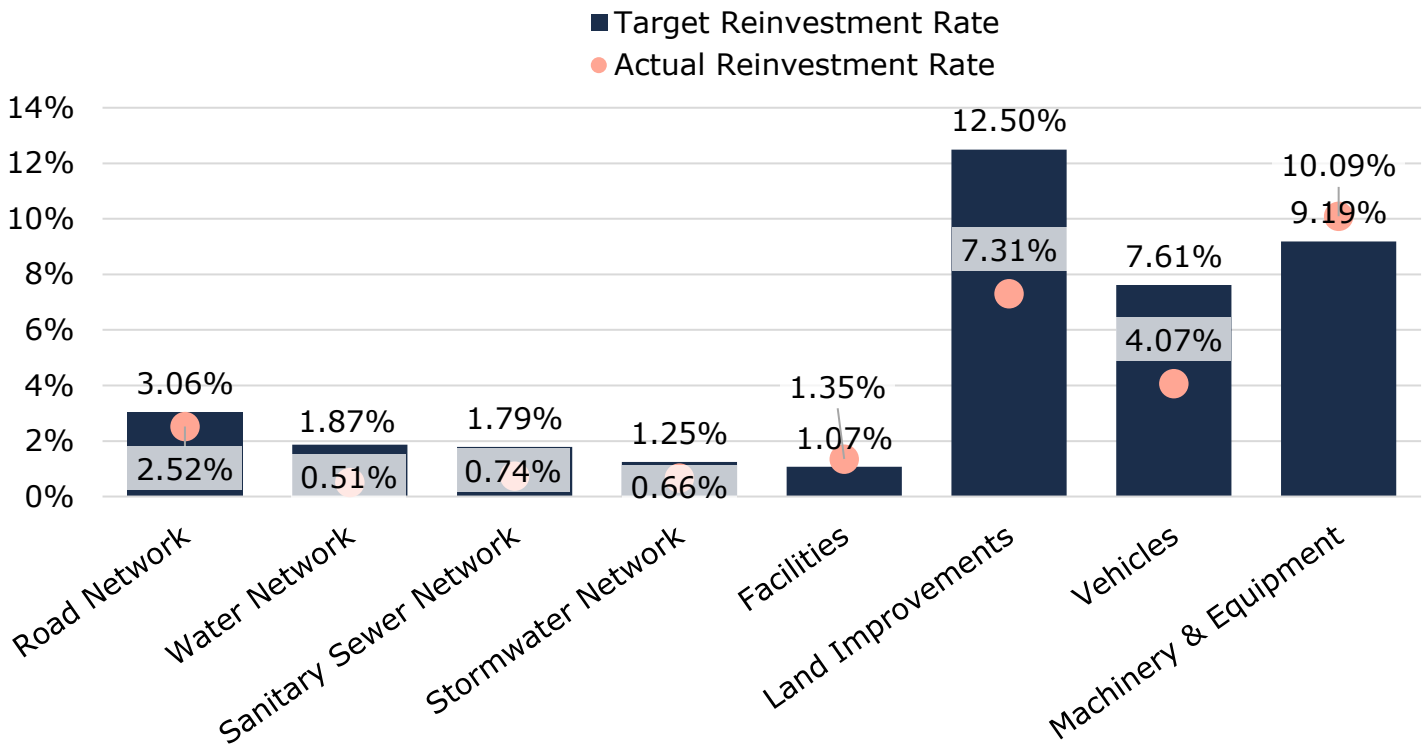


Figure 13 Current Vs. Target Reinvestment Rate

3.2.3 Condition of Asset Portfolio

Figure 14 and Figure 15 summarize asset condition at the portfolio and category levels, respectively. Based on both assessed condition and age-based analysis, 66% of the Town's infrastructure portfolio is in fair or better condition, with the remaining 34% in poor or worse condition. Typically, assets in poor or worse conditions may require replacement or major rehabilitation in the immediate or short-term. Targeted condition assessments may help further refine the list of assets that may be candidates for immediate intervention, including potential replacement or reconstruction.

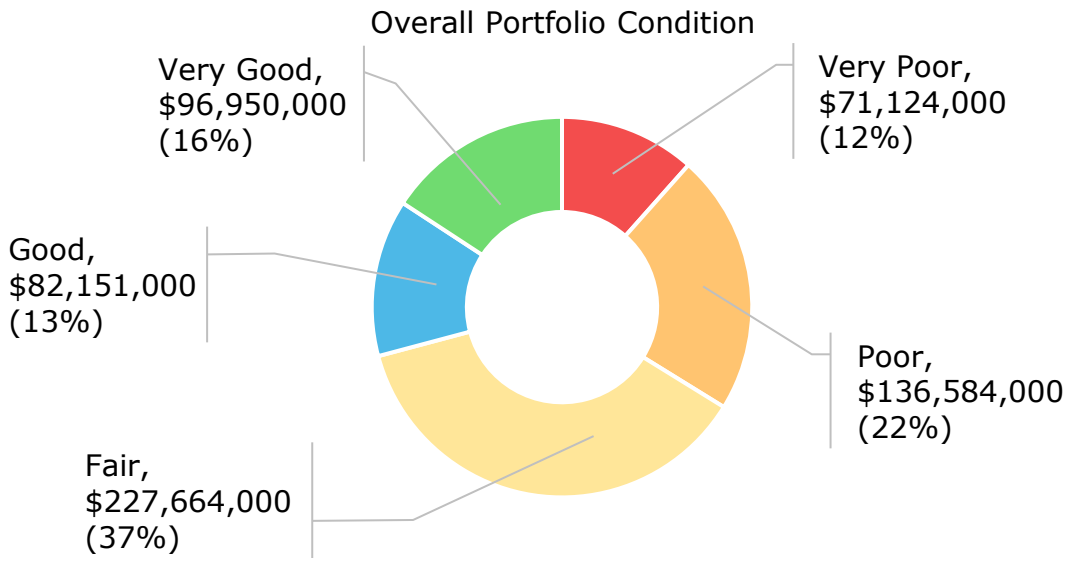


Figure 14 Asset Condition: Portfolio Overview

As further illustrated in Figure 15 at the category level, the majority of major, core infrastructure including roads, water network, sanitary sewer network, and stormwater network are in fair or better condition, based on in-field condition assessment data and age-based condition projections. See Table 6 for details on how condition data was derived for each asset segment.

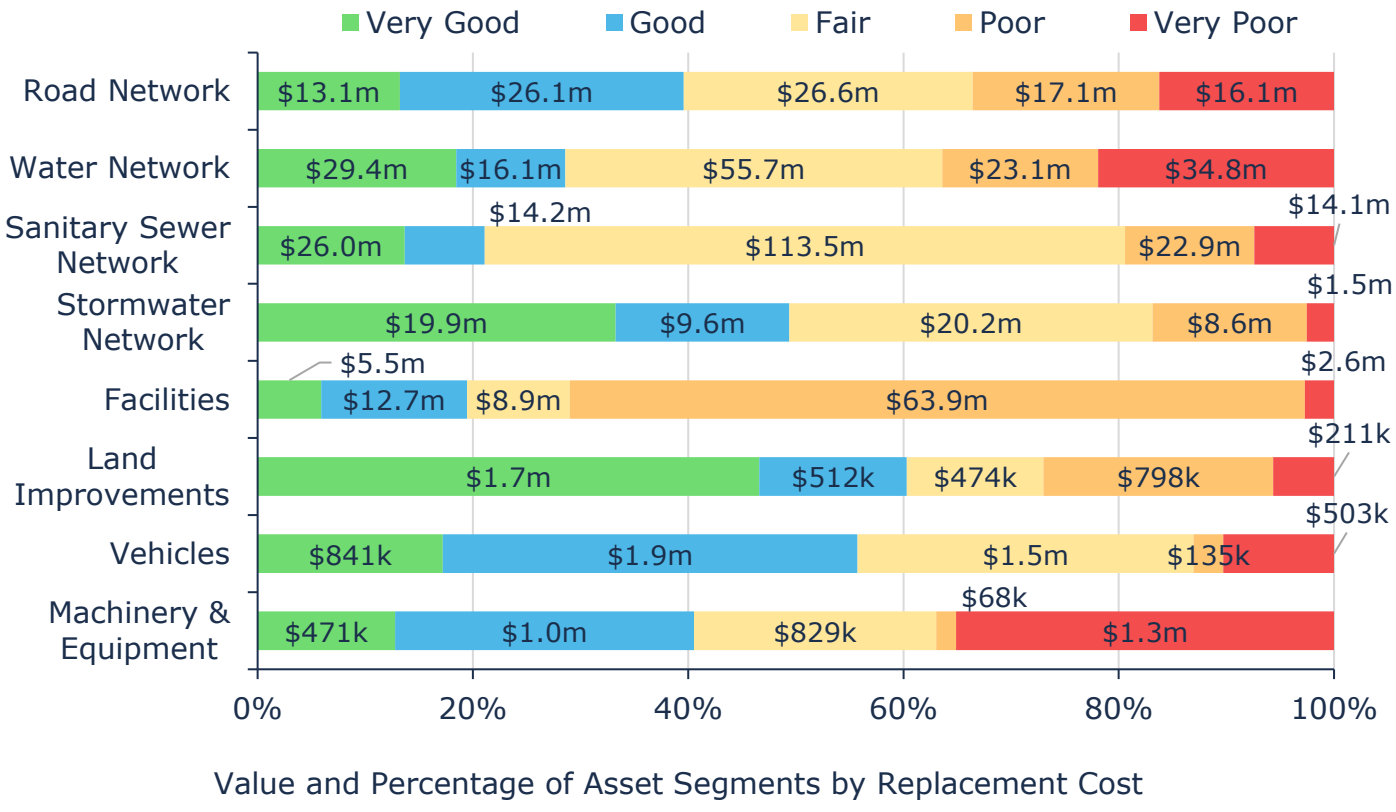


Figure 15 Asset Condition by Asset Category

Source of Condition Data

This AMP relies on assessed condition for 38% of assets, based on and weighted by replacement cost. For the remaining assets, 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	% of Assets with Assessed Conditions	Source of Condition Data
Road Network	77%	2020 Road Needs Study Internal Assessments
Water Network	32%	External Building Condition Assessments (BCAs)
Sanitary Sewer Network	50%	External Building Condition Assessments (BCAs)
Storm Water Network	0%	N/A
Facilities	11%	Internal Assessments
Land Improvements	53%	Internal Assessments
Vehicles	4%	Internal Assessments
Machinery & Equipment	29%	Internal Assessments

Table 6 Source of Condition Data

3.2.4 Service Life Remaining

Based on asset age, available assessed condition data and estimated useful life, 4% ($27.2 million) of all assets have reached their service life, with another 8% ($46 million) requiring replacement within the next 10 years.

3.2.5 Risk Matrix

Using the risk equation and preliminary risk models,

1 - 4 Very Low	5 - 7 Low	8 - 9 Moderate	10 - 14 High	15 - 25 Very High
$196,688,338 (32%)	$96,780,851 (16%)	$46,872,958 (8%)	$194,761,654 (32%)	$79,369,732 (13%)

Figure 16 shows how assets across the different asset categories are stratified within a risk matrix.

1 - 4	5 - 7	8 - 9	10 - 14	15 - 25

Very Low	Low	Moderate	High	Very High
$196,688,338 (32%)	$96,780,851 (16%)	$46,872,958 (8%)	$194,761,654 (32%)	$79,369,732 (13%)

Figure 16 Risk Matrix: All Assets

The analysis shows that based on current risk models, approximately 13% of the Town's assets, with a current replacement cost of approximately $79 million, carry a risk rating of 15 or higher out of 25. Assets in this group may have a high probability of failure based on available condition data and age-based estimates.

As new asset attribute information and condition assessment data are integrated with the asset register, asset risk ratings will evolve, resulting in a redistribution of assets within the risk matrix. Staff should also continue to calibrate risk models.

We caution that since risk ratings rely on many factors beyond an asset's physical condition or age, assets in a state of disrepair can sometimes be classified as low risk, despite their poor condition rating. In such cases, although the probability of failure for these assets may be high, their consequences of failure ratings were determined to be low based on the attributes used and the data available.

Similarly, assets with very high condition ratings can receive a moderate to high-risk rating despite a low probability of failure. These assets may be deemed as highly critical to the Town based on their costs, economic importance, social significance, and other factors. Continued calibration of an asset's criticality and regular data updates are needed to ensure these models more accurately reflect an asset's actual risk profile.

3.2.6 Forecasted Capital Requirements

Aging assets require maintenance, rehabilitation, and replacement.

Figure 17 below illustrates the cyclical short-, medium- and long-term infrastructure replacement requirements for all asset categories analyzed in this AMP over a 25-year time horizon. On average, $10.6 million is required each year to remain current with capital replacement needs for the Town's proposed lifecycle approach (2025-2049).[4]

Although actual spending may fluctuate substantially from year to year, this figure is a useful benchmark for annual capital expenditure targets (or allocations to reserves) to ensure projects are not deferred and replacement needs are met as they arise. This figure relies on age and available condition data.

The chart also illustrates a backlog of approximately $27.2 million, comprising of assets that remain in service beyond their estimated useful life. It is unlikely that all such assets are in a state of disrepair, requiring immediate replacements.[5] This makes continued and expanded targeted and consistent condition assessments integral. Risk frameworks, proactive lifecycle strategies, and levels of service targets can then be used to prioritize projects, continuously refine estimates for both backlogs and ongoing capital needs and help select the right treatment

[4] While $10.6 million is the average annual requirement from 2025-2049, $12.3 million is the average annual requirement assuming all assets undergo an entire lifecycle. See 13.
[5] While $18.1 million has been identified as 'backlog' within the water network – primarily due to ductile iron watermains reaching their expected estimated useful life – it is highly unlikely that the Town will need to rehabilitate/replace the identified 'backlog' assets in the short term.

for each asset. In addition, more effective componentization of buildings will improve these projections, including backlog estimates.

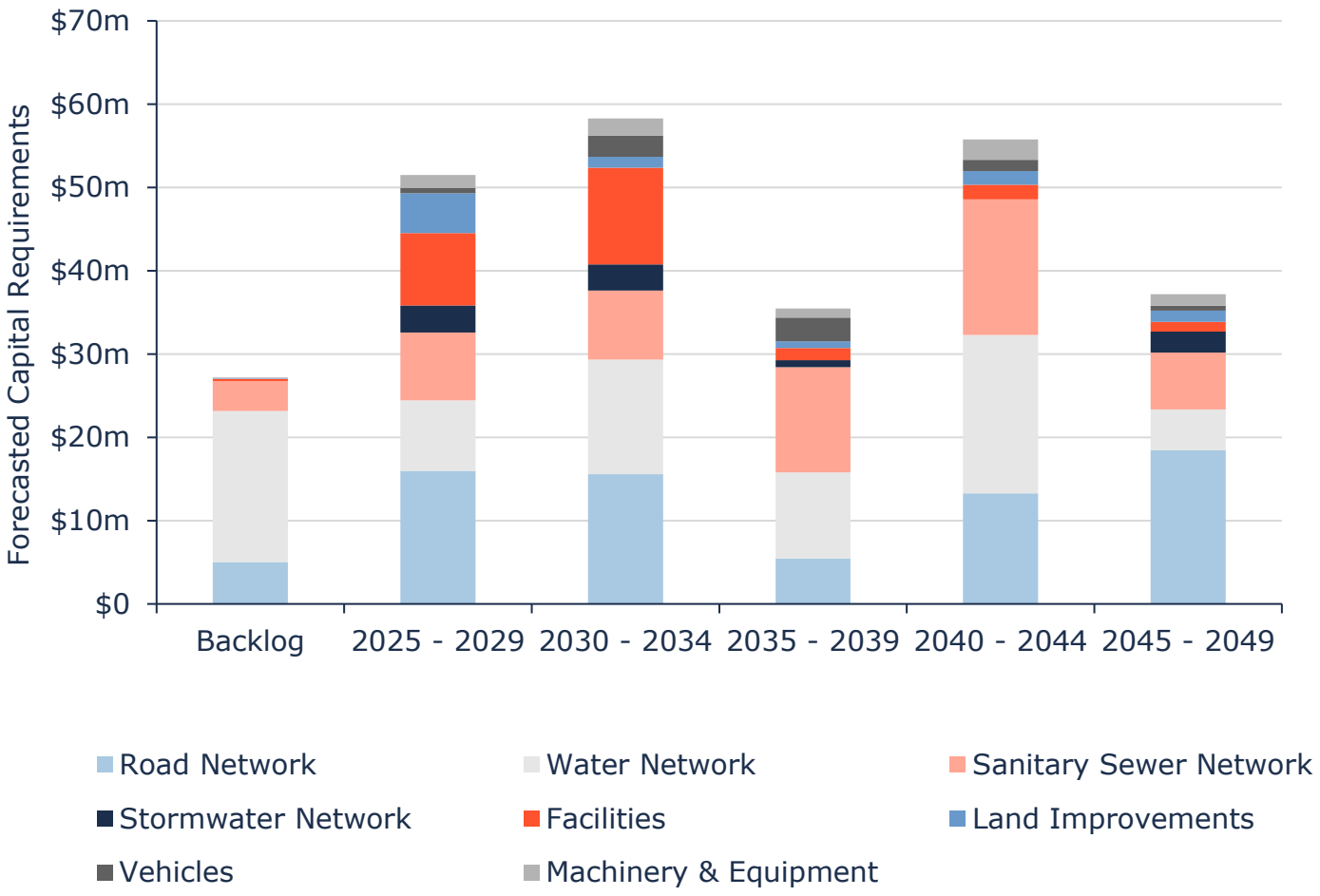


Figure 17 Capital Replacement Needs: Portfolio Overview 2025-2049

Category Analysis: Core Assets

4. Road Network

4.1 Inventory & Valuation

Table 7 summarizes the quantity and current replacement cost of the Town's road network assets as managed in its primary asset management register, Citywide.

Segment	Quantity	Unit of Measure	Replacement Cost	Primary RC Method
Curbs	69,132	Length (m)	$11,744,046	Cost per Unit
Road Base	60,972	Length (m)	$36,722,752	Cost per Unit
Road Surface	58,565	Length (m)	$26,022,003	Cost per Unit
Sidewalks	73,583	Area (m2)	$22,525,202	Cost per Unit
Streetlights	1,111	Quantity	$2,018,940	Cost per Unit
TOTAL			**$99,032,942**	

Table 7 Detailed Asset Inventory: Road Network

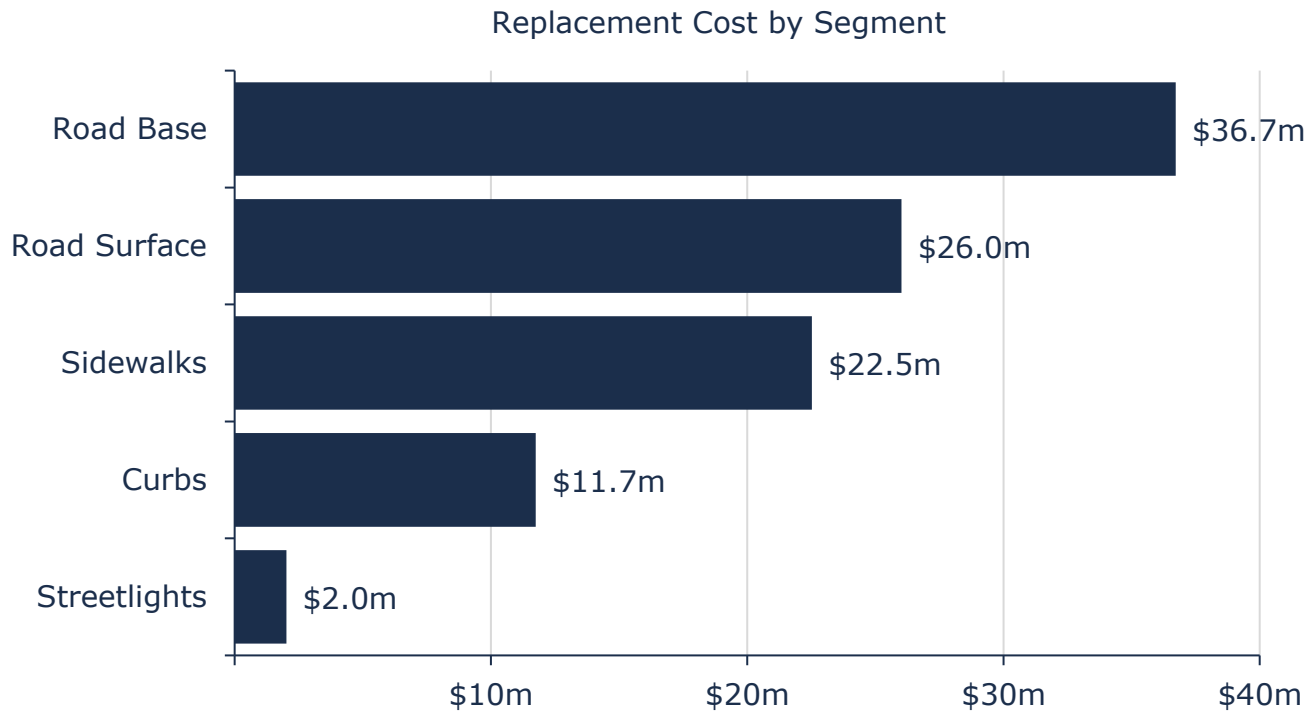


Figure 18 Portfolio Valuation: Road Network

4.2 Asset Condition

Figure 19 summarizes the replacement cost of the Town's road network. Based on a combination of field inspection data and age, 67% of assets are in fair or better condition; the remaining 33% of assets are in poor to very poor condition. Condition assessments were available for 92% of road surface, 88% of the Road base and 90% of sidewalks, based on replacement cost. This condition data was projected from inspection date to current year to estimate their condition today.

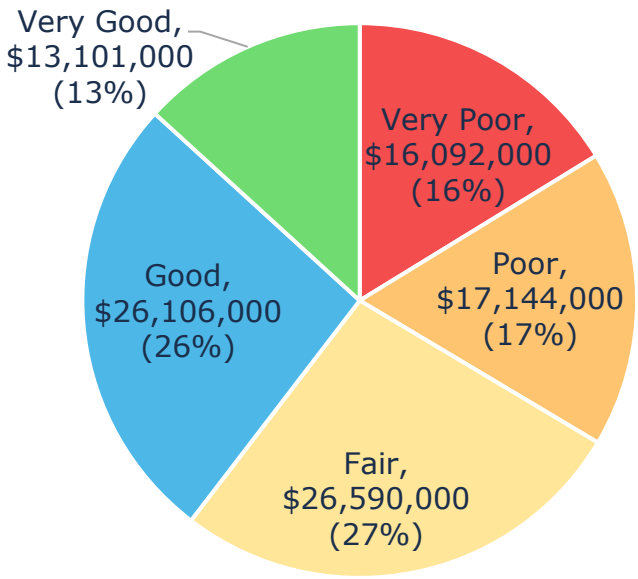


Figure 19 Asset Condition: Road Network Overall Condition

As illustrated in Figure 20, based on condition assessments, the majority of the Town's road surface, road base network, and sidewalks are in fair or better condition. Notably, the Town's curb assets, which rely almost exclusively on an age-based approach, are in poor (36) condition. Approximately 38% of curb assets have reached their useful life which negatively skews the overall condition of the road network.

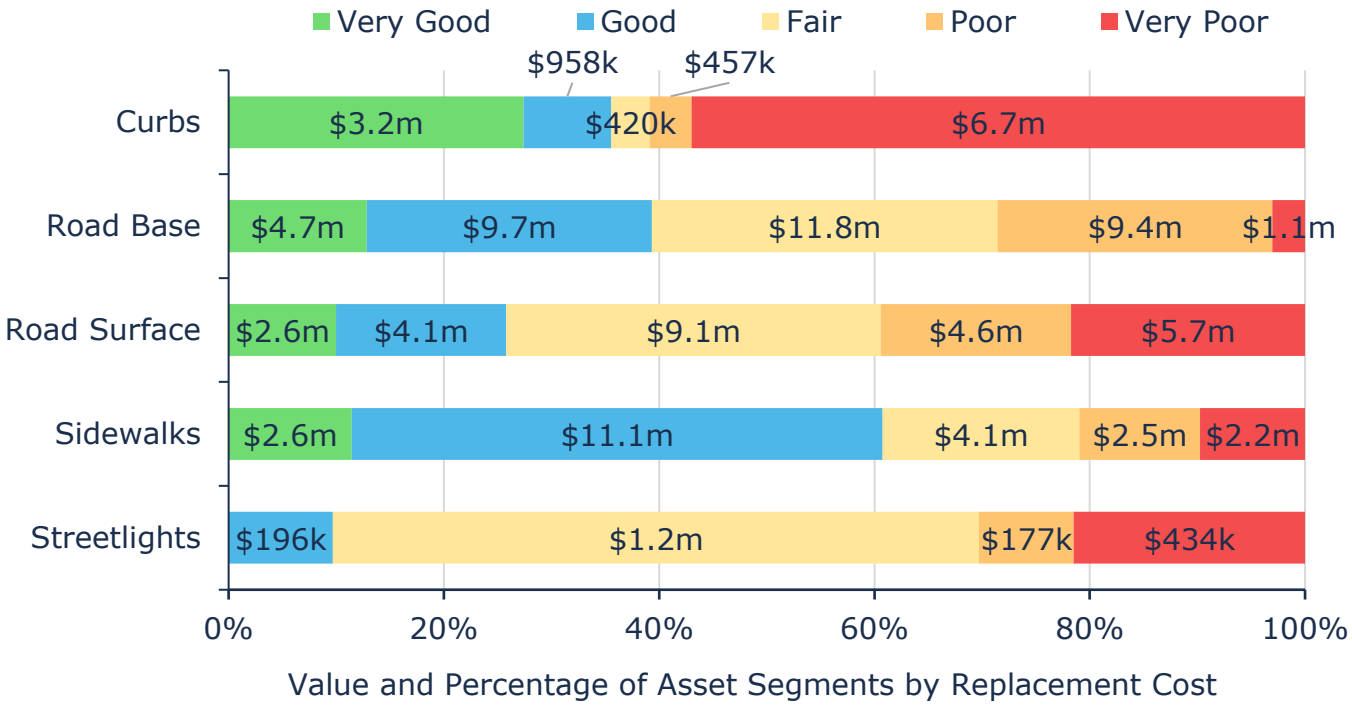


Figure 20 Asset Condition: Road Network by Segment

4.3 Age Profile

An asset's age profile comprises two key values: estimated useful life (EUL), or design life; and the percentage of EUL consumed. The EUL is the serviceable lifespan of an asset during which it can continue to fulfil its intended purpose and provide value to users, safely and efficiently. As assets age, their performance diminishes, often more rapidly as they approach the end of their design life.

In conjunction with condition data, an asset's age profile provides a more complete summary of the state of infrastructure. It can help identify assets that may be candidates for further review through condition assessment programs; inform the selection of optimal lifecycle strategies; and improve planning for potential long-term replacement spikes.

Figure 21 illustrates the average current age of each asset type and its estimated useful life. Both values are weighted by the replacement cost of individual assets.

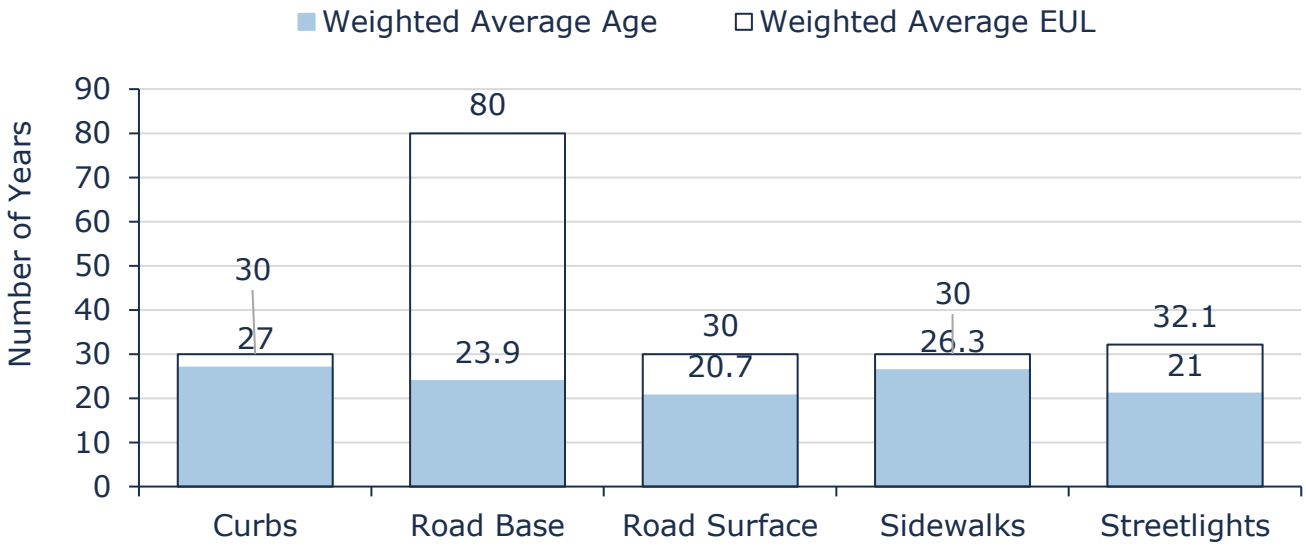


Figure 21 Estimated Useful Life vs. Asset Age: Road Network

Age analysis shows that most curbs, sidewalks, and road surfaces are nearing the end of their expected useful life, with average ages of 27, 26.3, and 20.7 years against design lives of 30 years. Streetlights remain within their expected life at 21 years of age against a 32.1-year design life. The road base, with an average age of 23.9 years against an expected life of 80 years, is well within its useful life and not a renewal priority currently.

Although asset age is an important measurement for long-term planning, condition assessments provide a more accurate indication of actual asset needs. Further, useful life estimates established as part of the PSAB 3150 implementation may not be accurate and may not reflect in-field asset performance.

4.4 Current Approach to Lifecycle Management

Paved Roads		
Event Name	**Event Class**	**Event Trigger**
Crack Sealing	Maintenance	Annual (Targeted and as required)
Mill & Overlay	Rehabilitation	15-20 Years
Strip & Pave	Rehabilitation	30-35 Years
Full Reconstruction	Replacement	PCI: 20-30[6]

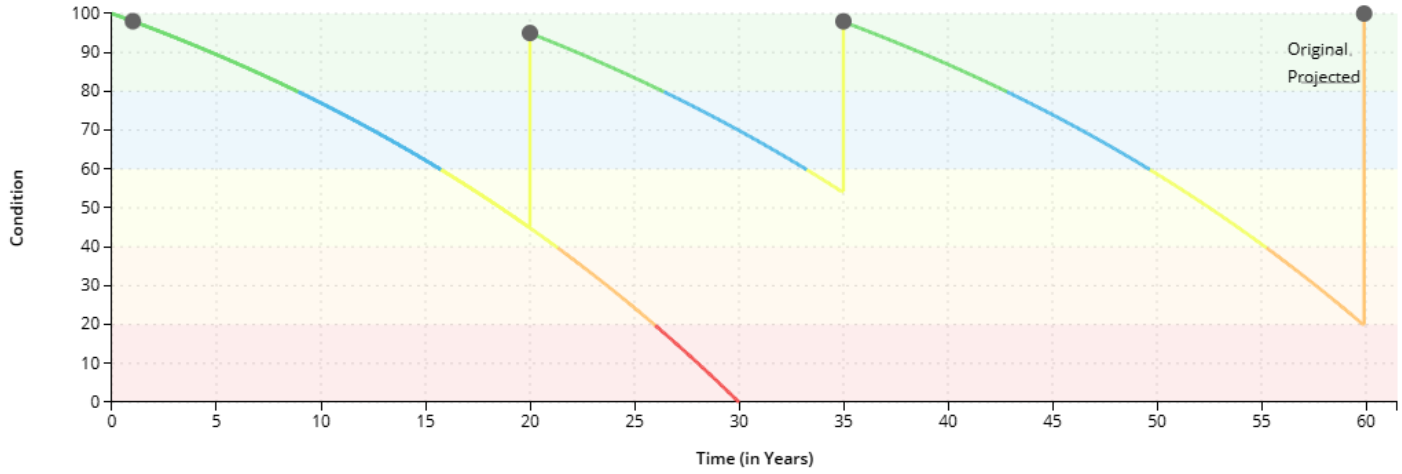


Table 8 Lifecycle Management Strategy: Road Network

[6] Full reconstruction projects are often tied to the asset condition of underlying linear assets. A road at the end of its useful life may not be reconstructed if underground infrastructure (ex. watermains) is anticipated to be replaced in the near future.

Forecasted Long-Term Replacement NeedsFigure 22 illustrates the cyclical short-, medium- and long-term infrastructure rehabilitation and replacement requirements for the Town's road network, until 2049. The Town's average annual requirement is $3 million per year for all assets in the road network (full lifecycle).[7] Although actual spending may fluctuate substantially from year to year, this figure is a useful benchmark value for annual capital expenditure targets (or allocations to reserves) to ensure projects are not deferred and replacement needs are met as they arise.

While the average annual requirement for the road network is $3 million per year, from 2025-2034, the average annual capital requirement is $3.7 million per year. Additionally, backlog assets account for approximately $5 million, as per the Town's asset register.[8] These projections are based on asset replacement costs, age analysis, condition data, and anticipated capital expenditure (10-year window), when available. They are designed to provide a long-term, portfolio-level overview of capital needs and should be used to support improved financial planning over several decades.

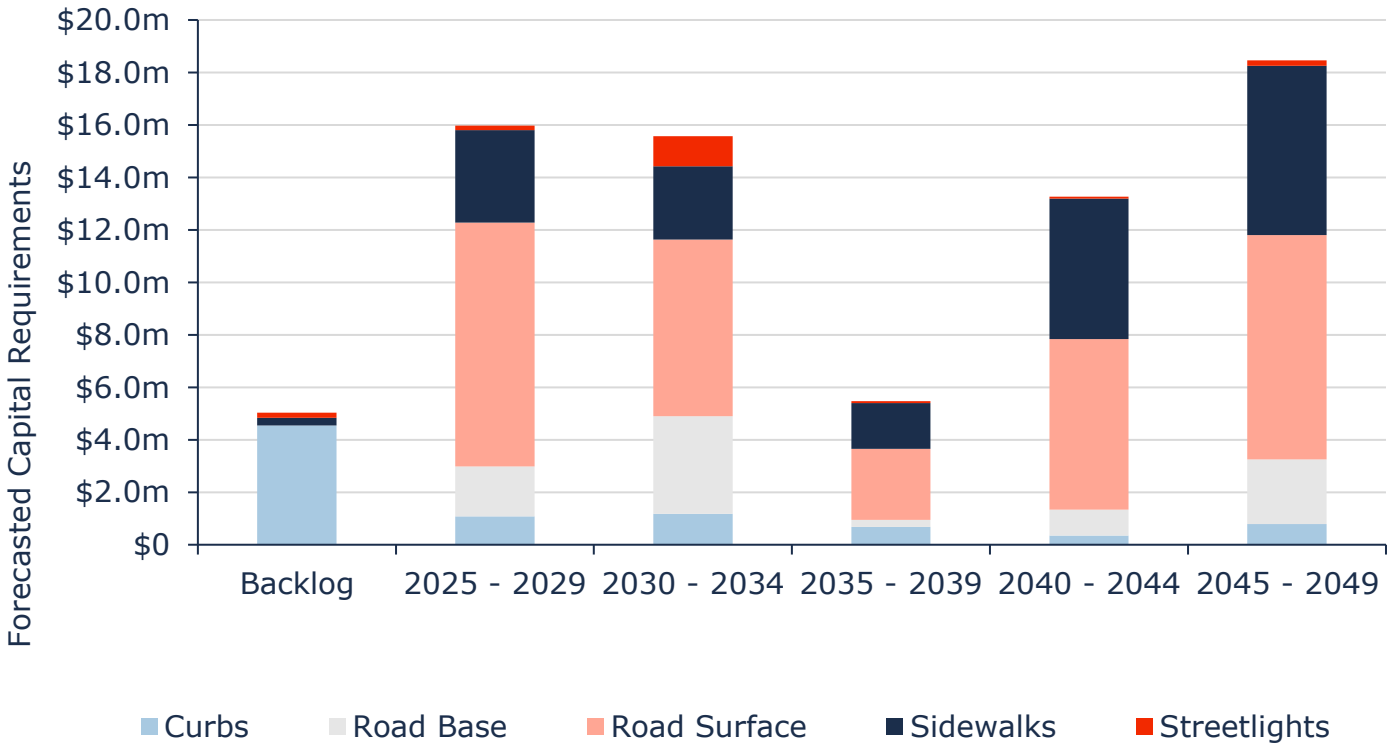


Figure 22 Forecasted Capital Replacement Needs: Road Network 2025-2049

The Town currently completes a third-party assessment of all road surfaces every 5 years and an internal assessment of all sidewalks annually. Updates to the Town's asset management register (Citywide) on a scheduled basis is critical for capturing accurate future capital requirements.

[7] $3 million per year (AACR). Also $3 million per year from 2025-2049. See 1.3.
[8] See curbs in sections 4.2 & 4.3

A detailed 10-year capital replacement forecast can be found in Appendix B – 10-Year Capital Requirements.

4.5 Risk Analysis

The risk matrix below is generated using available asset data, including condition, service life remaining, replacement costs, traffic data, and road class. The risk ratings for assets without useful attribute data were calculated using only condition, service life remaining, and their replacement costs.

The matrix stratifies assets based on their individual probability and consequence of failure, each scored from 1 to 5. Their product generates a risk index ranging from 1-25. Assets with the highest criticality and likelihood of failure receive a risk rating of 25; those with lowest probability of failure and lowest criticality carry a risk rating of 1. As new data and information is gathered, the Town may consider integrating relevant information that improves confidence in the criteria used to assess asset risk and criticality.

These risk models have been built into the Town's Asset Management Database (Citywide Assets). See *Risk & Criticality* section for further details on approach used to determine asset risk ratings and classifications.

1 - 4 **Very Low** $61,582,967 (62%)	**5 - 7** **Low** $18,640,426 (19%)	**8 - 9** **Moderate** $4,703,709 (5%)	**10 - 14** **High** $9,605,700 (10%)	**15 - 25** **Very High** $4,500,140 (5%)

Figure 23 Risk Matrix: Road Network

4.6 Current Levels of Service

The tables that follow summarize the Municipality's current levels of service with respect to prescribed KPIs under Ontario Regulation 588/17, as well as any additional performance measures that the Town selected for this AMP.

4.6.1 Community Levels of Service

Service Attribute	Qualitative Description	Current LOS (2024)
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

Table 9 O. Reg. 588/17 Community Levels of Service: Road Network

4.6.2 Technical Levels of Service

Service Attribute	Technical Metric	Current LOS (2024)
Scope	Lane-km of arterial roads (MMS classes 1 and 2) per land area (km/km2)	N/A
	Lane-km of collector roads (MMS classes 3 and 4) per land area (km/km2)	2.93[9]
	Lane-km of local roads (MMS classes 5 and 6) per land area (km/km2)	6.06[10]
Quality	Average pavement condition index for paved roads in the municipality	46 (Fair)
	Average surface condition for unpaved roads in the municipality (e.g. excellent, good, fair, poor)	N/A

Table 10 O. Reg. 588/17 Technical Levels of Service: Road Network

[9] 38.17 kms (assumed 2 lanes).
[10] 78.96 kms (assumed 2 lanes).

4.7 Proposed Levels of Service

As per O. Reg. 588/17, by July 1, 2025, municipalities are required to consider proposed levels of service (PLOS), discuss the associated risks and long-term sustainability of these service levels, and explain the Town's ability to afford the PLOS.

Proposed levels of service reflect the municipality's commitment to delivering reliable, cost-effective, and sustainable services. These projected levels were developed through a comprehensive analysis of several key factors:

- Current service performance, based on historical data and condition assessments;
- Planned capital and operational activities within the 10-year planning horizon; and
- Available financial resources, including funding strategies and lifecycle costing

LOS Metric	Current KPI	Proposed KPI (2034)	Growth	Achievability & Affordability
Average condition rating	Fair 51	Good 60	Refer to section 12.	Refer to section 13.
Average risk rating[11]	Low 5.02	Very Low 4.05		

Table 11 O. Reg. 588/17 Proposed LOS: Road Network

The Town has analyzed various scenarios for the purpose of selecting its proposed levels of service, over the 10-year planning horizon, as required by O.Reg. 588/17. These scenarios are described below:

Scenario 1 (selected): projected condition of the Town's assets, based on projected capital expenditure for the next ten years. This scenario maps projected capital needs to the Town's asset register using known asset conditions, lifecycle data, and strategic planning assumptions. Forecasts are refined through:

- integration with other infrastructure projects (e.g., water, sewer, storm)
- consideration of Town strategic priorities and growth plans
- use of the best available data (condition assessments)
- proactive risk-based decision-making

Scenario 2: maintain current funding levels. This scenario assumes current capital funding continues without increases, regardless of projected needs or condition deterioration. Investment is constrained to historical budget envelopes. Condition is then projected using the Town's asset register, Citywide.

[11] See *Risk & Criticality*

Scenario 3: End-of-Life (EOL) Replacement. This scenario assumes assets are replaced strictly upon reaching the end of their useful life or upon failure.

The table below outlines the results for each scenario for the road network.

Scenarios	Replacement Cost	Projected Condition (2034)	Annual Capital Reinvestment
Scenario 1 (selected) – projected lifecycle activities	$99,032,000	60[12]	$3,028,000
Scenario 2 – maintain current funding levels		58	$2,498,000
Scenario 3 – end-of-life replacement		58	$2,545,000

[12] Although scenario 1 has higher expected capital expenditure during the 10-year window, it is critical to note that over a 25-year span (2025-2049), scenario 1 has a projected condition of 59, while scenarios 2 & 3 have overall condition scores of 51 and 52, respectively.

5. Water Network

5.1 Inventory & Valuation

Table 12 summarizes the quantity and current replacement cost of the Town's water network assets as managed in its primary asset management register, Citywide.

Segment	Quantity (components)	Unit of Measure	Replacement Cost	Primary RC Method
Equipment	8	Quantity	$1,517,722	Cost per Unit
Facilities	4[13] (519)	Quantity	$52,223,577	Cost per Unit[14]
Water Mains	63,395	Length (m)	$105,344,570	Cost per Unit
TOTAL			**$159,085,868**	

Table 12 Detailed Asset Inventory: Water Network

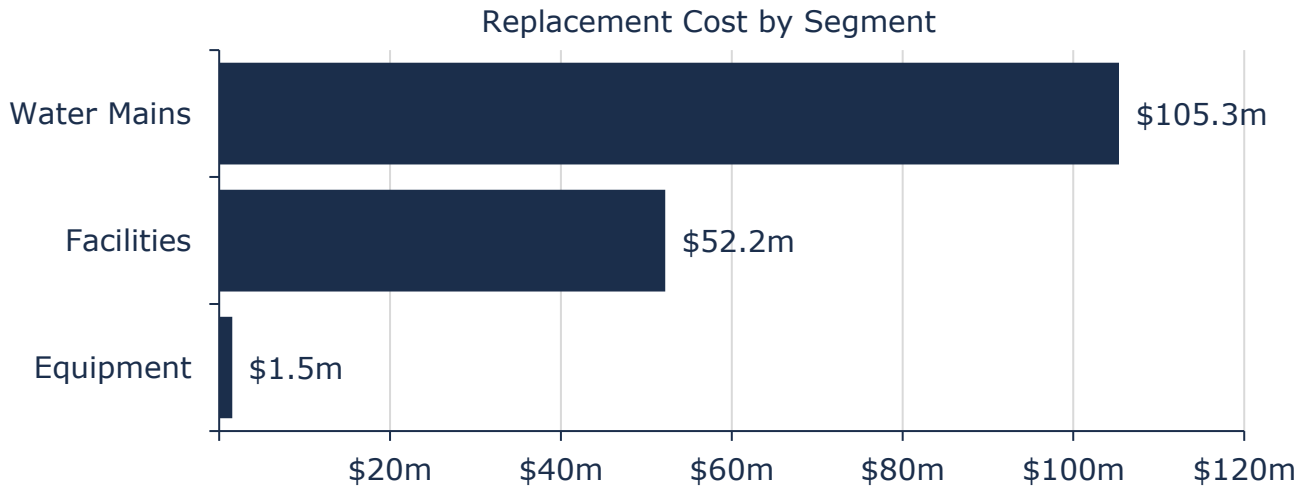


Figure 24 Portfolio Valuation: Water Network

[13] Filtration plant, water tower, pumphouse, & waterworks shed.
[14] Third party building condition assessments.

5.2 Asset Condition

Figure 25 summarizes the replacement cost-weighted condition of the Town's water network. Based on mostly age-based condition, 63% of assets are in fair or better condition; the remaining 37% of assets are in poor to very poor condition.

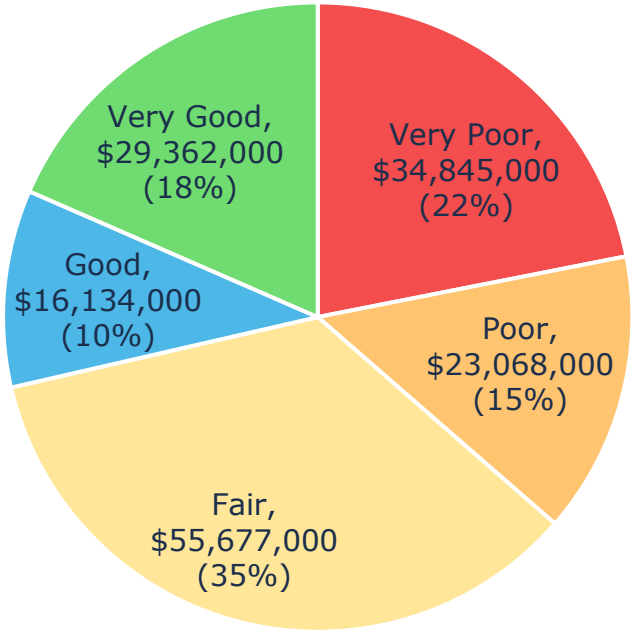


Figure 25 Asset Condition: Water Network Overall

As illustrated in Figure 26, based on condition assessments and age-based conditions, most water network assets are in fair or better condition. However, most water mains, due to variables such as material type and an age-based condition approach – are designated in poor or worse condition.[15]

[15] See 3.2.6

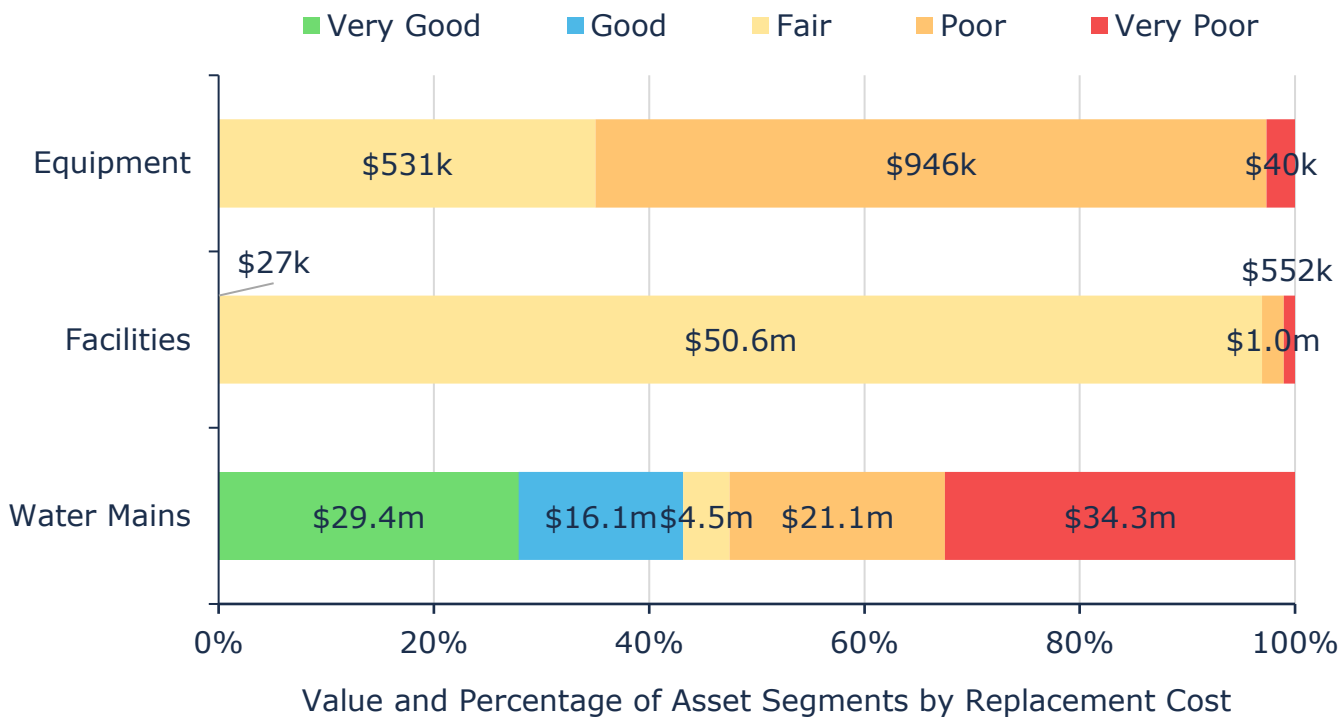


Figure 26 Asset Condition: Water Network by Segment

5.3 Age Profile

An asset's age profile comprises two key values: estimated useful life (EUL), or design life; and the percentage of EUL consumed. The EUL is the serviceable lifespan of an asset during which it can continue to fulfil its intended purpose and provide value to users, safely and efficiently. As assets age, their performance diminishes, often more rapidly as they approach the end of their design life.

In conjunction with condition data, an asset's age profile provides a more complete summary of the state of infrastructure. It can help identify assets that may be candidates for further review through condition assessment programs; inform the selection of optimal lifecycle strategies; and improve planning for potential long-term replacement spikes.

Figure 27 illustrates the average current age of each asset type and its estimated useful life. Both values are weighted by the replacement cost of individual assets.

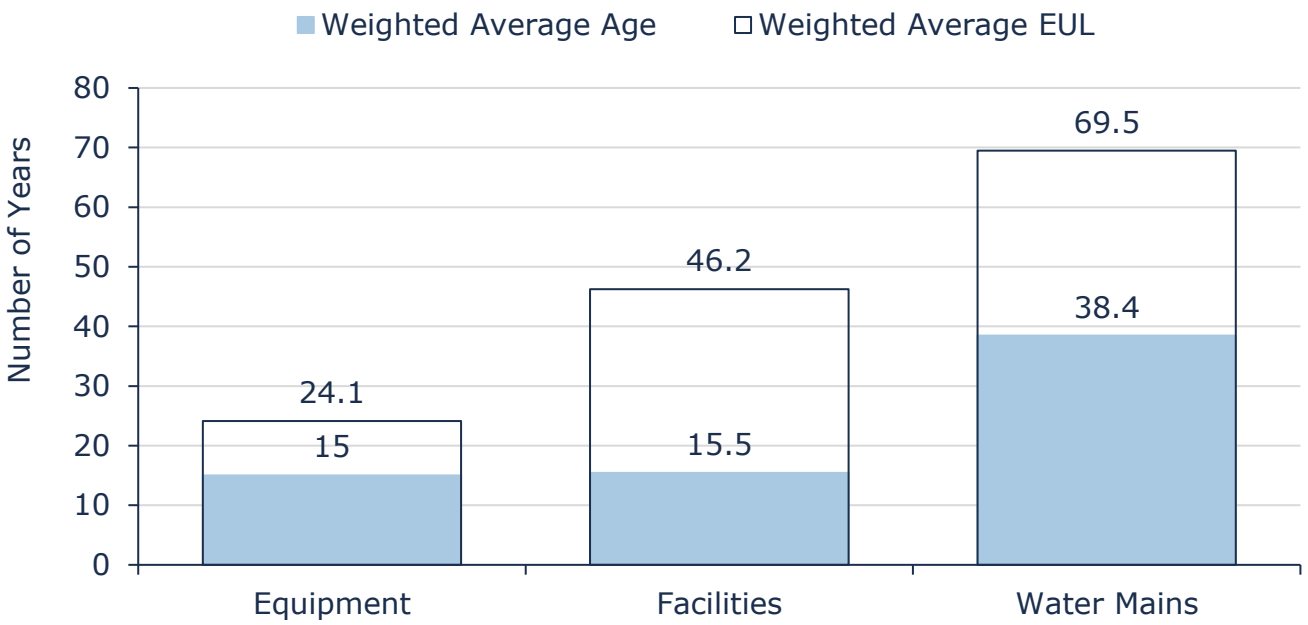


Figure 27 Estimated Useful Life vs. Asset Age: Water Network

5.4 Current Approach to Lifecycle Management

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 system 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 the 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.

Table 13 Lifecycle Management Strategy: Water Network

5.5 Forecasted Long-Term Replacement Needs

The Figure below illustrates the cyclical short-, medium- and long-term infrastructure rehabilitation and replacement requirements for the Town's water network, until 2049.The Town's average annual requirement is $3 million per year for all assets in the water network (full lifecycle).[16] Although actual spending may fluctuate substantially from year to year, this figure is a useful benchmark value for annual capital expenditure targets (or allocations to reserves) to ensure projects are not deferred and replacement needs are met as they arise.

While the average annual requirement for the water network is $3 million per year, from 2025-2034, the average annual requirement is $4 million, due in large part to numerous backlog assets (water mains) accounting for approximately $18 million, as per the Town's asset register.[17] These projections are based on asset replacement costs, age analysis, condition data, and anticipated capital expenditure (10-year window), when available. They are designed to provide a long-term, portfolio-level overview of capital needs and should be used to support improved financial planning over several decades.

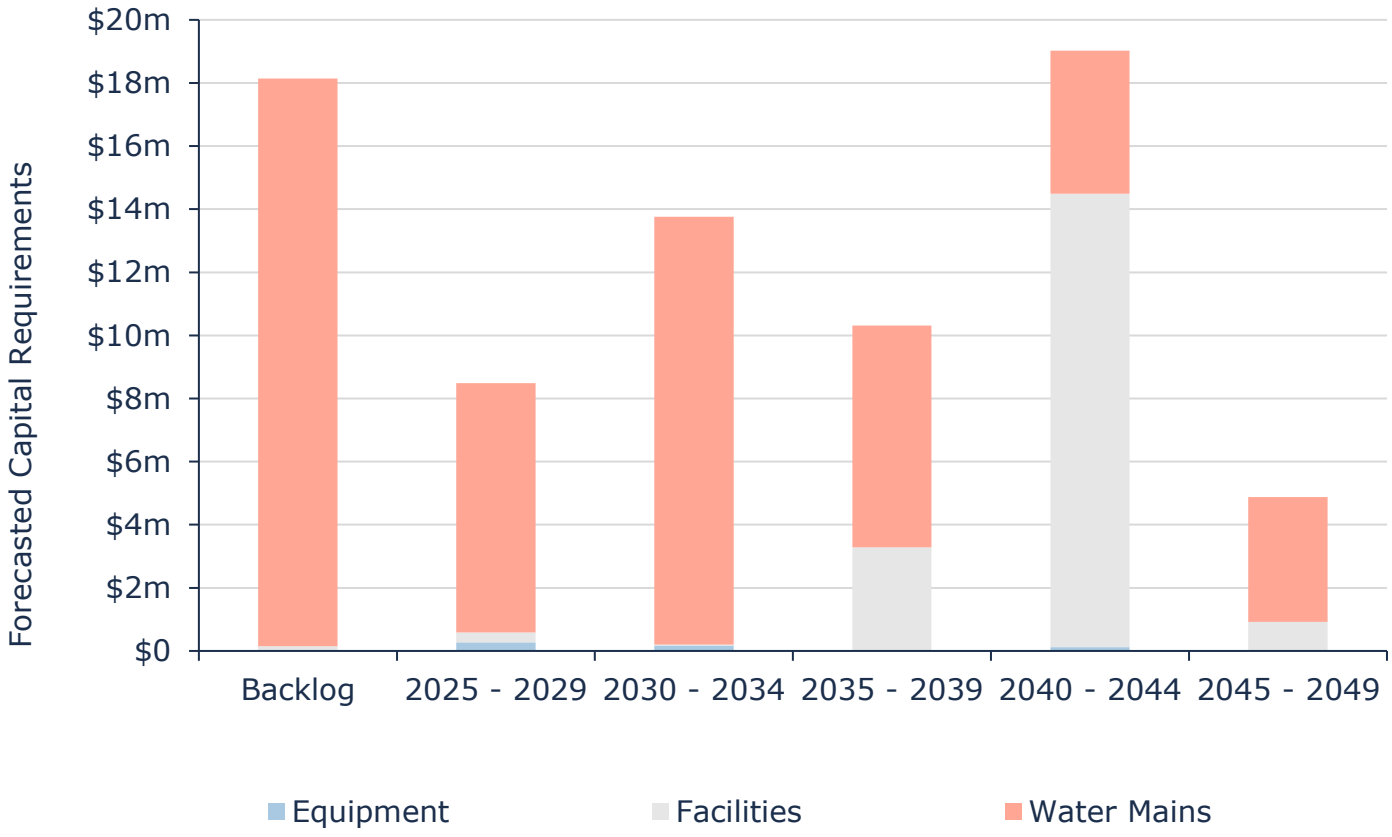


Figure Forecasted Capital Replacement Needs: Water Network 2025-2049

A detailed 10-year capital replacement forecast can be found in Appendix B – 10-Year Capital Requirements.

[16] $3 million per year (AACR). Also $3 million per year from 2025-2049. See 1.3.
[17] See 3.2.6

5.6 Risk Analysis

The risk matrix below is generated using available asset data, including condition, service life remaining, replacement costs, material, and pipe diameter. The risk ratings for assets without useful attribute data were calculated using only condition, service life remaining, and their replacement costs.

The matrix stratifies assets based on their individual probability and consequence of failure, each scored from 1 to 5. Their product generates a risk index ranging from 1-25. Assets with the highest criticality and likelihood of failure receive a risk rating of 25; those with lowest probability of failure and lowest criticality carry a risk rating of 1. As new data and information is gathered, the Town may consider integrating relevant information that improves confidence in the criteria used to assess asset risk and criticality.

These risk models have been built into the Town's Asset Management Database (Citywide Assets). See *Risk & Criticality* section for further details on approach used to determine asset risk ratings and classifications.

1 - 4 **Very Low**	**5 - 7** **Low**	**8 - 9** **Moderate**	**10 - 14** **High**	**15 - 25** **Very High**
$36,830,273 (23%)	$23,322,708 (15%)	$12,830,221 (8%)	$72,631,144 (46%)	$13,471,522 (8%)

Figure 28 Risk Matrix: Water Network

5.7 Levels of Service

The tables that follow summarize the Town's current levels of service with respect to prescribed KPIs under Ontario Regulation 588/17 as well as any additional performance measures that the Town has selected for this AMP.

5.7.1 Community Levels of Service

Service Attribute	Qualitative Description	Current LOS (2024)
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	99% of all properties have access to fire flow.[18]
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.

Table 14 O. Reg. 588/17 Community Levels of Service: Water Network

5.7.2 Technical Levels of Service

Service Attribute	Technical Metric	Current LOS (2024)
Scope	% of properties connected to the municipal water system	94%
	% 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

[18] Exceptions include properties at the end of both Johnston Road and Didak Drive

Table 15 O. Reg. 588/17 Technical Levels of Service: Water Network

5.8 Proposed Levels of Service

As per O. Reg. 588/17, by July 1, 2025, municipalities are required to consider proposed levels of service (PLOS), discuss the associated risks and long-term sustainability of these service levels, and explain the Town's ability to afford the PLOS.

Proposed levels of service reflect the municipality's commitment to delivering reliable, cost-effective, and sustainable services. These projected levels were developed through a comprehensive analysis of several key factors:

- Current service performance, based on historical data and condition assessments;
- Planned capital and operational activities within the 10-year planning horizon; and
- Available financial resources, including funding strategies and lifecycle costing

LOS Metric	Current KPI	Proposed KPI (2034)	Growth	Achievability & Affordability
Average condition rating	Fair 54	Fair 58	Refer to section 12.	Refer to section 13.
Average risk rating[19]	Moderate 8.76	Moderate 9.78		

Table 16 O. Reg. 588/17 Proposed LOS: Water Network

The Town has analyzed various scenarios for the purpose of selecting its proposed levels of service, over the 10-year planning horizon, as required by O.Reg. 588/17. These scenarios are described below:

Scenario 1 (selected): projected condition of the Town's assets, based on projected capital expenditure for the next ten years. This scenario maps projected capital needs to the Town's asset register using known asset conditions, lifecycle data, and strategic planning assumptions. Forecasts are refined through:

- integration with other infrastructure projects (e.g., storm, sewer, roads)
- consideration of Town strategic priorities and growth plans
- use of the best available data (condition assessments)
- proactive risk-based decision-making

Scenario 2: maintain current funding levels. This scenario assumes current capital funding continues without increases, regardless of projected needs or condition deterioration. Investment is constrained to historical budget envelopes. Condition is then projected using the Town's asset register, Citywide.

[19] See *Risk & Criticality*

Scenario 3: End-of-Life (EOL) Replacement. This scenario assumes assets are replaced strictly upon reaching the end of their useful life or upon failure.

The table below outlines the results for each scenario for the water network.

Scenarios	Replacement Cost	Projected Condition (2034)	Annual Capital Reinvestment
Scenario 1 (selected) – projected lifecycle activities	$159,086,000	58	$2,974,000
Scenario 2 – maintain current funding levels		48	$1,597,000
Scenario 3 – end-of-life replacement		54	$3,017,000

6. Sanitary Sewer Network

6.1 Inventory & Valuation

Table 17 summarizes the quantity and current replacement cost of the Town's various sanitary sewer network assets as managed in its primary asset management register, Citywide Assets.

Segment	Quantity (components)	Unit of Measure	Replacement Cost[20]	Primary RC Method
Facilities	6 (51)	Quantity, Area (m2)	$95,237,834	Cost per Unit[21]
Sanitary Sewer Mains	57,428[22]	Length (m)	$95,429,339	Cost per Unit
TOTAL			**$190,667,173**	

Table 17 Detailed Asset Inventory: Sanitary Sewer Network

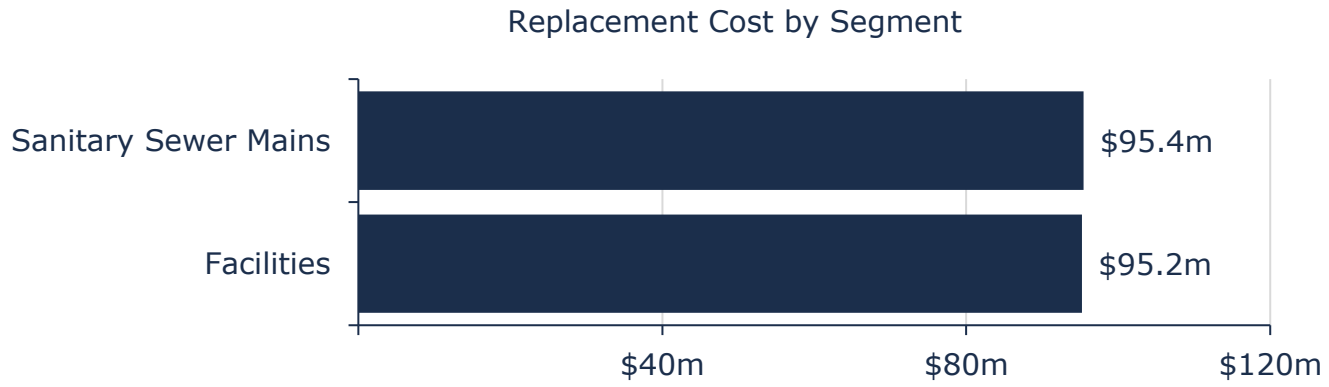


Figure 29 Portfolio Valuation: Sanitary Sewer Network

[20] Replacement costs for assets considered to be part of sanitary treatment were individually assessed in 2024 as part of the Building Condition Assessment scope completed by J.L. Richards & Associates
[21] Third party building condition assessments.
[22] Linear distribution assets have been simplified since the previous AMP (2021). Unit rates have been established to provide high level pricing per metre for sanitary sewer main including all appurtenances (manholes, catch basins, leads).

6.2 Asset Condition

Figure 30 summarizes the replacement cost-weighted condition of the Town's sanitary sewer network. Based mostly on age-based condition, 81% of assets are in fair or better condition; the remaining 19% of assets are in poor to very poor condition.

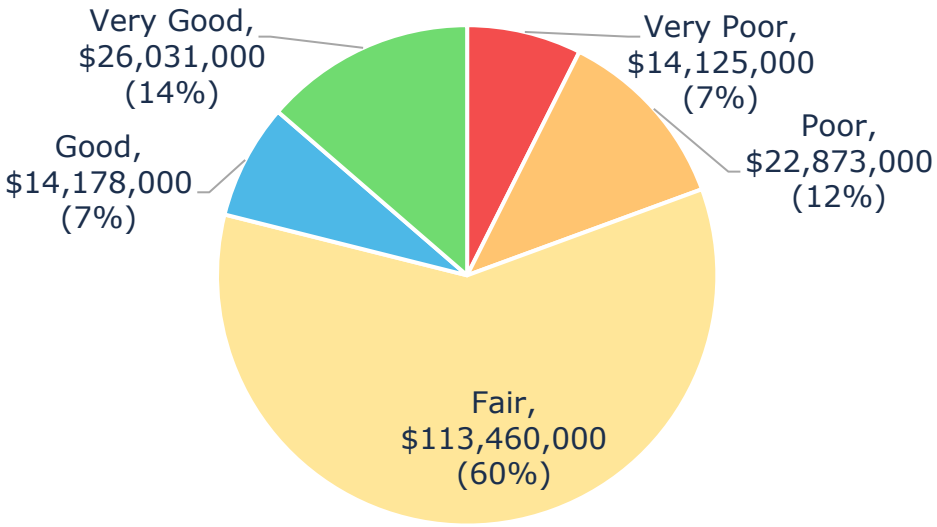


Figure 30 Asset Condition: Sanitary Sewer Network Overall

As illustrated in Figure 31, based on age-based conditions, most the Town's sanitary sewer mains and facilities are in fair or better condition.

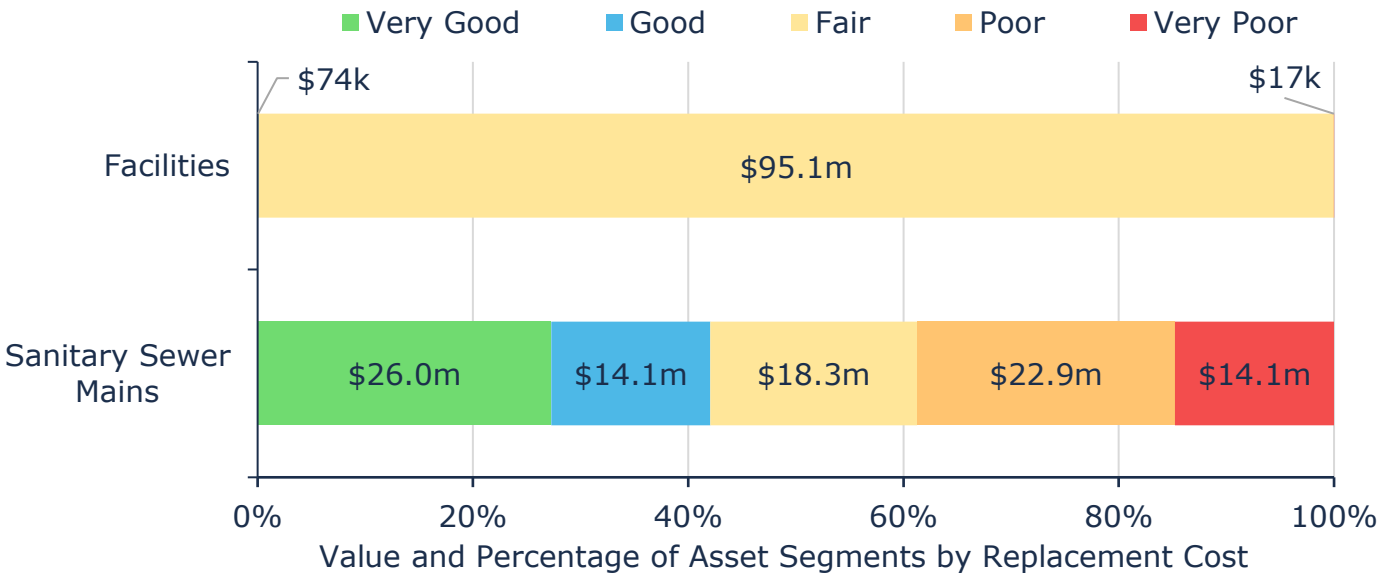


Figure 31 Asset Condition: Sanitary Sewer Network by Segment

6.3 Age Profile

An asset's age profile comprises two key values: estimated useful life (EUL), or design life; and the percentage of EUL consumed. The EUL is the serviceable lifespan of an asset during which it can continue to fulfil its intended purpose and provide value to users, safely and efficiently. As assets age, their performance diminishes, often more rapidly as they approach the end of their design life.

In conjunction with condition data, an asset's age profile provides a more complete summary of the state of infrastructure. It can help identify assets that may be candidates for further review through condition assessment programs; inform the selection of optimal lifecycle strategies; and improve planning for potential long-term replacement spikes.

Figure 32 illustrates the average current age of each asset type and its estimated useful life. Both values are weighted by the replacement cost of individual assets.

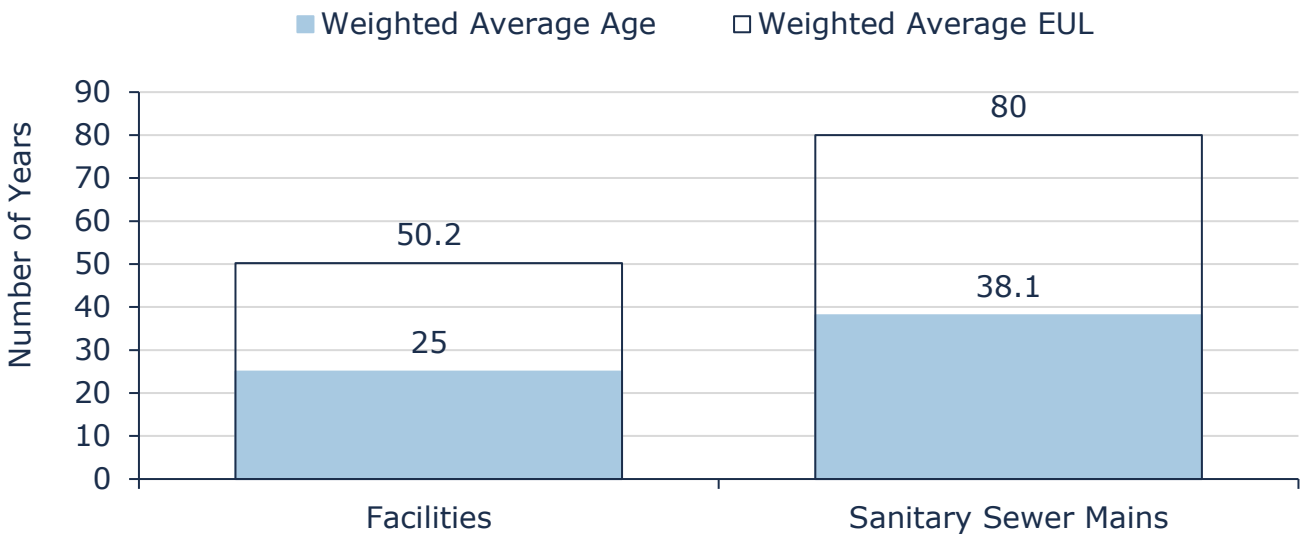


Figure 32 Estimated Useful Life vs. Asset Age: Sanitary Sewer Network

6.4 Current Approach to Lifecycle Management

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.

Table 18 Lifecycle Management Strategy: Sanitary Sewer Network

6.5 Forecasted Long-Term Replacement Needs

Figure 33 illustrates the cyclical short-, medium- and long-term infrastructure rehabilitation and replacement requirements for the Town's sanitary sewer network, until 2049. The Town's average annual requirement is $3.4 million per year for all assets in the sanitary sewer network (full lifecycle).[23] Although actual spending may fluctuate substantially from year to year, this figure is a useful benchmark value for annual capital expenditure targets (or allocations to reserves) to ensure projects are not deferred and replacement needs are met as they arise.

While the average annual requirement is $3.4 million per year, from 2025-2034, the average annual requirement is $2.0 million a year, and $2.2 million from 2025-2049. Additionally, backlog assets account for approximately $4 million, as per the Town's asset register. These projections are based on asset replacement costs, age analysis, condition data, and anticipated capital expenditure (10-year window), when available. They are designed to provide a long-term, portfolio-level overview of capital needs and should be used to support improved financial planning over several decades.

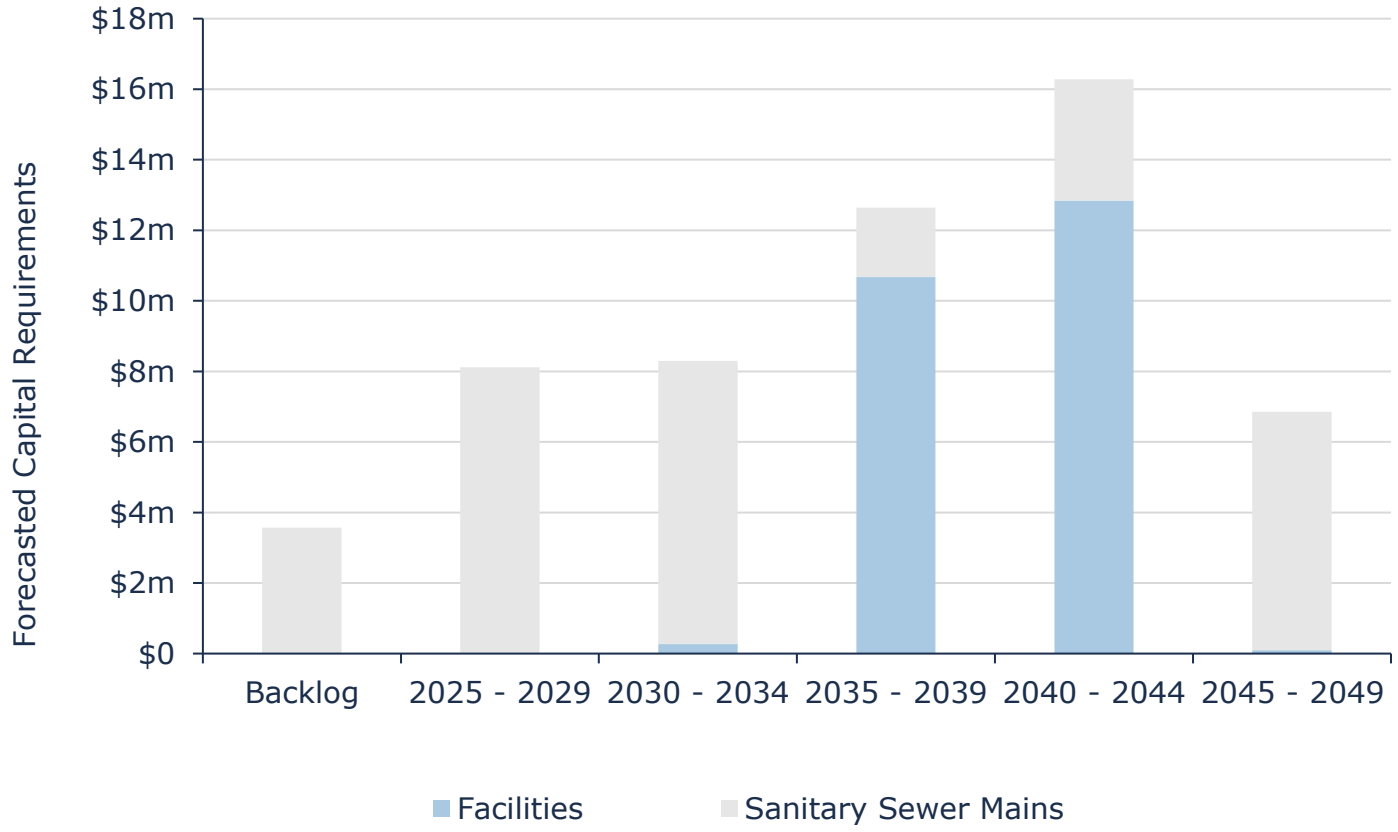


Figure 33 Forecasted Capital Replacement Needs: Sanitary Sewer Network 2025-2049

A detailed 10-year capital replacement forecast can be found in Appendix B – 10-Year Capital Requirements.

[23] $3.4 million per year (AACR). $2.2 million per year from 2025-2049. See 1.3.

6.6 Risk Analysis

The risk matrix below is generated using available asset data, including condition, service life remaining, replacement costs, material, and pipe diameter. The risk ratings for assets without useful attribute data were calculated using only condition, service life remaining, and their replacement costs.

The matrix stratifies assets based on their individual probability and consequence of failure, each scored from 1 to 5. Their product generates a risk index ranging from 1-25. Assets with the highest criticality and likelihood of failure receive a risk rating of 25; those with lowest probability of failure and lowest criticality carry a risk rating of 1. As new data and information is gathered, the Town may consider integrating relevant information that improves confidence in the criteria used to assess asset risk and criticality.

These risk models have been built into the Town's Asset Management Database (Citywide Assets). See *Risk & Criticality* section for further details on approach used to determine asset risk ratings and classifications.

1 - 4	**5 - 7**	**8 - 9**	**10 - 14**	**15 - 25**
Very Low	**Low**	**Moderate**	**High**	**Very High**
$47,541,412	$30,891,449	$9,655,901	$97,852,232	$4,726,179
(25%)	(16%)	(5%)	(51%)	(2%)

Figure 34 Risk Matrix: Sanitary Sewer Network

6.7 Levels of Service

The tables that follow summarize the Town's current levels of service with respect to prescribed KPIs under Ontario Regulation 588/17 as well as any additional performance measures that the Town has selected for this AMP.

6.7.1 Community Levels of Service

Service Attribute	Qualitative Description	Current LOS (2024)
Scope	Description, which may include maps, of the user groups or areas of the municipality that are connected to the municipal wastewater system	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 pumping stations 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	June 26: bypass of 0.17 m^3 July 13: volume of 52.4 m and 0.48 m^3 July 28: 220.5 m^3 September 7: 6.37 m^3 and 83.8 m^3 December 8: 3204 m^3
	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 due to 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.

Service Attribute	Qualitative Description	Current LOS (2024)
	Description of the effluent that is discharged from sewage treatment plants in the municipal wastewater system	Approximately 5,496.95 m3 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.

Table 19 O. Reg. 588/17 Community Levels of Service: Sanitary Sewer Network

6.7.2 Technical Levels of Service

Service Attribute	Technical Metric	Current LOS (2024)
Scope	% of properties connected to the municipal wastewater system	93%
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	4
	# of connection-days per year having wastewater backups compared to the total number of properties connected to the municipal wastewater system	1[24]
	# of effluent violations per year due to wastewater discharge compared to the total number of properties connected to the municipal wastewater system	0

Table 20 O. Reg. 588/17 Technical Levels of Service: Sanitary Sewer Network

[24] Single storm event which partially impacted Daniel St and Sullivan Cres properties (15 properties)

6.8 Proposed Levels of Service

As per O. Reg. 588/17, by July 1, 2025, municipalities are required to consider proposed levels of service (PLOS), discuss the associated risks and long-term sustainability of these service levels, and explain the Town's ability to afford the PLOS.

Proposed levels of service reflect the municipality's commitment to delivering reliable, cost-effective, and sustainable services. These projected levels were developed through a comprehensive analysis of several key factors:

- Current service performance, based on historical data and condition assessments;
- Planned capital and operational activities within the 10-year planning horizon; and
- Available financial resources, including funding strategies and lifecycle costing

LOS Metric	Current KPI	Proposed KPI (2034)	Growth	Achievability & Affordability
Average condition rating	Good 65	Fair 54	Refer to section 12.	Refer to section 13.
Average risk rating[25]	Moderate 8.88	Hight 10.85		

Table 21 O. Reg. 588/17 Proposed LOS: Sanitary Sewer Network

[25] See *Risk & Criticality*

The Town has analyzed various scenarios for the purpose of selecting its proposed levels of service, over the 10-year planning horizon, as required by O.Reg. 588/17. These scenarios are described below:

Scenario 1 (selected): projected condition of the Town's assets, based on projected capital expenditure for the next ten years. This scenario maps projected capital needs to the Town's asset register using known asset conditions, lifecycle data, and strategic planning assumptions. Forecasts are refined through:

- integration with other infrastructure projects (e.g., storm, sewer, roads)
- consideration of Town strategic priorities and growth plans
- use of the best available data (condition assessments)
- proactive risk-based decision-making

Scenario 2: maintain current funding levels. This scenario assumes current capital funding continues without increases, regardless of projected needs or condition deterioration. Investment is constrained to historical budget envelopes. Condition is then projected using the Town's asset register, Citywide.

Scenario 3: End-of-Life (EOL) Replacement. This scenario assumes assets are replaced strictly upon reaching the end of their useful life or upon failure.

The table below outlines the results for each scenario for the sanitary sewer network.

Scenarios	Replacement Cost	Projected Condition (2034)	Annual Capital Reinvestment
Scenario 1 (selected) – projected lifecycle activities	$190,667,000	54	$3,414,000
Scenario 2 – maintain current funding levels		49	$1,104,000
Scenario 3 – end-of-life replacement		54	$3,414,000

7. Storm Water Network

7.1 Inventory & Valuation

Table 22 summarizes the quantity and current replacement cost of all storm water management assets available in the Town's asset register.

Segment	Quantity (components)	Unit of Measure	Replacement Cost	Primary RC Method
Concrete Headwalls	39	Quantity	$187,827	Cost per Unit
Culverts	918	Length (m)	$984,793	Cost per Unit
Storm Mains	34,853	Length (m)	$57,957,818	Cost per Unit
Storm Retention Ponds	6[26] (6,217)	Volume (m3)	$604,280	Cost per Unit
TOTAL			**$59,734,718**	

Table 22 Detailed Asset Inventory: Storm Water Network

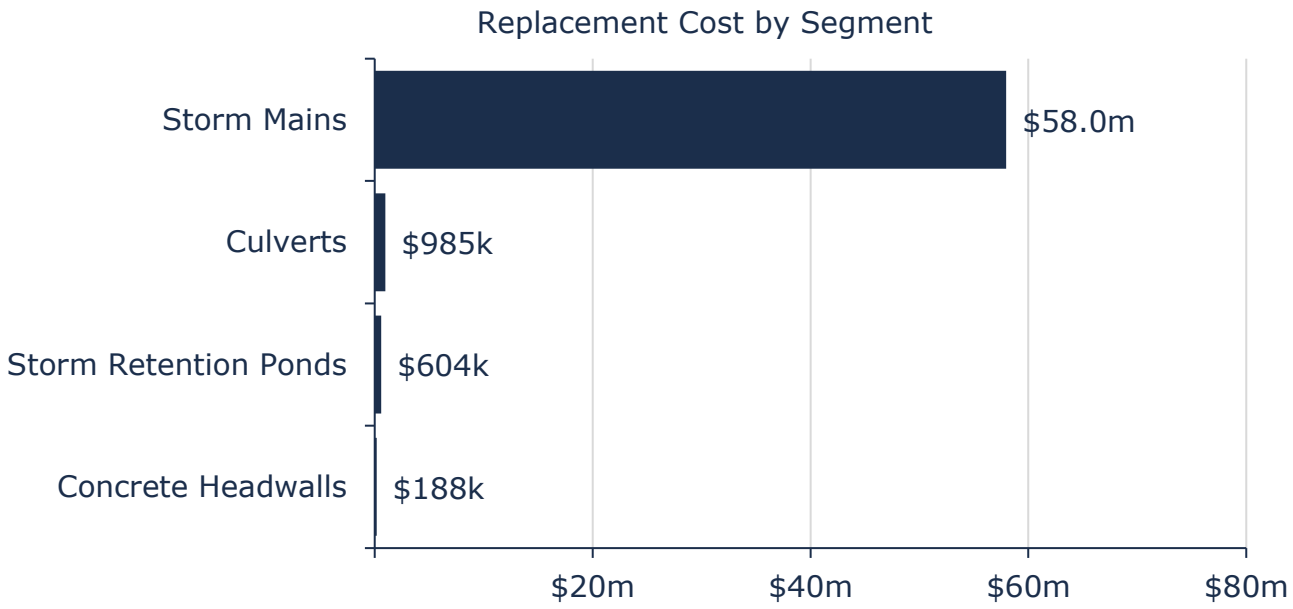


Figure 35 Portfolio Valuation: Storm Water Network

[26] The Town owns and manages 6 retention ponds

7.2 Asset Condition

Figure 36 summarizes the replacement cost-weighted condition of the Town's storm water management assets. Based on age data only, approximately 83% of assets are in fair to better condition. The remaining 17% are poor to very poor condition. These assets may be candidates for replacement in the short term; similarly, assets in fair condition may require rehabilitation or replacement in the medium term and should be monitored for further degradation in condition.

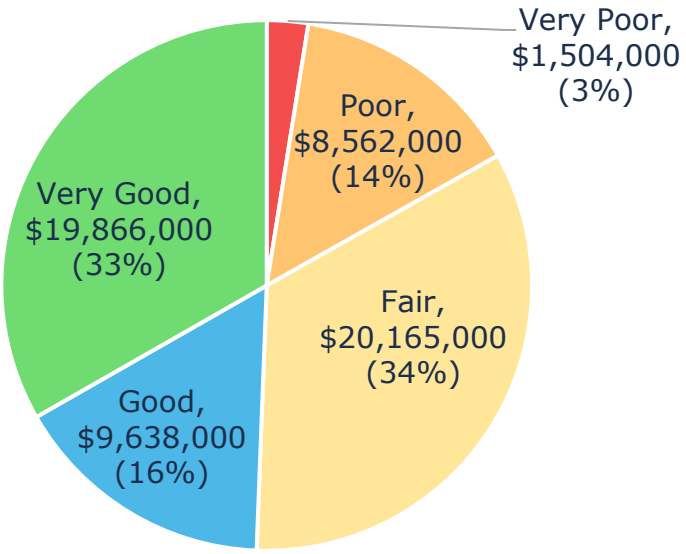


Figure 36 Asset Condition: Storm Water Network Overall

Figure 37 summarizes the age-based condition of storm water assets. The analysis illustrates that most storm water assets are in fair or better condition.

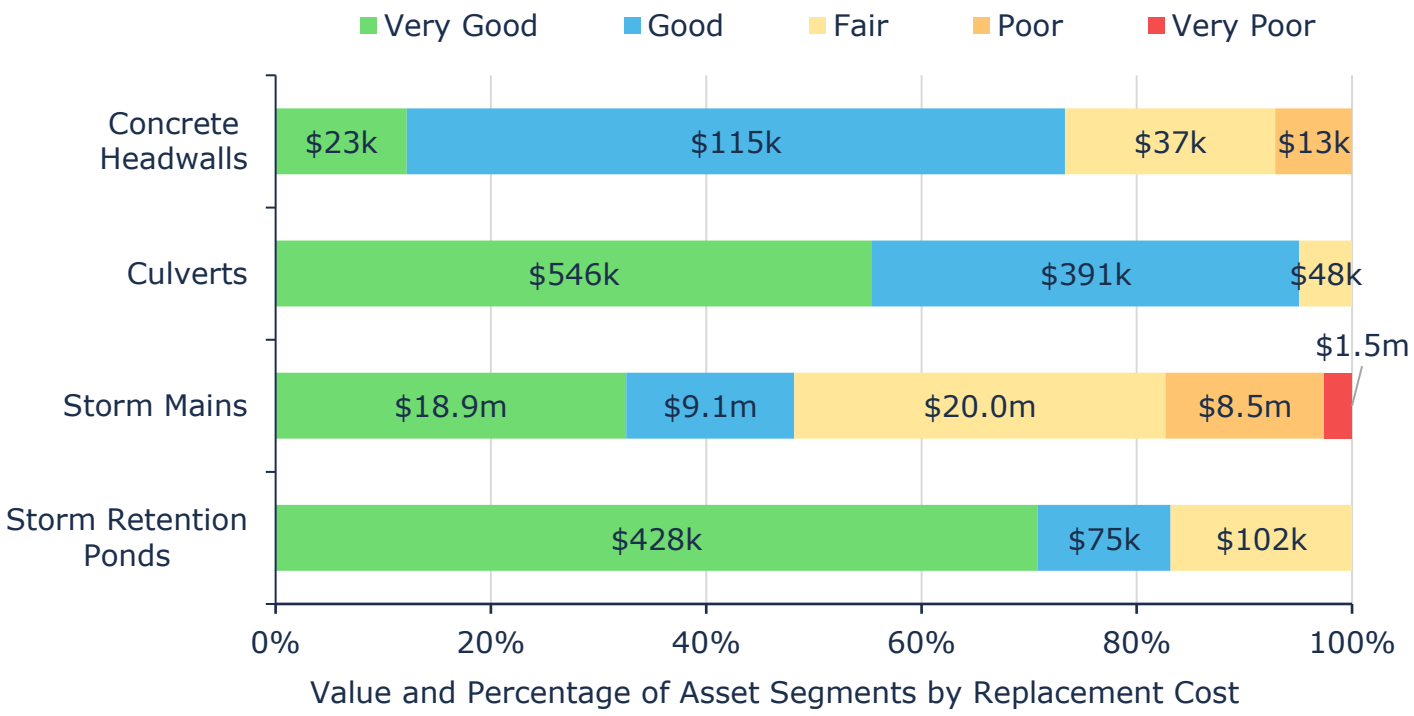


Figure 37 Asset Condition: Storm Water Network by Segment

7.3 Age Profile

An asset's age profile comprises two key values: estimated useful life (EUL), or design life; and the percentage of EUL consumed. The EUL is the serviceable lifespan of an asset during which it can continue to fulfil its intended purpose and provide value to users, safely and efficiently. As assets age, their performance diminishes, often more rapidly as they approach the end of their design life.

In conjunction with condition data, an asset's age profile provides a more complete summary of the state of infrastructure. It can help identify assets that may be candidates for further review through condition assessment programs; inform the selection of optimal lifecycle strategies; and improve planning for potential replacement spikes.

Figure 38[27] illustrates the average current age of each asset type and its estimated useful life. Both values are weighted by the replacement cost of individual assets.

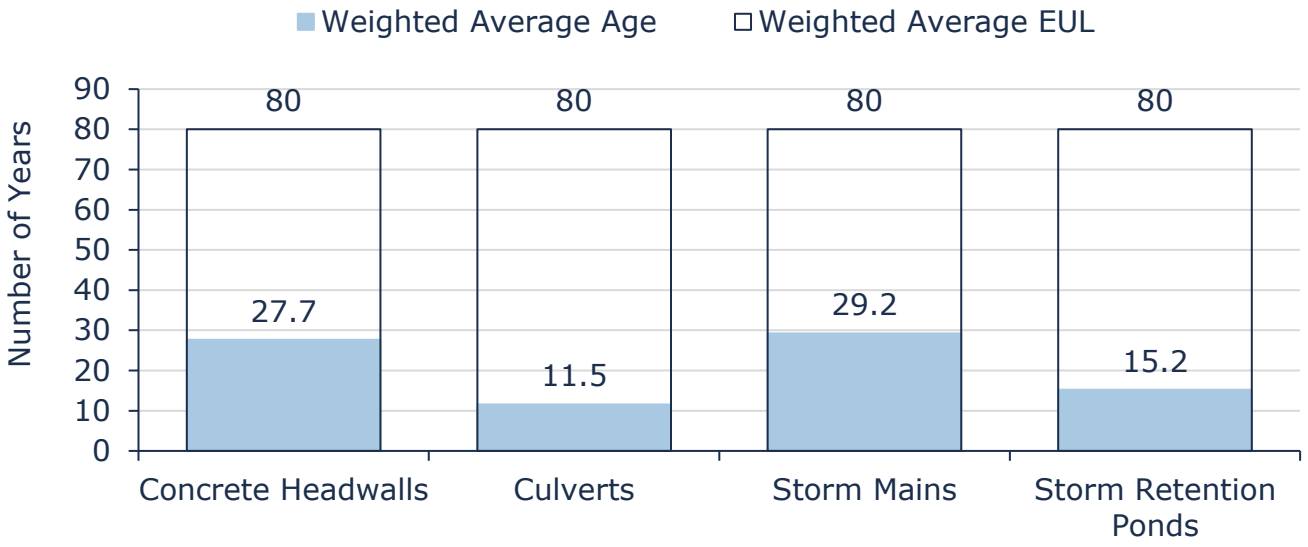


Figure 38 Estimated Useful Life vs. Asset Age: Storm Water Network

Age analysis reveals that, on average, storm mains and concrete headwalls are in a moderate stage of their expected lifecycle. Culverts and storm retention ponds are relatively early in their lifecycle. All components have a consistent expected useful life of 80 years.

[27] It should be noted that a major culvert project was completed recently under Edey Street as part of the Daniel/Galvin/Edey Street realignment project which has a significant impact on the presentation of the dataset

7.4 Current Approach to Lifecycle Management

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 cleaning 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 are 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. Furthermore, not all pipes are good candidates to be re-lined and re-lining is not always the most cost effective solution.
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.

Table 23 Lifecycle Management Strategy: Storm Water Network

7.5 Forecasted Long-Term Replacement Needs

Figure 39 illustrates the cyclical short-, medium- and long-term infrastructure replacement requirements for the Town's storm water network assets, until 2049. The Town's average annual requirement is $747,000 per year for all assets in the storm water network (full lifecycle).[28] Although actual spending may fluctuate substantially from year to year, this figure is a useful benchmark value for annual capital expenditure targets (or allocations to reserves) to ensure projects are not deferred and replacement needs are met as they arise.

While the average annual requirement is $747,000 per year, from 2025-2034, the average annual requirement is $639,000 per year, and $390,000 from 2025-2049. These projections are based on asset replacement costs, age analysis, condition data, and anticipated capital expenditure (10-year window), when available. They are designed to provide a long-term, portfolio-level overview of capital needs and should be used to support improved financial planning over several decades.

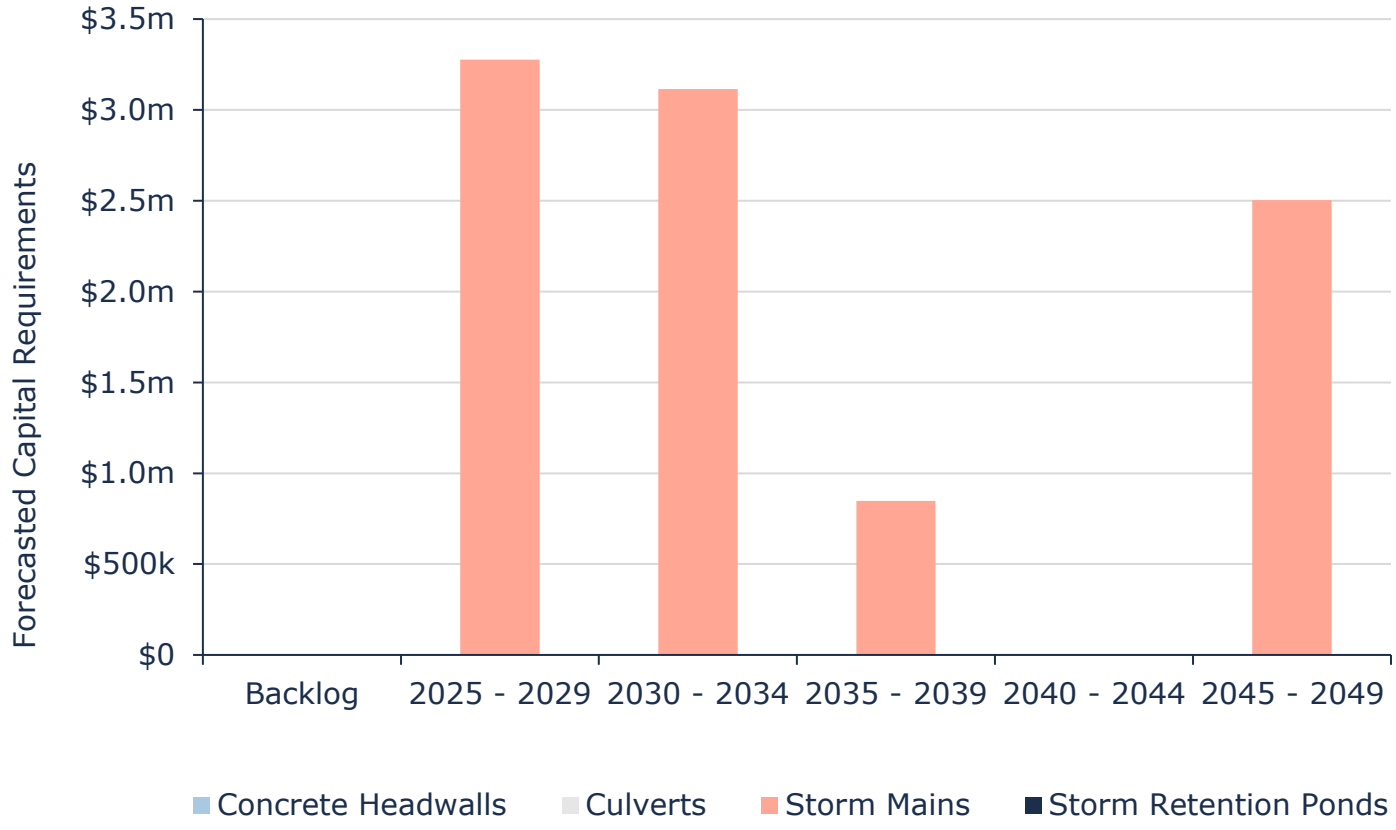


Figure 39 Forecasted Capital Replacement Needs Storm Water Network 2025-2049

A detailed 10-year capital replacement forecast can be found in Appendix B – 10-Year Capital Requirements.

[28] $747,000 per year (AACR). $390,000 from 2025-2049. See 1.3

7.6 Risk Analysis

The risk matrix below is generated using available asset data, including condition, service life remaining, and replacement costs. As no attribute data was available for storm assets, the risk ratings for assets were calculated using only these required, minimum asset fields.

The matrix stratifies assets based on their individual probability and consequence of failure; each scored from 1 to 5. Their product generates a risk index ranging from 1-25. Assets with the highest criticality and likelihood of failure receive a risk rating of 25; those with lowest probability of failure and lowest criticality carry a risk rating of 1. As new data and information is gathered, the Town may consider integrating relevant information that improves confidence in the criteria used to assess asset risk and criticality.

These risk models have been built into the Town's Asset Management Database (Citywide Assets). See *Risk & Criticality* section for further details on approach used to determine asset risk ratings and classifications.

1 - 4 **Very Low**	5 - 7 **Low**	8 - 9 **Moderate**	10 - 14 **High**	15 - 25 **Very High**
$32,533,601 (54%)	$20,559,397 (34%)	$3,583,432 (6%)	$3,058,288 (5%)	- (0%)

Figure 40 Risk Matrix: Storm Water Network

7.7 Levels of Service

The tables that follow summarize the Town's current levels of service with respect to prescribed KPIs under Ontario Regulation 588/17 as well as any additional performance measures that the Town has selected for this AMP.

7.7.1 Community Levels of Service

Service Attribute	Qualitative Description	Current LOS (2024)
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

Table 24 O. Reg. 588/17 Community Levels of Service: Storm Water Network

7.7.2 Technical Levels of Service

Service Attribute	Technical Metric	Current LOS (2024)
Scope	% of the municipal storm water management system resilient to a 100-year storm	44%[29]
	% of the municipal storm water management system resilient to a 5-year storm	100%[30]

Table 25 O. Reg. 588/17 Technical Levels of Service: Storm Water Network

[29] 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.
[30] 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.

7.8 Proposed Levels of Service

As per O. Reg. 588/17, by July 1, 2025, municipalities are required to consider proposed levels of service (PLOS), discuss the associated risks and long-term sustainability of these service levels, and explain the Town's ability to afford the PLOS.

Proposed levels of service reflect the municipality's commitment to delivering reliable, cost-effective, and sustainable services. These projected levels were developed through a comprehensive analysis of several key factors:

- Current service performance, based on historical data and condition assessments;
- Planned capital and operational activities within the 10-year planning horizon; and
- Available financial resources, including funding strategies and lifecycle costing

LOS Metric	Current KPI	Proposed KPI (2034)	Growth	Achievability & Affordability
Average condition rating	Good 65	Fair 59	Refer to section 12.	Refer to section 13.
Average risk rating[31]	Low 5.15	Low 5.41		

Table 26 O. Reg. 588/17 Proposed LOS: Storm Water Network

The Town has analyzed various scenarios for the purpose of selecting its proposed levels of service, over the 10-year planning horizon, as required by O.Reg. 588/17. These scenarios are described below:

Scenario 1 (selected): projected condition of the Town's assets, based on projected capital expenditure for the next ten years. This scenario maps projected capital needs to the Town's asset register using known asset conditions, lifecycle data, and strategic planning assumptions. Forecasts are refined through:

- integration with other infrastructure projects (e.g., storm, sewer, roads)
- consideration of Town strategic priorities and growth plans
- use of the best available data (condition assessments)
- proactive risk-based decision-making

Scenario 2: maintain current funding levels. This scenario assumes current capital funding continues without increases, regardless of projected needs or condition deterioration. Investment is constrained to historical budget envelopes. Condition is then projected using the Town's asset register, Citywide.

Scenario 3: End-of-Life (EOL) Replacement. This scenario assumes assets are replaced strictly upon reaching the end of their useful life or upon failure.

[31] See *Risk & Criticality*

The table below outlines the results for each scenario for the storm water network.

Scenarios	Replacement Cost	Projected Condition (2034)	Annual Capital Reinvestment
Scenario 1 (selected) – projected lifecycle activities	$59,735,000	59[32]	$747,000
Scenario 2 – maintain current funding levels		52	$397,000
Scenario 3 – end-of-life replacement		59	$747,000

[32] Although scenario 1 & 3 have the same average annual requirement and projected condition over the next 10-years, it is worth noting that beyond 2034, the specific scheduled capital events forecasted by Municipal staff will result in a higher projected condition by 2049 (46 [fair], as opposed to 37 [poor]).

Category Analysis: Non-Core Assets

8. Facilities

8.1 Inventory & Valuation

Table 27 summarizes the quantity and current replacement cost of all facility assets available in the Town's asset register.

Segment	Facilities	Quantity	Unit of Measure	Replacement Cost	Primary RC Method
General Government	Town Hall D.A. Gillies Building Library	3	Quantity	$17,481,601	User-Defined
Protection Services	Stanley Tourangeau Fire Hall	1	Quantity	$8,910,537	User-Defined
Recreation Services[33]	Nick Smith Centre Marina Office	2	Quantity	$63,835,743	User-Defined
Transportation Services	Public Works Garage Salt Shed	2	Quantity	$3,414,720	User-Defined
TOTAL				**$93,642,600**	

Table 27 Detailed Asset Inventory: Facilities

[33] Outdoor recreation facilities such as ball diamonds, park sheds, etc. can be found under the 'Land Improvements' category of this report. See 9.

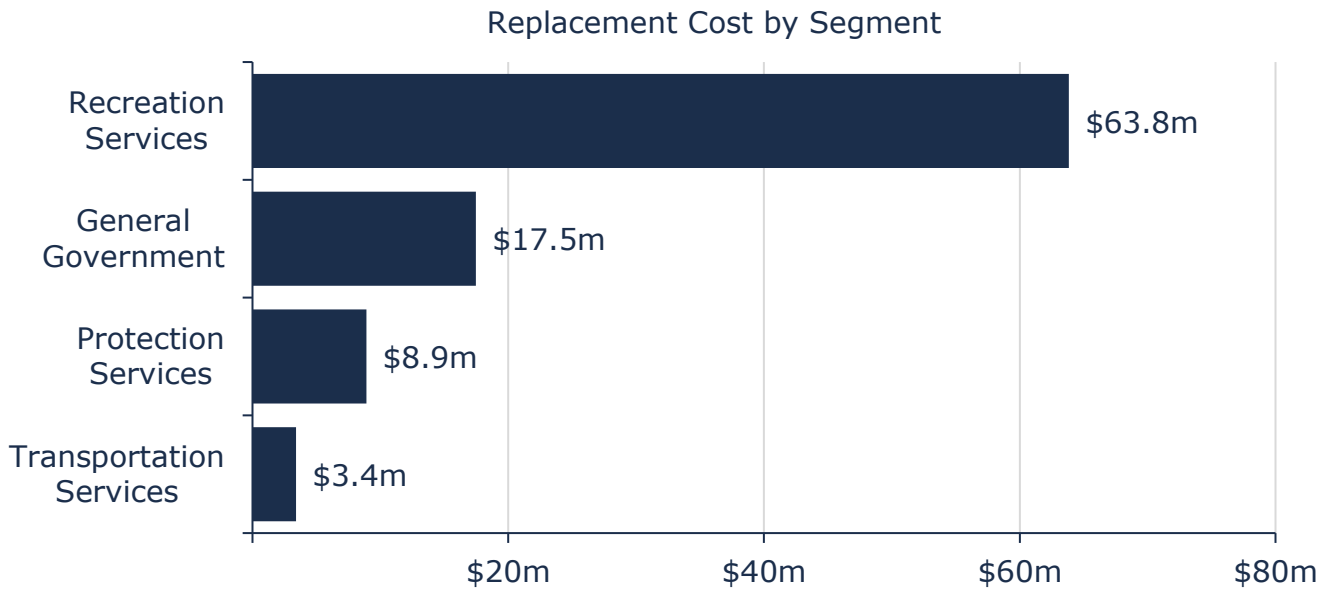


Figure 41 Portfolio Valuation: Facilities

8.2 Asset Condition

Figure 42 summarizes the replacement cost-weighted condition of the Town's buildings portfolio. Based mostly on age-based data, 30% of facility assets are in fair or better condition; however, 70%, with a current replacement cost of more than $66 million are in poor or very poor condition. These assets may be candidates for replacement in the short term; similarly, assets in fair condition may require rehabilitation or replacement in the medium term and should be monitored for further degradation in condition. As buildings are not entirely componentized, condition data is presented only at the site level, rather than at the individual element or component level within each building.

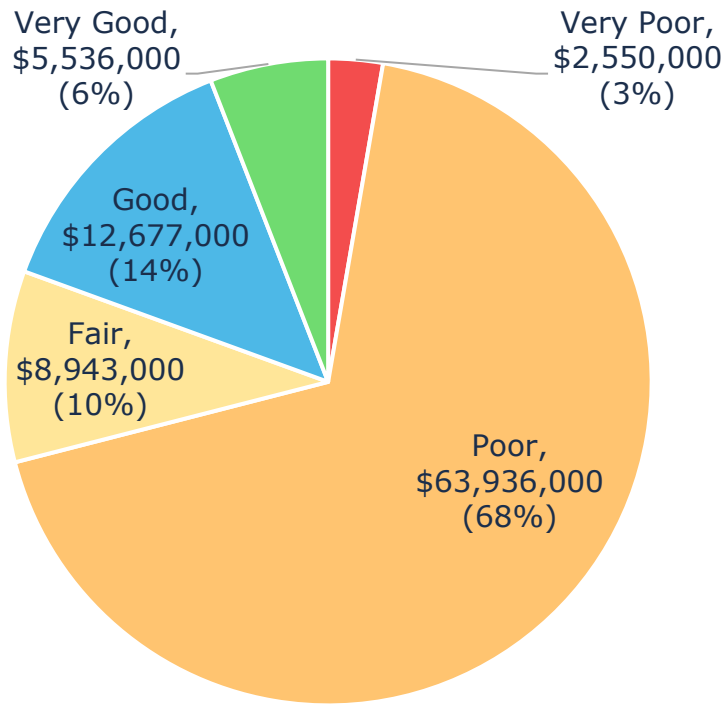


Figure 42 Asset Condition: Facilities Overall

Figure 43 summarizes the age-based condition of buildings by each department. A substantial portion of recreation services are in poor to worse condition. However, in the absence of componentization, this data has limited value. It is recommended to further componentize facility assets and integrate condition assessments as this will provide a more accurate and reliable estimation of the condition of various facilities.

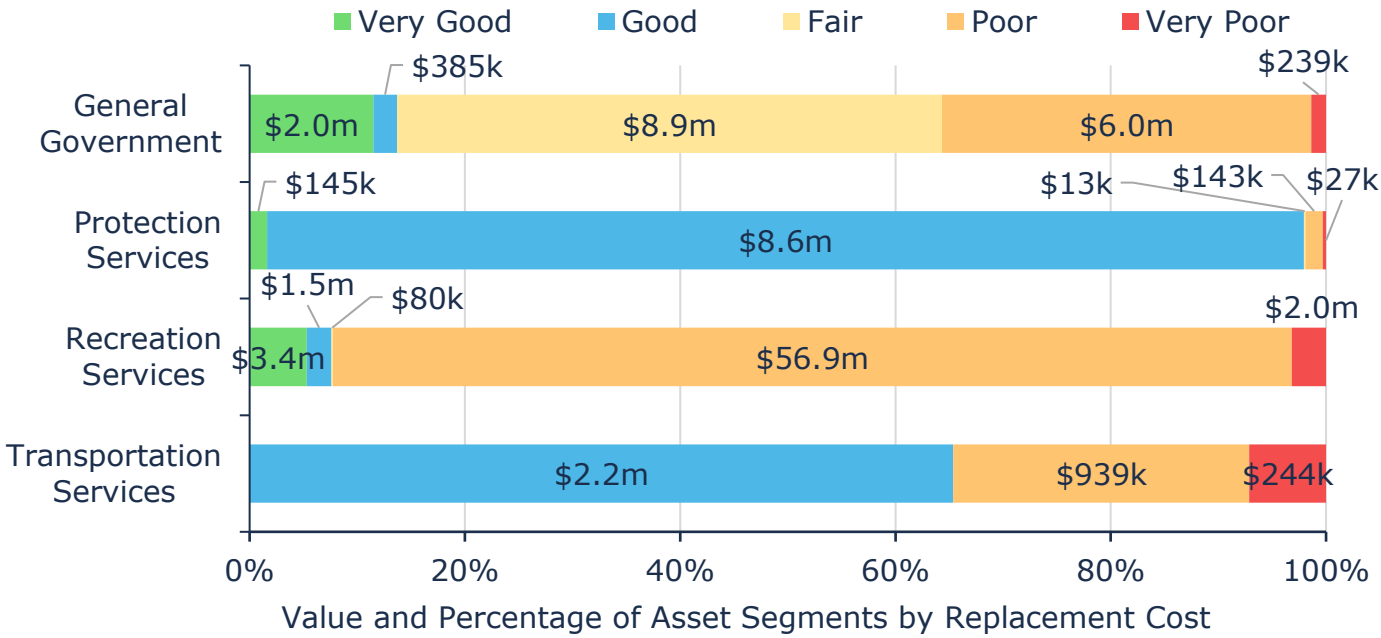


Figure 43 Asset Condition: Facilities by Segment

Facilities assets are unique in that they rarely require the need for replacement based solely on condition. It is typical that, in addition to condition, other factors, such as capacity, will impact on the asset's ability to serve the purpose originally intended.

8.3 Age Profile

An asset's age profile comprises two key values: estimated useful life (EUL), or design life; and the percentage of EUL consumed. The EUL is the serviceable lifespan of an asset during which it can continue to fulfil its intended purpose and provide value to users, safely and efficiently. As assets age, their performance diminishes, often more rapidly as they approach the end of their design life.

In conjunction with condition data, an asset's age profile provides a more complete summary of the state of infrastructure. It can help identify assets that may be candidates for further review through condition assessment programs; inform the selection of optimal lifecycle strategies; and improve planning for potential replacement spikes.

Figure 44 illustrates the average current age of each asset type and its estimated useful life. Both values are weighted by the replacement cost of individual assets.

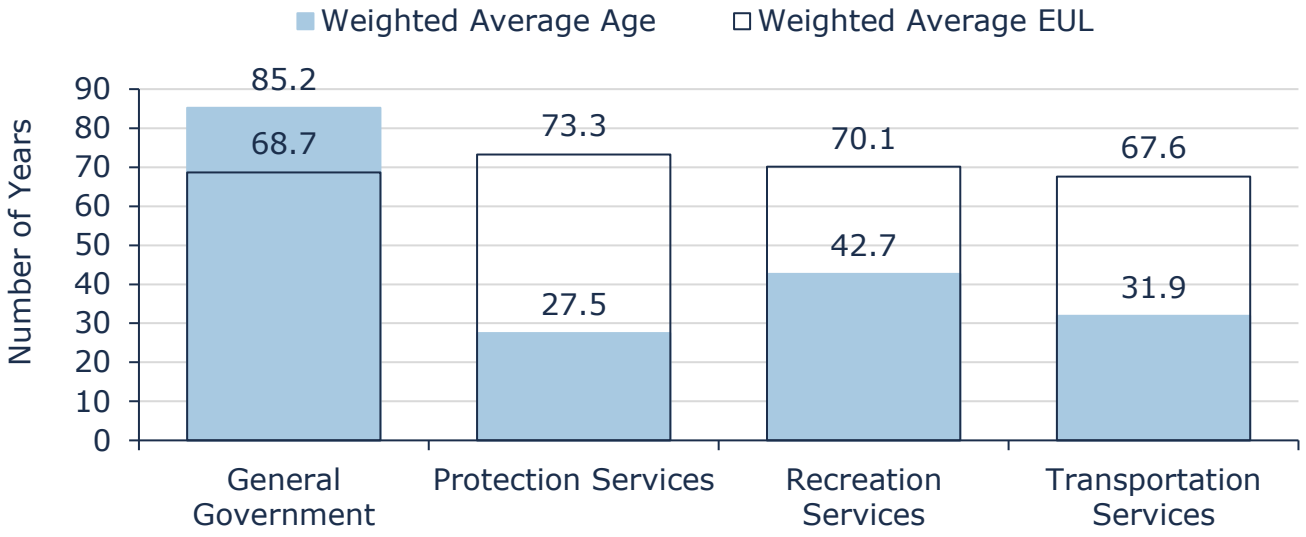


Figure 44 Estimated Useful Life vs. Asset Age: Facilities

Age analysis indicates that General Government assets have exceeded their expected useful life, with an average age of 85.2 years compared to an EUL of 68.7 years. This elevated average age is heavily influenced by two historical assets: the Henry A. Murdoch Building (137 years old, replacement cost of $5,244,445.00) and the D.A. Gillies Building (Museum) (129 years old, replacement cost of $4,650,215.00). While both buildings have been in service for 100+ years, both have received betterments throughout their lifespans, and are still currently operational and in fair condition.

Recreation Services assets have used about 61% of their useful life, suggesting upcoming reinvestment needs.[34] Transportation Services assets are mid-life, with 47% of their lifespan consumed. In contrast, Protection Services assets remain in the early stages of their lifecycle, with less than 40% of their useful life used. Once again, this analysis presented only at the site level, rather than at the individual element or component level. Useful and meaningful age analysis for buildings is entirely predicated on effective componentization.

[34] This figure will change significantly in the coming years due to the significant betterments ($7 million) to the Nick Smith Centre skating rink

8.4 Current Approach to Lifecycle Management

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.

Table 28 outlines the Town's current lifecycle management strategy.

Activity Type	Description of Current Strategy
Maintenance	Municipal facilities are subject to regular inspections to identify health & safety requirements as well as structural deficiencies that require additional attention.
	Critical facilities 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 the municipal staff, the Town has completed facility assessment studies.[35]
	Assessments for replacement are completed strategically as facilities approach their end-of-life to determine whether replacement or rehabilitation is appropriate.

Table 28 Lifecycle Management Strategy: Facilities

[35] Various facilities have received assessments in the past few years including the Nick Smith Centre, Public Works Garage, Fire Hall, and Town Hall

8.5 Forecasted Long-Term Replacement Needs

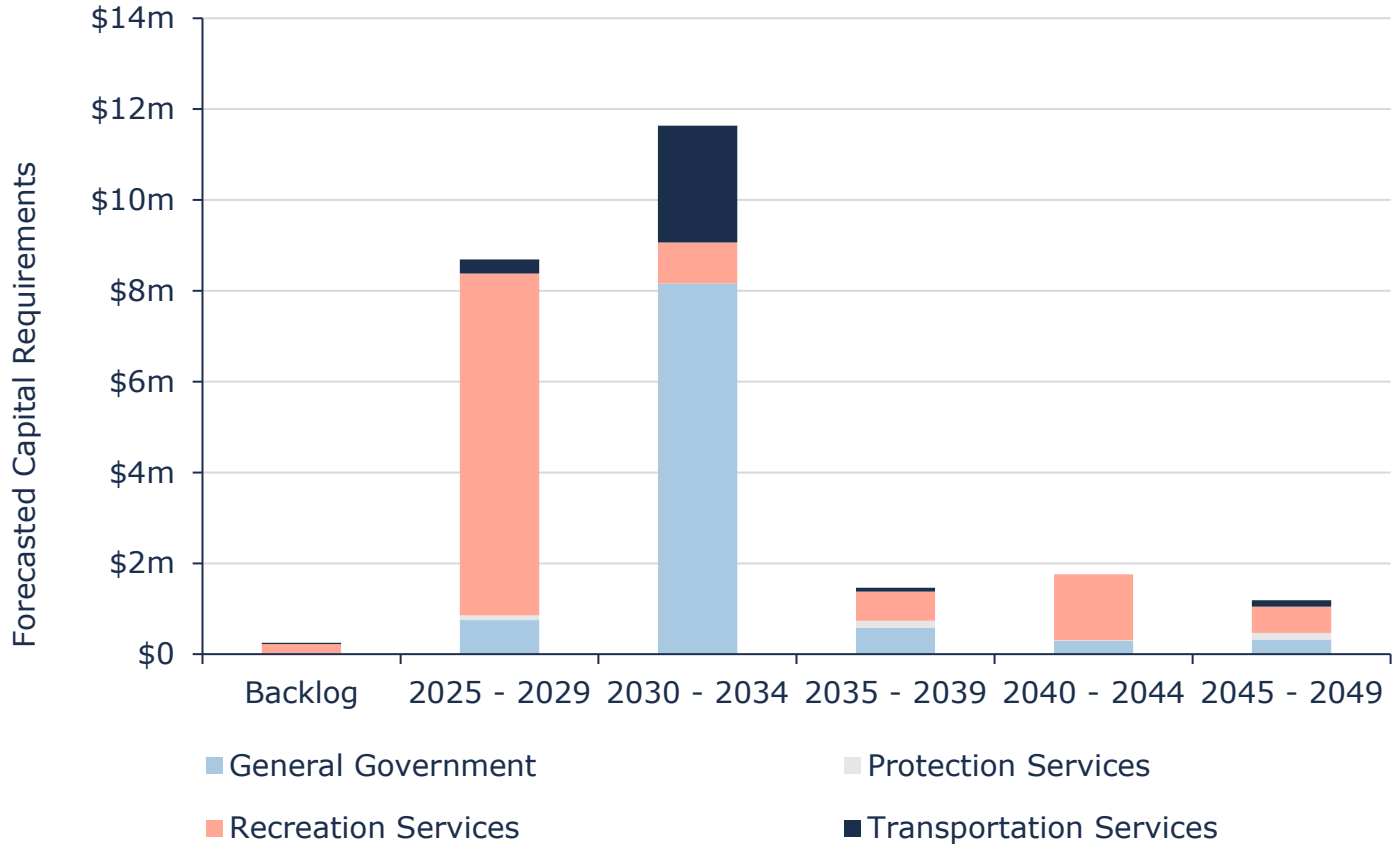


Figure 45 illustrates the cyclical short-, medium- and long-term infrastructure replacement requirements for the Town's buildings portfolio, until 2049. The Town's average annual requirement is $1 million per year for all facilities (full lifecycle).[36] Although actual spending may fluctuate substantially from year to year, this figure is a useful benchmark value for annual capital expenditure targets (or allocations to reserves) to ensure projects are not deferred and replacement needs are met as they arise.

While the average annual requirement is $1 million per year, from 2025-2034, the average annual requirement is $2 million a year, and $999 thousand from 2025-2049. These projections are based on asset replacement costs, age analysis, condition data, and anticipated capital expenditure (10-year window), when available. They are designed to provide a long-term, portfolio-level overview of capital needs and should be used to support improved financial planning over several decades.

[36] $1 million per year (AACR). $999,000 thousand per year from 2025-2049. See 1.3

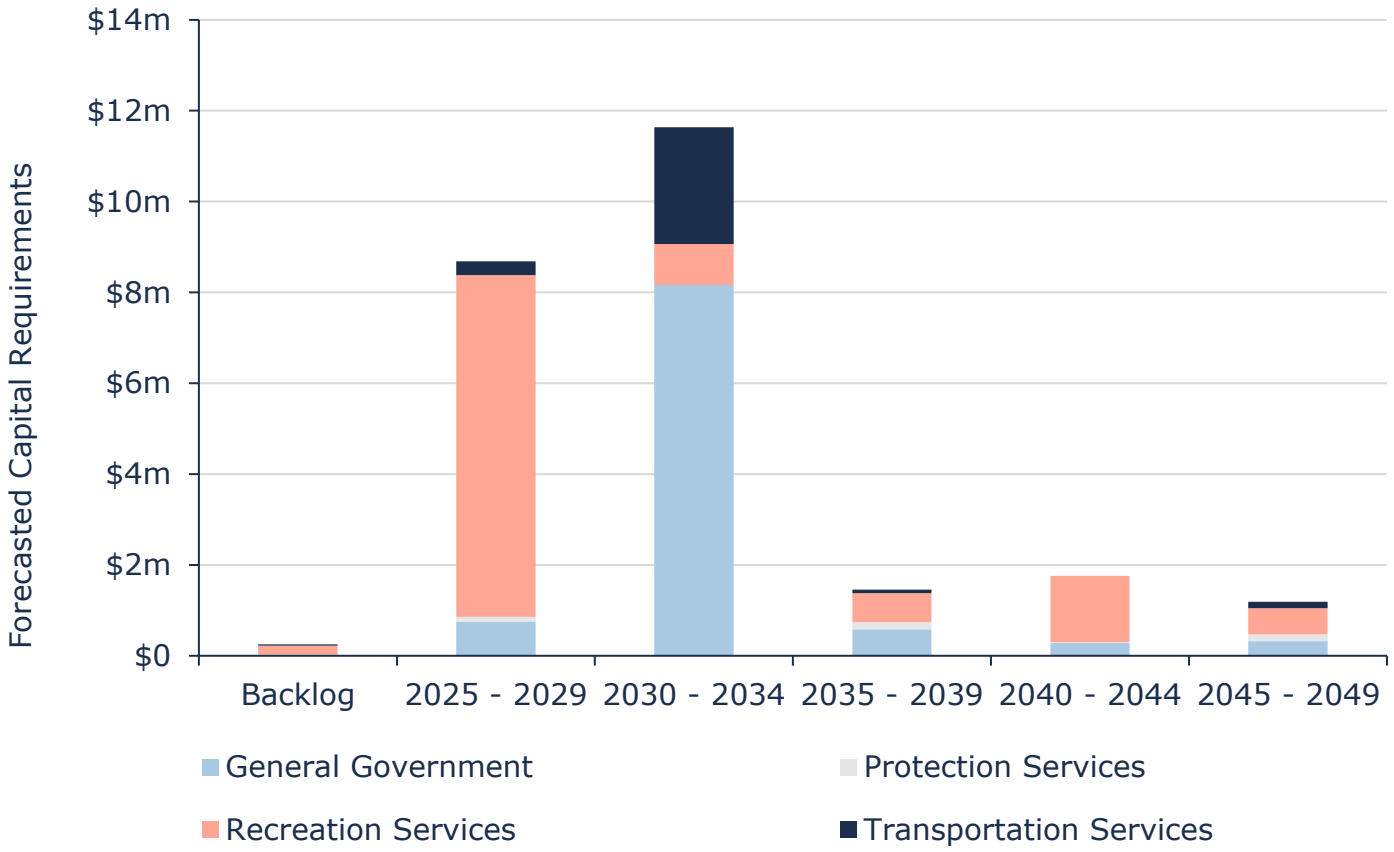


Figure 45 Forecasted Capital Replacement Needs Facilities 2025-2049

A detailed 10-year capital replacement forecast can be found in Appendix B – 10-Year Capital Requirements.

8.6 Risk Analysis

The risk matrix below is generated using available asset data, including service life remaining, replacement costs, and building department. The risk ratings for assets without useful attribute data were calculated using only age, service life remaining, and their replacement costs.

The matrix classifies assets based on their individual probability and consequence of failure, each scored from 1 to 5. Their product generates a risk index ranging from 1-25. Assets with the highest criticality and likelihood of failure receive a risk rating of 25; those with lowest probability of failure and lowest criticality carry a risk rating of 1. As new data and information is gathered, the Town may consider integrating relevant information that improves confidence in the criteria used to assess asset risk and criticality.

These risk models have been built into the Town's Asset Management Database (Citywide Assets). See *Risk & Criticality* section for further details on approach used to determine asset risk ratings and classifications.

1 - 4 Very Low	5 - 7 Low	8 - 9 Moderate	10 - 14 High	15 - 25 Very High

$12,839,401 (14%)	$1,513,135 (2%)	$13,630,428 (15%)	$10,231,188 (11%)	$55,428,449 (59%)

Figure 46 Risk Matrix: Facilities

8.7 Levels of Service

The tables that follow summarize the Town's current levels of service. There are no specifically prescribed KPIs under Ontario Regulation 588/17 for non-core assets, therefore the KPIs below represent performance measures that the Town has selected for this AMP.

8.7.1 Community Levels of Service

Service Attribute	Qualitative Description	Current LOS (2024)
Scope	Description, which may include maps of the types of facilities that the town operates and maintains	See 8.1

Table 29 Community Levels of Service: Facilities

8.7.2 Technical Levels of Service

Service Attribute	Technical Metric	Current LOS (2024)
Quality	Average condition rating of buildings	Fair (46%)

Table 30 Technical Levels of Service: Facilities

8.8 Proposed Levels of Service

As per O. Reg. 588/17, by July 1, 2025, municipalities are required to consider proposed levels of service (PLOS), discuss the associated risks and long-term sustainability of these service levels, and explain the Town's ability to afford the PLOS.

Proposed levels of service reflect the municipality's commitment to delivering reliable, cost-effective, and sustainable services. These projected levels were developed through a comprehensive analysis of several key factors:

- Current service performance, based on historical data and condition assessments;
- Planned capital and operational activities within the 10-year planning horizon; and
- Available financial resources, including funding strategies and lifecycle costing

LOS Metric	Current KPI	Proposed KPI (2034)	Growth	Achievability & Affordability
Average condition rating	Fair 46	Good 78	Refer to section 12.	Refer to section 13.
Average risk rating[37]	High 13.54	Low 7.13		

Table 31 O. Reg. 588/17 Proposed LOS: Facilities

The Town has analyzed various scenarios for the purpose of selecting its proposed levels of service, over the 10-year planning horizon, as required by O.Reg. 588/17. These scenarios are described below:

Scenario 1 (selected): projected condition of the Town's assets, based on projected capital expenditure for the next ten years. This scenario maps projected capital needs to the Town's asset register using known asset conditions, lifecycle data, and strategic planning assumptions. Forecasts are refined through:

- consideration of Town strategic priorities and growth plans
- use of the best available data (condition assessments)
- proactive risk-based decision-making

Scenario 2: maintain current funding levels. This scenario assumes current capital funding continues without increases, regardless of projected needs or condition deterioration. Investment is constrained to historical budget envelopes. Condition is then projected using the Town's asset register, Citywide.

[37] See *Risk & Criticality*

Scenario 3: End-of-Life (EOL) Replacement. This scenario assumes assets are replaced strictly upon reaching the end of their useful life or upon failure.

The table below outlines the results for each scenario for facilities.

Scenarios	Replacement Cost	Projected Condition (2034)	Annual Capital Reinvestment
Scenario 1 (selected) – projected lifecycle activities	$93,643,000	78	$1,001,000
Scenario 2 – maintain current funding levels		41	$1,267,000
Scenario 3 – end-of-life replacement		71	$1,506,000

9. Land Improvements

9.1 Inventory & Valuation

Table 32 summarizes the quantity and current replacement cost of all land improvements assets available in the Town's asset register.

Segment	Quantity	Unit of Measure	Replacement Cost	Primary RC Method
Cemetery	6	Quantity	$179,228	CPI
Lighting & Signage	104	Quantity	$1,171,739	CPI
Park Equipment & Structures	40	Quantity	$2,144,101	CPI
Parking Lots	6	Quantity	$241,320	CPI
TOTAL			**$3,736,388**	

Table 32 Detailed Asset Inventory: Land Improvements

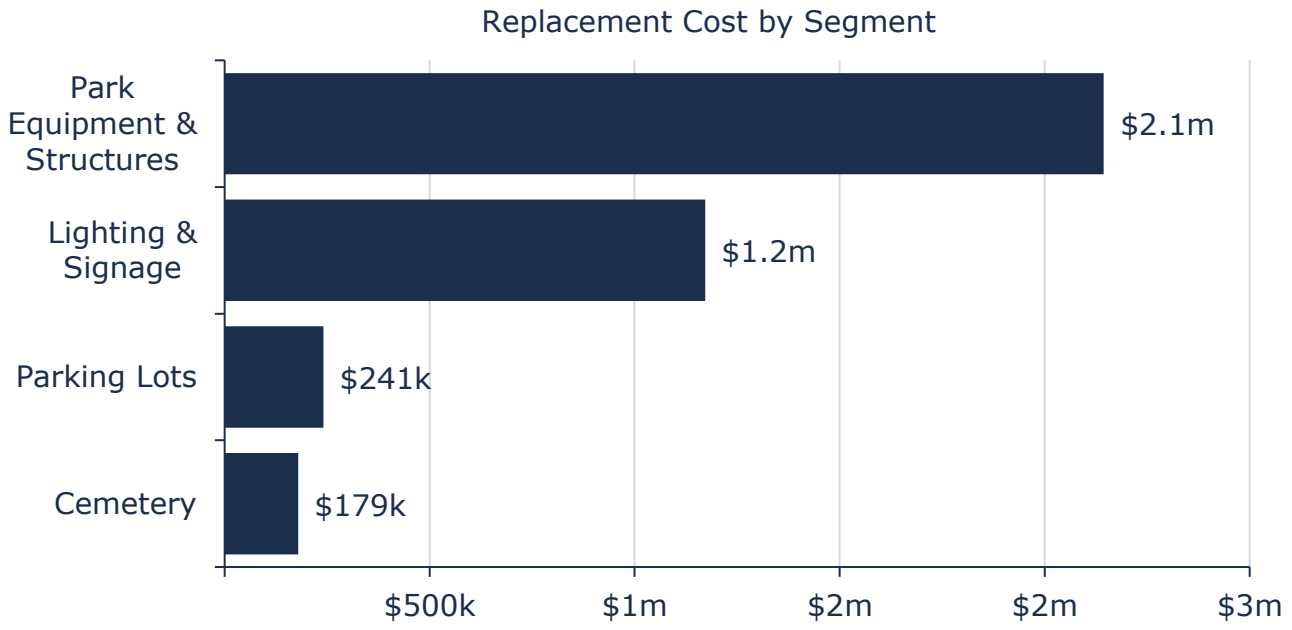


Figure 47 Portfolio Valuation: Land Improvements

9.2 Asset Condition

Figure 48 summarizes the replacement cost-weighted condition of the Municipality's land improvement portfolio. Based on a combination of field inspection data and age, 73% of assets are in fair or better condition, the remaining 27% are in poor or worse condition. These assets may be candidates for replacement in the short term; similarly, assets in fair condition may require rehabilitation or replacement in the medium term and should be monitored for further degradation in condition.

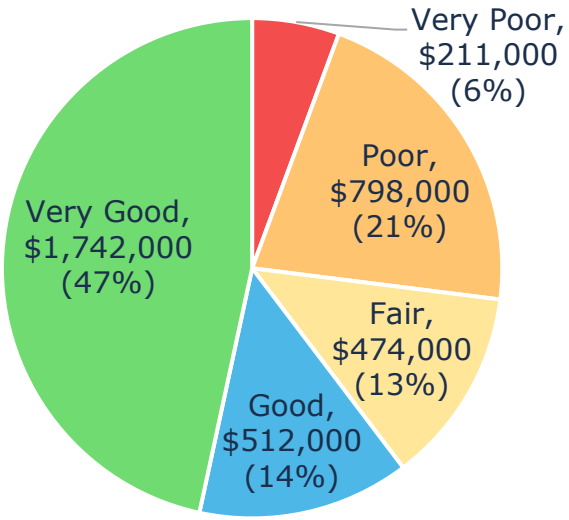


Figure 48 Asset Condition: Land Improvements Overall

Figure 49 summarizes the age-based condition of land improvements by each asset type. Assets in poor or worse condition are primarily concentrated in lightning & signage and park equipment & structures.

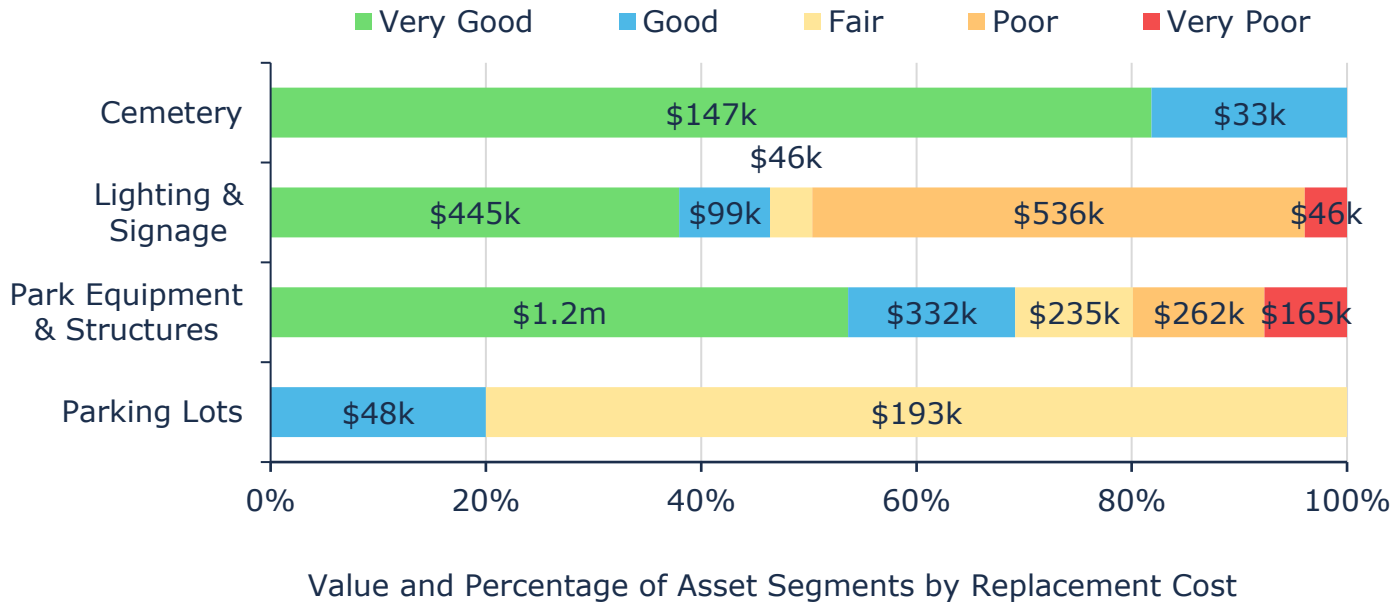


Figure 49 Asset Condition: Land Improvements by Segment

9.3 Age Profile

An asset's age profile comprises two key values: estimated useful life (EUL), or design life; and the percentage of EUL consumed. The EUL is the serviceable lifespan of an asset during which it can continue to fulfil its intended purpose and provide value to users, safely and efficiently. As assets age, their performance diminishes, often more rapidly as they approach the end of their design life.

In conjunction with condition data, an asset's age profile provides a more complete summary of the state of infrastructure. It can help identify assets that may be candidates for further review through condition assessment programs; inform the selection of optimal lifecycle strategies; and improve planning for potential replacement spikes.

Figure 50 illustrates the average current age of each asset type and its estimated useful life. Both values are weighted by the replacement cost of individual assets.

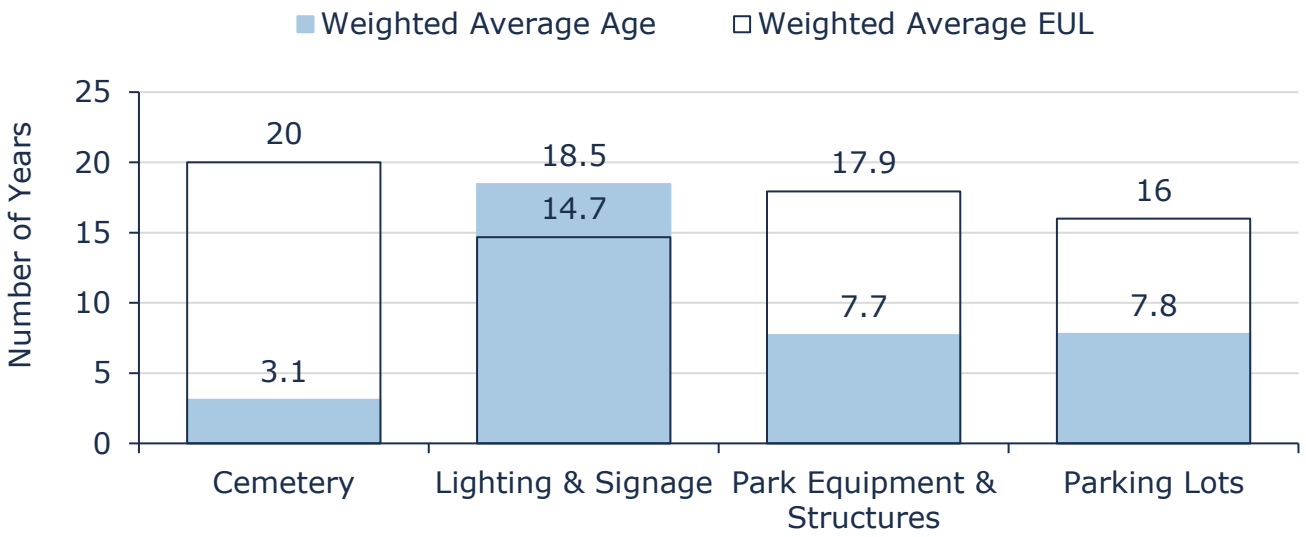


Figure 50 Estimated Useful Life vs. Asset Age: Land Improvements

Age analysis reveals that, on average, Lighting & Signage assets are the most aged, with an average age of 18.5 years—exceeding their expected useful life of 14.7 years, indicating they are overdue for replacement. Cemetery assets are the newest at 3.1 years. Park Equipment & Structures and Parking Lots are mid-life, with average ages around 7.7 to 7.8 years, representing roughly 45% to 50% of their expected life.

9.4 Current Approach to Lifecycle Management

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.

Table 33 outlines the Town's current lifecycle management strategy.

Activity Type	Description of Current Strategy
Maintenance, Rehabilitation & Replacement	The Land Improvements asset category includes several unique asset types and lifecycle requirements are dealt with on a case-by-case basis. Play structures are inspected regularly for compliance and many are slotted for replacement in the Town's Long Range Capital Forecast (LRCF).

Table 33 Lifecycle Management Strategy: Land Improvements

9.5 Forecasted Long-Term Replacement Needs

Figure 51 illustrates the cyclical short-, medium- and long-term infrastructure replacement requirements for the Town's land improvements portfolio, until 2049. The Town's average annual requirement is $467,000 per year for all land improvements (full lifecycle).[38] Although actual spending may fluctuate substantially from year to year, this figure is a useful benchmark value for annual capital expenditure targets (or allocations to reserves) to ensure projects are not deferred and replacement needs are met as they arise.

While the average annual requirement is $467,000 per year, from 2025-2034, the average annual requirement is $614,000, and $395,000 from 2025-2049. These projections are based on asset replacement costs, age analysis, condition data, and anticipated capital expenditure (10-year window), when available. They are designed to provide a long-term, portfolio-level overview of capital needs and should be used to support improved financial planning over several decades.

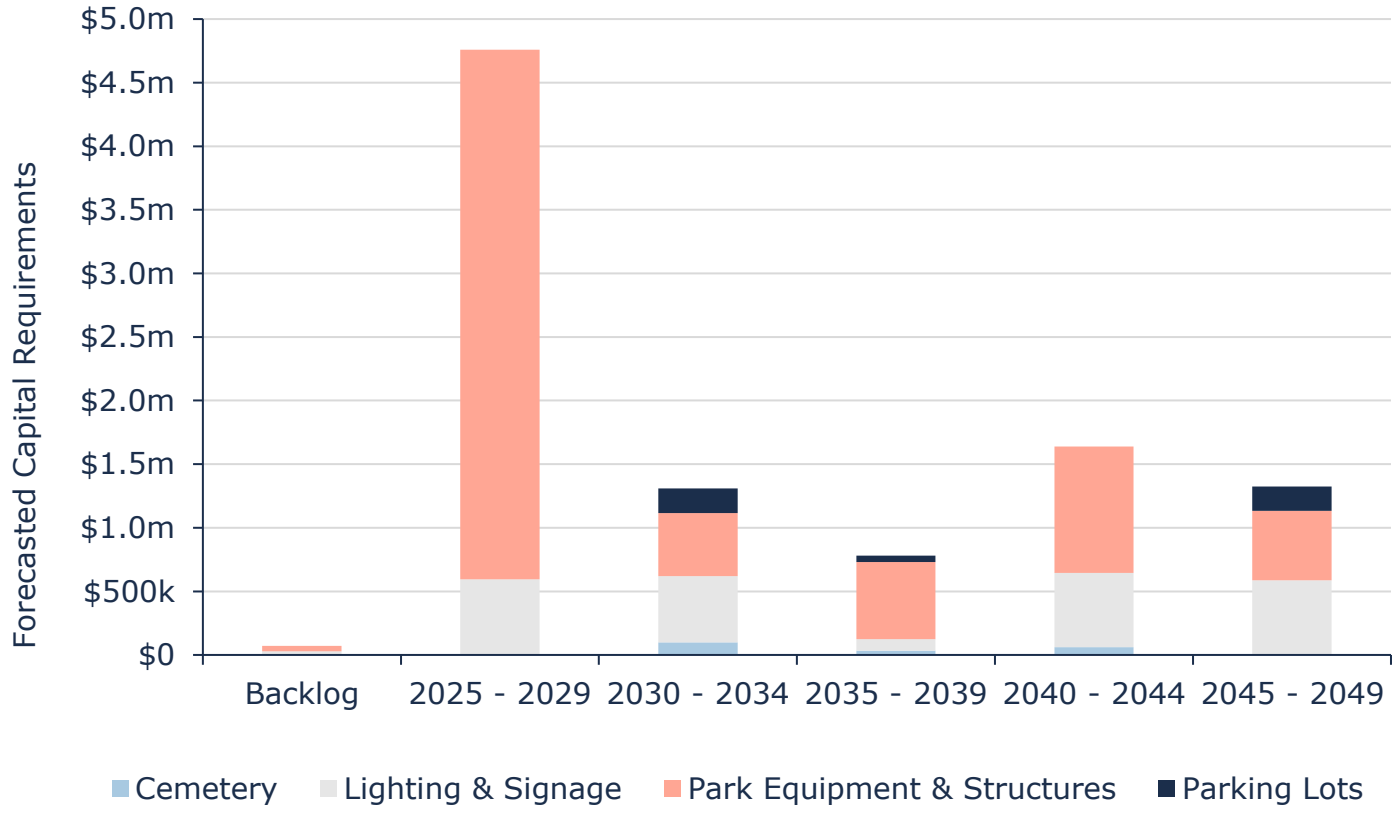


Figure 51 Forecasted Capital Replacement Needs: Land Improvements 2025-2049

A detailed 10-year capital replacement forecast can be found in Appendix B – 10-Year Capital Requirements.

[38] $467,000 per year (AACR). $395,000 from 2025-2049. See 1.3

9.6 Risk Analysis

The risk matrix below is generated using available asset data, including condition, service life remaining, and replacement costs. The risk ratings for assets without useful attribute data were calculated using only condition, service life remaining, and their replacement costs.

The matrix stratifies assets based on their individual probability and consequence of failure, each scored from 1 to 5. Their product generates a risk index ranging from 1-25. Assets with the highest criticality and likelihood of failure receive a risk rating of 25; those with lowest probability of failure and lowest criticality carry a risk rating of 1. As new data and information is gathered, the Town may consider integrating relevant information that improves confidence in the criteria used to assess asset risk and criticality.

These risk models have been built into the Town's Asset Management Database (Citywide Assets). See *Risk & Criticality* section for further details on approach used to determine asset risk ratings and classifications.

1 - 4 **Very Low** $2,637,428 (71%)	**5 - 7** **Low** $346,270 (9%)	**8 - 9** **Moderate** $199,579 (5%)	**10 - 14** **High** $57,671 (2%)	**15 - 25** **Very High** $495,440 (13%)

Figure 52 Risk Matrix: Land Improvements

9.7 Levels of Service

The tables that follow summarize the Town's current levels of service. There are no specifically prescribed KPIs under Ontario Regulation 588/17 for non-core assets, therefore the KPIs below represent performance measures that the Town has selected for this AMP.

9.7.1 Community Levels of Service

Service Attribute	Qualitative Description	Current LOS (2024)
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 (Columbaria)

Table 34 Community Levels of Service: Land Improvements

9.7.2 Technical Levels of Service

Service Attribute	Technical Metric	Current LOS (2024)
Quality	Average condition rating of Land Improvements (e.g. very good, good, fair, poor, very poor)	Good (66%)

Table 35 Technical Levels of Service: Land Improvements

9.8 Proposed Levels of Service

As per O. Reg. 588/17, by July 1, 2025, municipalities are required to consider proposed levels of service (PLOS), discuss the associated risks and long-term sustainability of these service levels, and explain the Town's ability to afford the PLOS.

Proposed levels of service reflect the municipality's commitment to delivering reliable, cost-effective, and sustainable services. These projected levels were developed through a comprehensive analysis of several key factors:

- Current service performance, based on historical data and condition assessments;
- Planned capital and operational activities within the 10-year planning horizon; and
- Available financial resources, including funding strategies and lifecycle costing

LOS Metric	Current KPI	Proposed KPI (2034)	Growth	Achievability & Affordability
Average condition rating	Good 68	Fair 57	Refer to section 12.	Refer to section 13.
Average risk rating[39]	Low 4.8	Low 4.81		

Table 36 O. Reg. 588/17 Proposed LOS: Land Improvements

The Town has analyzed various scenarios for the purpose of selecting its proposed levels of service, over the 10-year planning horizon, as required by O.Reg. 588/17. These scenarios are described below:

Scenario 1 (selected): projected condition of the Town's assets, based on projected capital expenditure for the next ten years. This scenario maps projected capital needs to the Town's asset register using known asset conditions, lifecycle data, and strategic planning assumptions. Forecasts are refined through:

- consideration of Town strategic priorities and growth plans
- use of the best available data (condition assessments)
- proactive risk-based decision-making

Scenario 2: maintain current funding levels. This scenario assumes current capital funding continues without increases, regardless of projected needs or condition deterioration. Investment is constrained to historical budget envelopes. Condition is then projected using the Town's asset register, Citywide.

Scenario 3: End-of-Life (EOL) Replacement. This scenario assumes assets are replaced strictly upon reaching the end of their useful life or upon failure.

[39] See *Risk & Criticality*

The table below outlines the results for each scenario for land improvements.

Scenarios	Replacement Cost	Projected Condition (2034)	Annual Capital Reinvestment
Scenario 1 (selected) – projected lifecycle activities	$3,736,388	57[40]	$467,000
Scenario 2 – maintain current funding levels		56	$273,000
Scenario 3 – end-of-life replacement		57	$237,000

[40] While the average annual requirements are higher for the Town during the 10-year horizon, scenario 1 ensures that the condition of land improvements *remain* in good condition during beyond 2034.

10. Vehicles

10.1 Inventory & Valuation

Table 37 summarizes the quantity and current replacement cost of all vehicle assets available in the Town's asset register.

Segment	Quantity	Unit of Measure	Replacement Cost[41]	Primary RC Method
Environmental Services	5	Quantity	$275,000	User-defined
Protection Services	7	Quantity	$3,132,692	User-defined
Recreation Services	3	Quantity	$206,940	User-defined
Transportation Services	8	Quantity	$1,273,900	User-defined
TOTAL			**$4,888,532**	

Table 37 Detailed Asset Inventory: Vehicles

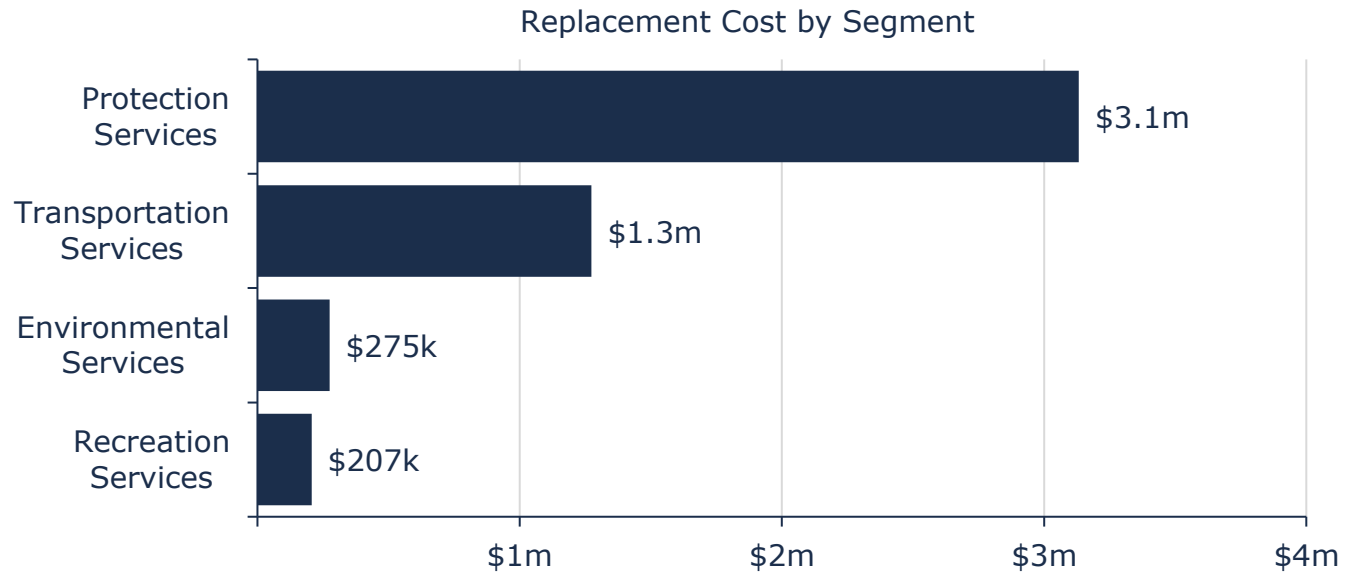


Figure 53 Portfolio Valuation: Vehicles

[41] Values are and will continue to be manually updated in the Town's asset register to reflect current market rates. This is done every 1.5-2 years

10.2 Asset Condition

Figure 54 summarizes the replacement cost-weighted condition of the Town's vehicles portfolio. Based primarily on age-based data, 87% of vehicles are in fair or better condition, with the remaining 13% in poor or worse condition. These assets may be candidates for replacement in the short term; similarly, assets in fair condition may require rehabilitation or replacement in the medium term and should be monitored for further degradation in condition. It should be noted that Town vehicles are on a 10-year-old lifecycle. In some cases, a vehicle is replaced, and the old vehicle is retained for a year to ensure no operational disruptions. This is most common with specialized vehicles like plow trucks.

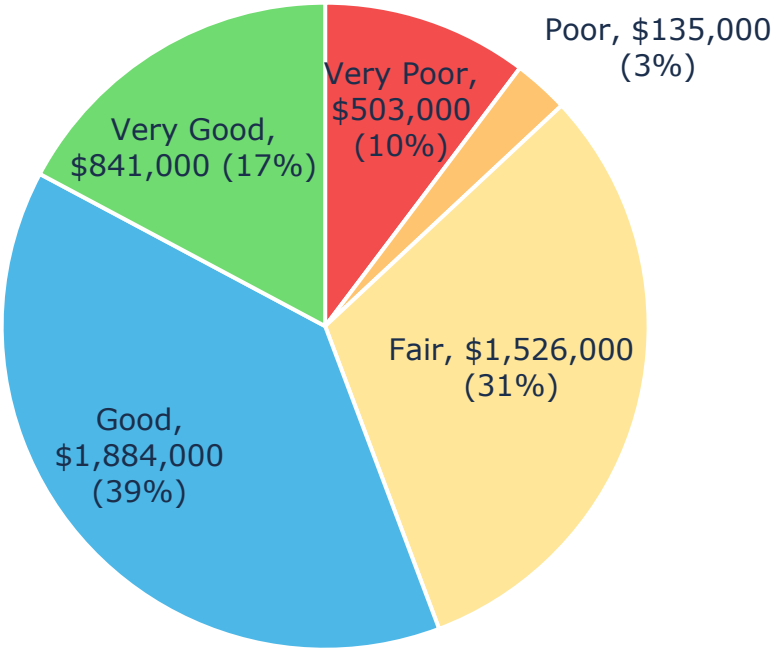
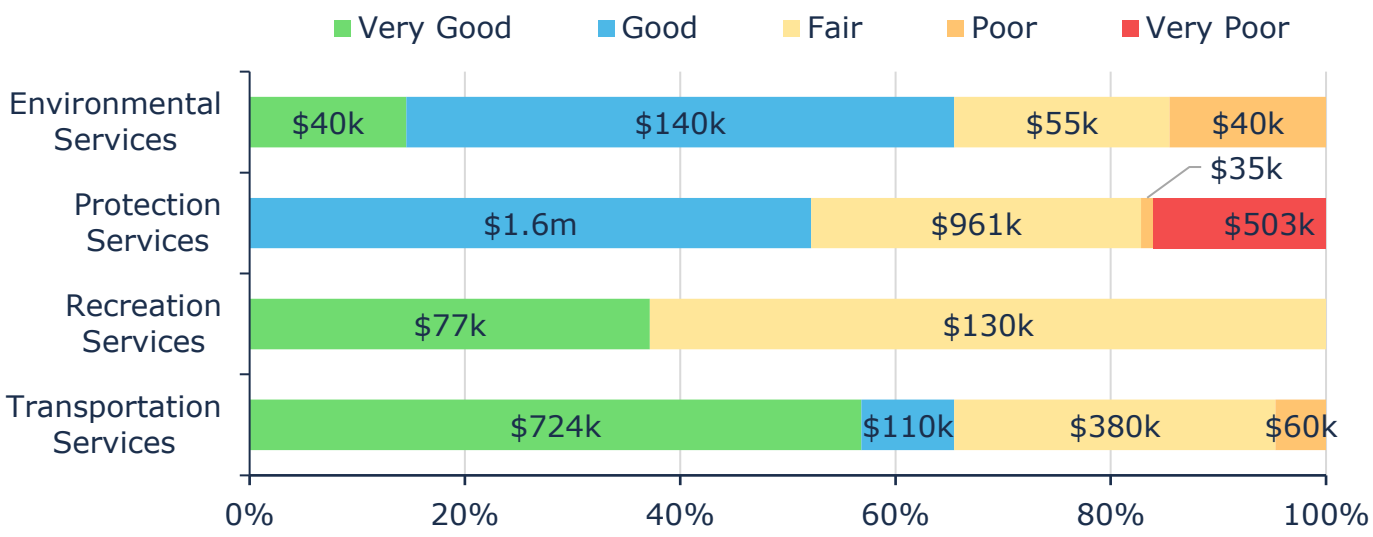


Figure 54 Asset Condition: Vehicles Overall

Figure 55 summarizes the condition of vehicles by each department. Vehicles across all asset segments are in fair or better condition. Notably, while there are assets within protection services in poor or worse condition, they are scheduled for replacement in the coming years. Consequently, this will have a positive impact on the overall condition rating of protection services vehicles. The Town should continue to proactively update its asset register on a regular basis to ensure that conditions and scheduled capital replacement events of critical assets, are as accurate as possible.



Value and Percentage of Asset Segments by Replacement Cost

Figure 55 Asset Condition: Vehicles by Segment

10.3 Age Profile

An asset's age profile comprises two key values: estimated useful life (EUL), or design life; and the percentage of EUL consumed. The EUL is the serviceable lifespan of an asset during which it can continue to fulfil its intended purpose and provide value to users, safely and efficiently. As assets age, their performance diminishes, often more rapidly as they approach the end of their design life.

In conjunction with condition data, an asset's age profile provides a more complete summary of the state of infrastructure. It can help identify assets that may be candidates for further review through condition assessment programs; inform the selection of optimal lifecycle strategies; and improve planning for potential replacement spikes.

Figure 56 illustrates the average current age of each asset type and its estimated useful life. Both values are weighted by the replacement cost of individual assets.

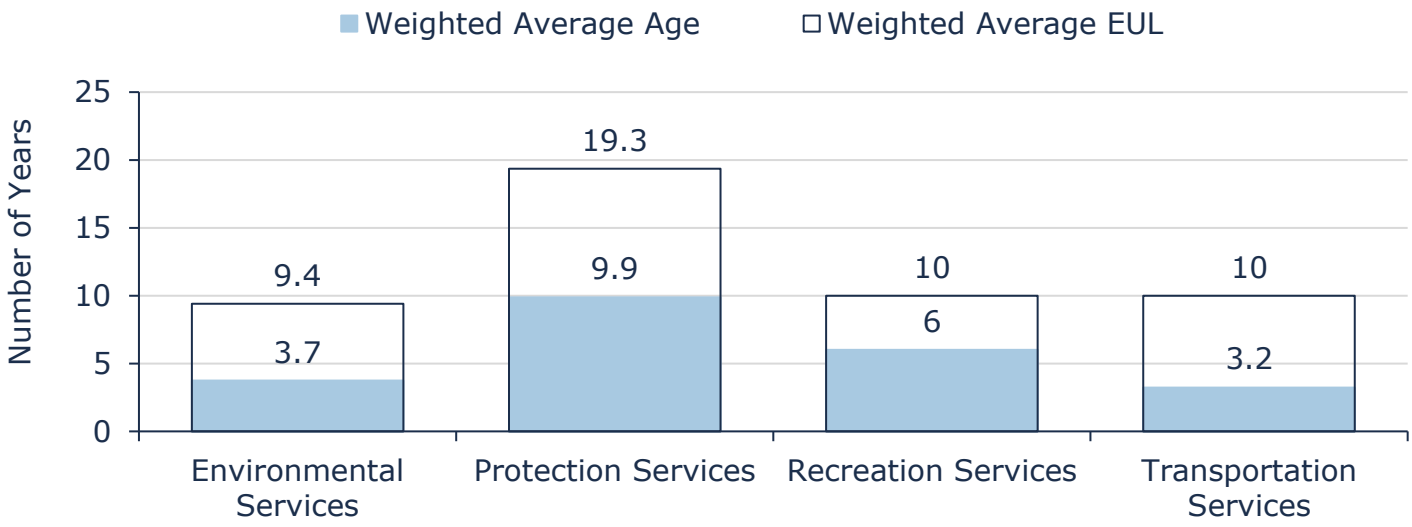


Figure 56 Estimated Useful Life vs. Asset Age: Vehicles

Age analysis reveals that, on average, vehicles across all service areas remain within their expected useful life. Recreation Services vehicles are the most aged, with 60% of their useful life consumed, followed by Protection Services at just over 50%. In contrast, Transportation and Environmental Services fleets are in the early stages of their lifecycle.

10.4 Current Approach to Lifecycle Management

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 the public, 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 are inspected monthly.
	Certification and inspections are completed annually on applicable vehicles.
	Annual preventative maintenance activities include system components check and additional detailed inspections.
Replacement	Vehicle replacements are based on the Town's Capital Asset Policy (TCA).
	Vehicle age, kilometers, and annual repair costs are taken into consideration when determining appropriate treatment options. After exploring alternative options, it has been established that a 10-year lifecycle for vehicles provides the best balance between reliability and costs.

Table 38 Lifecycle Management Strategy: Vehicles

10.5 Forecasted Long-Term Replacement Needs

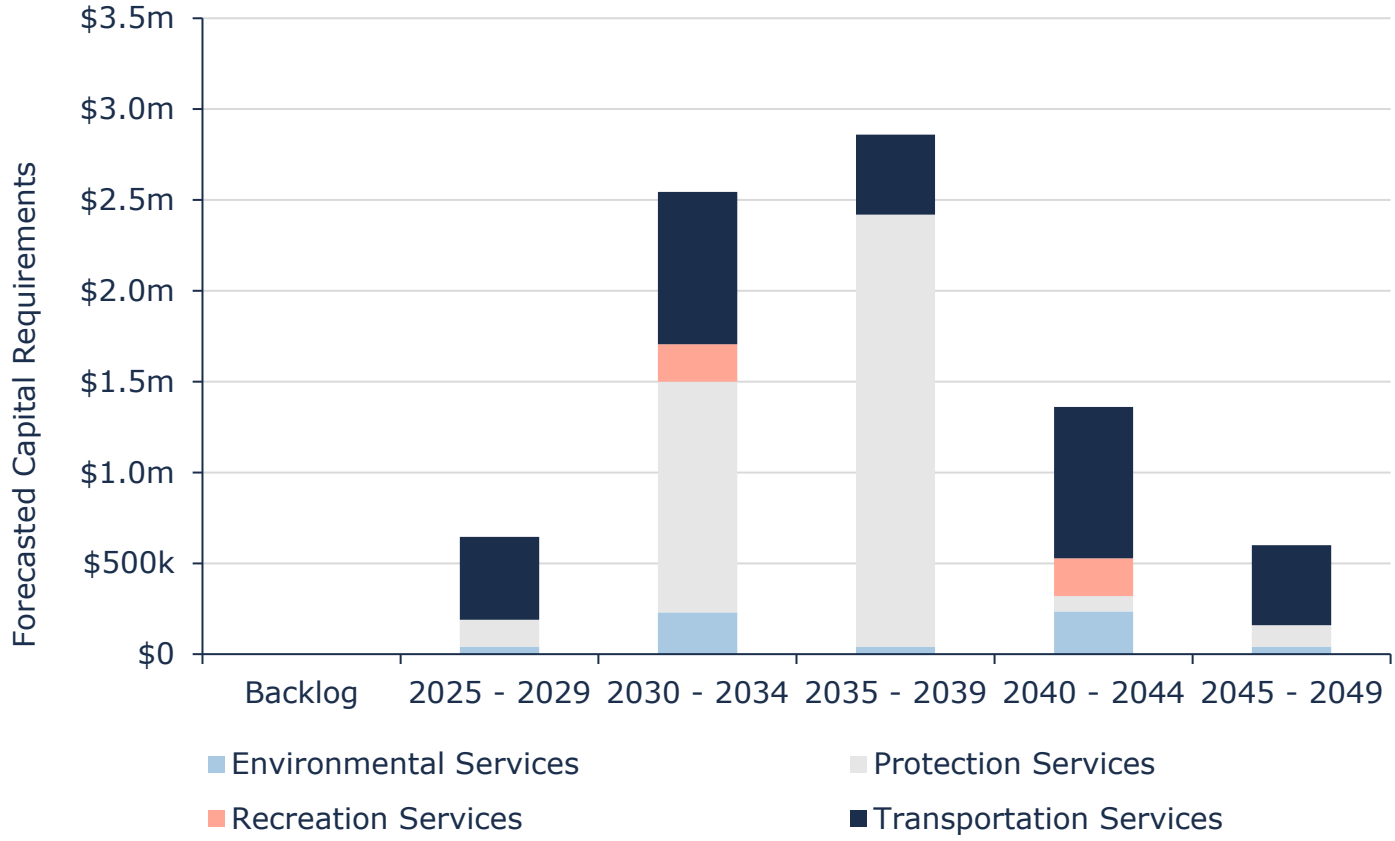


Figure 57 illustrates the cyclical short-, medium- and long-term infrastructure replacement requirements for the Town's vehicles portfolio, until 2049. The Town's average annual requirement is $372,000 per year for all vehicle assets (full lifecycle).[42] Although actual spending may fluctuate substantially from year to year, this figure is a useful benchmark value for annual capital expenditure targets (or allocations to reserves) to ensure projects are not deferred and replacement needs are met as they arise.

While the average annual requirement for vehicles is $372,000 per year, from 2025-2034, the average annual requirement is $319,000 per year, and $320,000 from 2025-2049. These projections are based on asset replacement costs, age analysis, condition data, and anticipated capital expenditure (10-year window), when available. They are designed to provide a long-term, portfolio-level overview of capital needs and should be used to support improved financial planning over several decades.

[42] $372,000 per year (AACR). $320,000 from 2025-2049 See 1.3

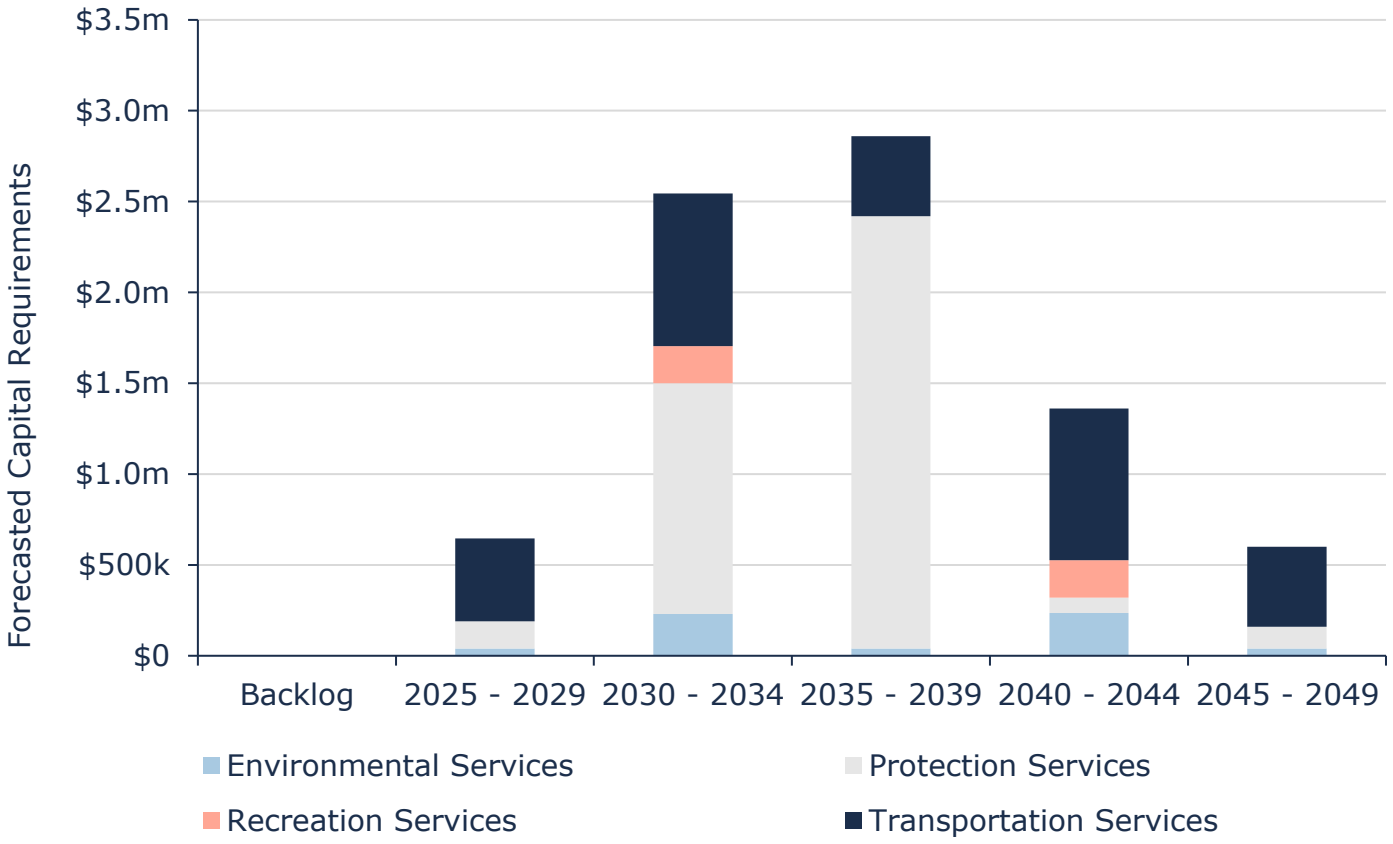


Figure 57 Forecasted Capital Replacement Needs: Vehicles 2025-2049

A detailed 10-year capital replacement forecast can be found in Appendix B – 10-Year Capital Requirements.

10.6 Risk Analysis

The risk matrix below is generated using available asset data, including condition, service life remaining, replacement costs, and department or service area. The risk ratings for assets without useful attribute data were calculated using only condition, service life remaining, and their replacement costs.

The matrix stratifies assets based on their individual probability and consequence of failure, each scored from 1 to 5. Their product generates a risk index ranging from 1-25. Assets with the highest criticality and likelihood of failure receive a risk rating of 25; those with lowest probability of failure and lowest criticality carry a risk rating of 1. As new data and information is gathered, the Municipality may consider integrating relevant information that improves confidence in the criteria used to assess asset risk and criticality.

These risk models have been built into the Town's Asset Management Database (Citywide Assets). See *Risk & Criticality* section for further details on approach used to determine asset risk ratings and classifications.

1 - 4	5 - 7	8 - 9	10 - 14	15 - 25
Very Low	**Low**	**Moderate**	**High**	**Very High**
$1,510,840	$310,000	$1,853,692	$796,000	$418,000
(31%)	(6%)	(38%)	(16%)	(9%)

Figure 58 Risk Matrix: Vehicles

10.7 Levels of Service

The tables that follow summarize the Town's current levels of service. There are no specifically prescribed KPIs under Ontario Regulation 588/17 for non-core assets, therefore the KPIs below represent performance measures that the Town has selected for this AMP.

10.7.1 Community Levels of Service

Service Attribute	Qualitative Description	Current LOS (2024)
Scope	Description or images of the types of vehicles owned by the Town	• General Vehicles • Pick-Up Trucks • Fire Trucks • Plow Trucks

Table 39 Community Levels of Service: Vehicles

10.7.2 Technical Levels of Service

Service Attribute	Technical Metric	Current LOS (2024)
Quality	Average condition rating of vehicles	Good (60%)

Table 40 Technical Levels of Service: Vehicles

10.8 Proposed Levels of Service

As per O. Reg. 588/17, by July 1, 2025, municipalities are required to consider proposed levels of service (PLOS), discuss the associated risks and long-term sustainability of these service levels, and explain the Town's ability to afford the PLOS.

Proposed levels of service reflect the municipality's commitment to delivering reliable, cost-effective, and sustainable services. These projected levels were developed through a comprehensive analysis of several key factors:

- Current service performance, based on historical data and condition assessments;
- Planned capital and operational activities within the 10-year planning horizon; and
- Available financial resources, including funding strategies and lifecycle costing

LOS Metric	Current KPI	Proposed KPI (2034)	Growth	Achievability & Affordability
Average condition rating	Good 60	Fair 46	Refer to section 12.	Refer to section 13.
Average risk rating[43]	Moderate 8.5	High 11.58[44]		

Table 41 O. Reg. 588/17 Proposed LOS: Vehicles

The Town has analyzed various scenarios for the purpose of selecting its proposed levels of service, over the 10-year planning horizon, as required by O.Reg. 588/17. These scenarios are described below:

Scenario 1 (selected): projected condition of the Town's assets, based on projected capital expenditure for the next ten years. This scenario maps projected capital needs to the Town's asset register using known asset conditions, lifecycle data, and strategic planning assumptions. Forecasts are refined through:

- consideration of Town strategic priorities and growth plans
- use of the best available data (condition assessments)
- proactive risk-based decision-making

Scenario 2: maintain current funding levels. This scenario assumes current capital funding continues without increases, regardless of projected needs or condition deterioration. Investment is constrained to historical budget envelopes. Condition is then projected using the Town's asset register, Citywide.

[43] See *Risk & Criticality*
[44] While vehicles are projected to be in acceptable condition (fair), the risk of ownership and delivering crucial services will slightly increase due to an aging fleet. However, the Town has a robust approach to lifecycle management (see 10.4) which mitigates various risk factors

Scenario 3: End-of-Life (EOL) Replacement. This scenario assumes assets are replaced strictly upon reaching the end of their useful life or upon failure.

The table below outlines the results for each scenario for vehicles.

Scenarios	Replacement Cost	Projected Condition (2034)	Annual Capital Reinvestment
Scenario 1 (selected) – projected lifecycle activities	$4,889,000	46	$372,000
Scenario 2 – maintain current funding levels		30	$199,000
Scenario 3 – end-of-life replacement		44	$342,000

11. Machinery & Equipment

11.1 Inventory & Valuation

Table 42 summarizes the quantity and current replacement cost of all machinery & equipment available in the Town's asset register.

Segment	Quantity	Unit of Measure	Replacement Cost	Primary RC Method
General Government	7	Quantity	$466,349	CPI
Protection Services	8	Quantity	$510,387	CPI
Recreation Services	14	Quantity	$705,504	CPI
Transportation Services	18	Quantity	$2,003,070	CPI
TOTAL			**$3,685,311**	

Table 42 Detailed Asset Inventory: Machinery & Equipment

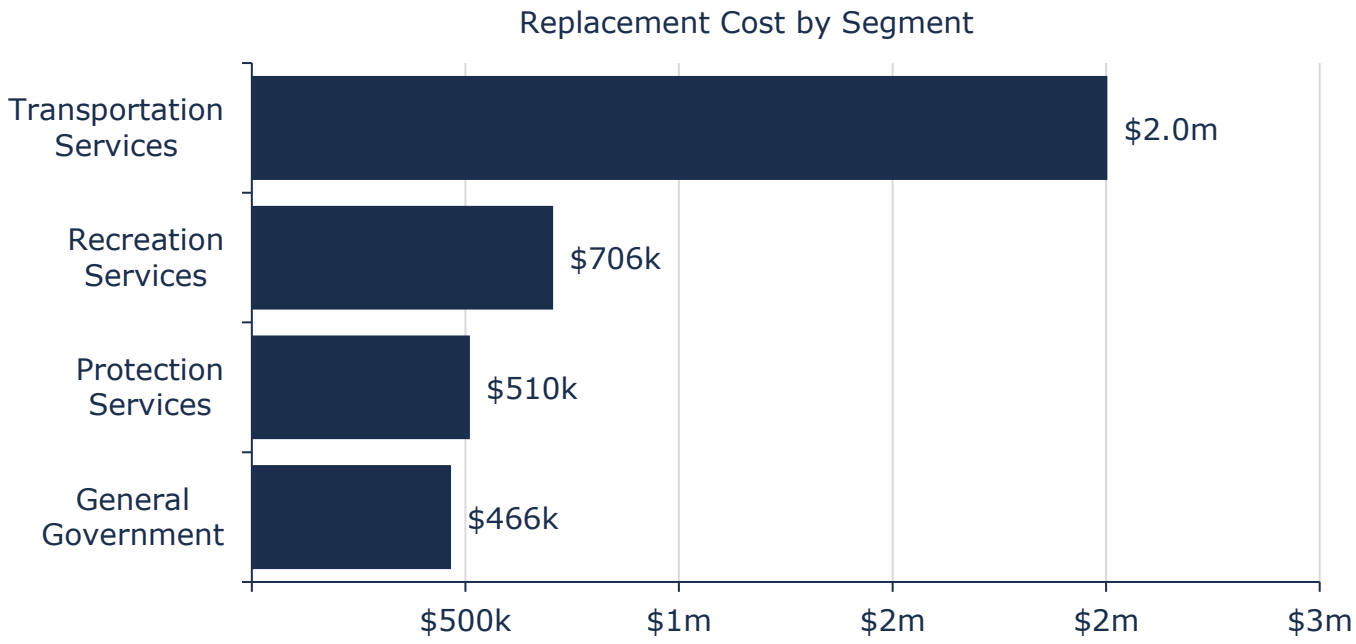


Figure 59 Portfolio Valuation: Machinery & Equipment

11.2 Asset Condition

Figure 60 summarizes the replacement cost-weighted condition of the Town's machinery and equipment portfolio. Based on a combination of assessed conditions and age data, 63% of assets are in fair or better condition; the remaining 37% are in poor or worse condition. These assets may be candidates for replacement in the short term; similarly, assets in fair condition may require rehabilitation or replacement in the medium term and should be monitored for further degradation in condition.

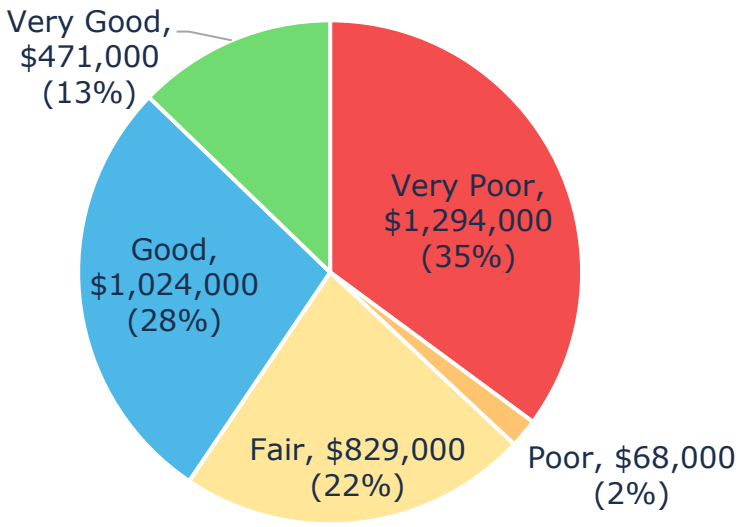


Figure 60 Asset Condition: Machinery & Equipment Overall

Figure 61 summarizes the age-based condition of machinery & equipment by each department. While numerous segments have assets in poor or worse condition, it is worth noting that the Town is in the process of ensuring that its machinery and equipment assets are in sufficient condition. Over the next 10 years (2034), the overall condition of the Town's machinery & equipment assets will increase from 48 to 58.[45] Crucial assets, particularly those belonging to protection services, will increase substantially, from 27 to 60, demonstrating the Town's commitment to ensuring critical assets are kept in good working order.

[45] See 11.8

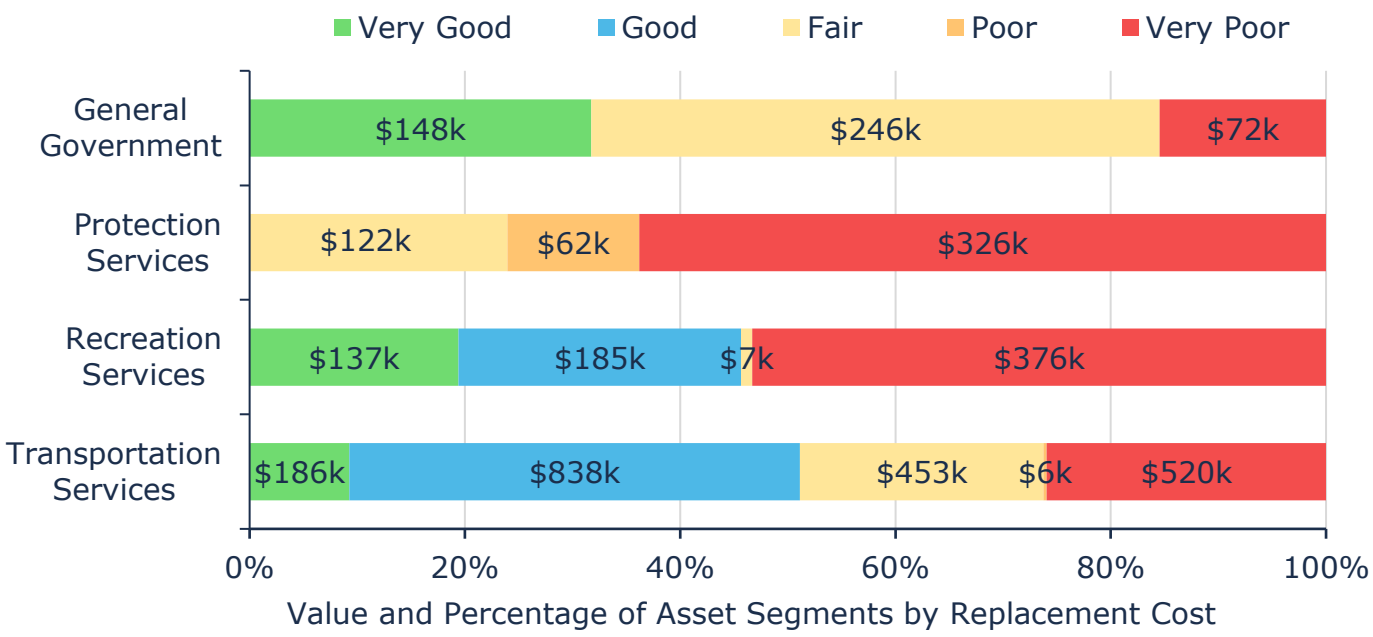


Figure 61 Asset Condition: Machinery & Equipment by Segment

11.3 Age Profile

An asset's age profile comprises two key values: estimated useful life (EUL), or design life; and the percentage of EUL consumed. The EUL is the serviceable lifespan of an asset during which it can continue to fulfil its intended purpose and provide value to users, safely and efficiently. As assets age, their performance diminishes, often more rapidly as they approach the end of their design life.

In conjunction with condition data, an asset's age profile provides a more complete summary of the state of infrastructure. It can help identify assets that may be candidates for further review through condition assessment programs; inform the selection of optimal lifecycle strategies; and improve planning for potential replacement spikes.

Figure 62 illustrates the average current age of each asset type and its estimated useful life. Both values are weighted by the replacement cost of individual assets.

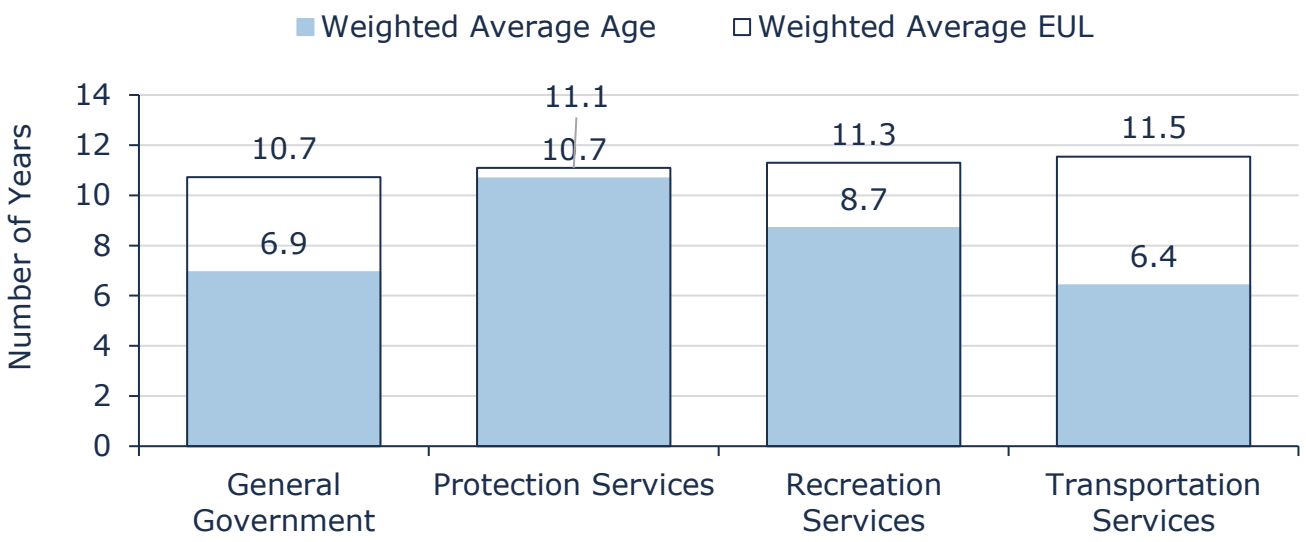


Figure 62 Estimated Useful Life vs. Asset Age: Machinery & Equipment

Age analysis reveals that, on average, protection services assets are nearing the end of their expected useful life, while recreation services are also approaching late life. General government and transportation services assets remain in mid-life condition, with moderate remaining service capacity.

11.4 Current Approach to Lifecycle Management

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 the required tasks. Most construction and mowing equipment have 10-year EULs, and IT items have 5-year EULs.

Table 43 Lifecycle Management Strategy: Machinery & Equipment

11.5 Forecasted Long-Term Replacement Needs

Figure 63 illustrates the cyclical short-, medium- and long-term infrastructure replacement requirements for the Town's machinery and equipment portfolio, until 2049. The Town's average annual requirement is $339,000 per year for all machinery and equipment assets (full lifecycle).[46] Although actual spending may fluctuate substantially from year to year, this figure is a useful benchmark value for annual capital expenditure targets (or allocations to reserves) to ensure projects are not deferred and replacement needs are met as they arise.

While the average annual requirement for machinery & equipment is $339,000 per year, from 2025-2034, the average annual requirement is $373,000, and $345,000 from 2025-2049. These projections are based on asset replacement costs, age analysis, condition data, and anticipated capital expenditure (10-year window), when available. They are designed to provide a long-term, portfolio-level overview of capital needs and should be used to support improved financial planning over several decades.

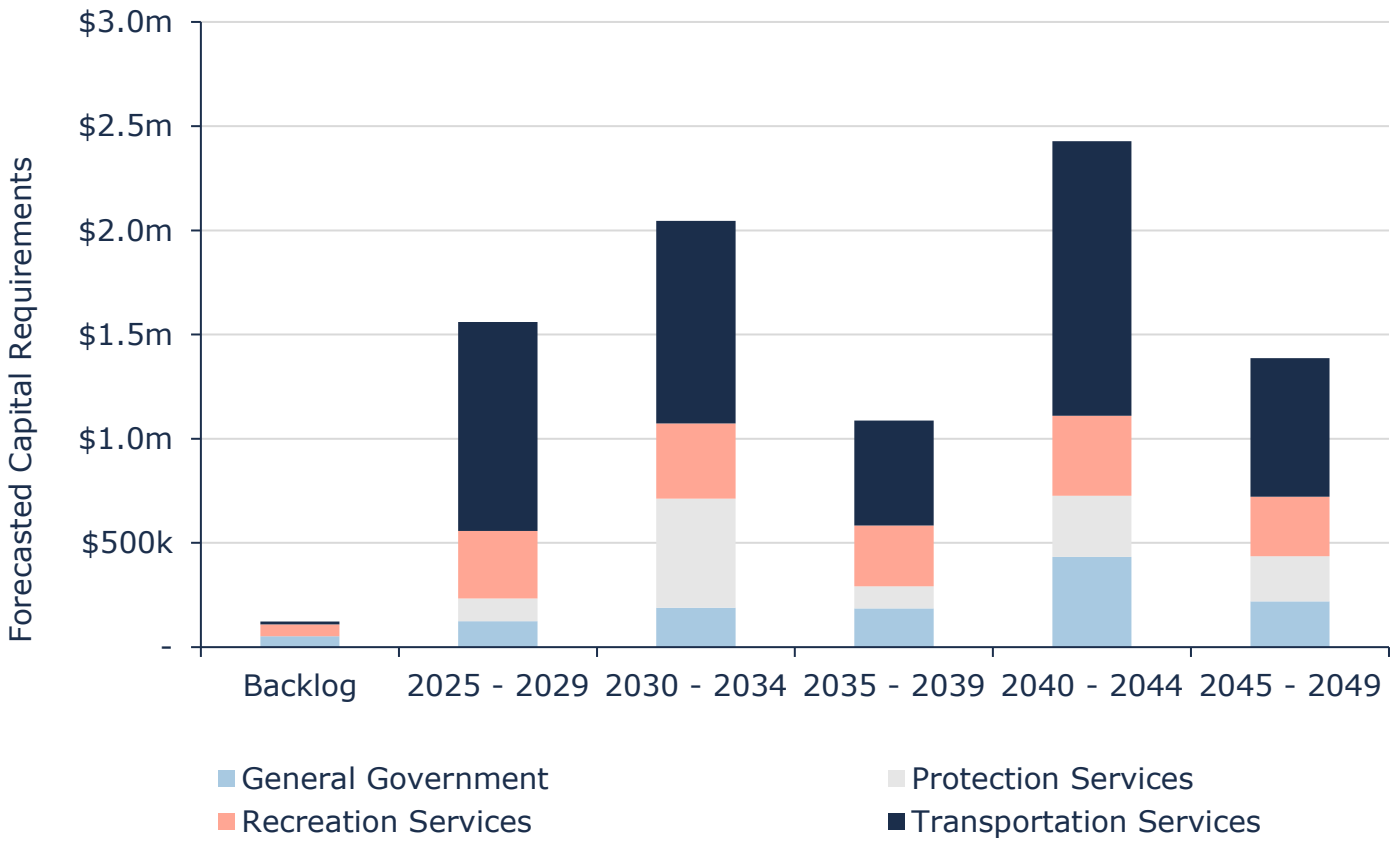


Figure 63 Forecasted Capital Replacement Needs: Machinery & Equipment 2025-2049

A detailed 10-year capital replacement forecast can be found in Appendix B – 10-Year Capital Requirements.

[46] $339,000 per year (AACR). $345,000 from 2025-2049. See 1.3

11.6 Risk Analysis

The risk matrix below is generated using available asset data, including condition, service life remaining, and replacement costs. The risk ratings for assets without useful attribute data were calculated using only condition, service life remaining, and their replacement costs.

The matrix stratifies assets based on their individual probability and consequence of failure, each scored from 1 to 5. Their product generates a risk index ranging from 1-25. Assets with the highest criticality and likelihood of failure receive a risk rating of 25; those with lowest probability of failure and lowest criticality carry a risk rating of 1. As new data and information is gathered, the Town may consider integrating relevant information that improves confidence in the criteria used to assess asset risk and criticality.

These risk models have been built into the Town's Asset Management Database (Citywide Assets). See *Risk & Criticality* section for further details on approach used to determine asset risk ratings and classifications.

1 - 4 **Very Low**	5 - 7 **Low**	8 - 9 **Moderate**	10 - 14 **High**	15 - 25 **Very High**
$1,212,418 (33%)	$1,197,466 (32%)	$415,996 (11%)	$529,431 (14%)	$330,000 (9%)

Figure 64 Risk Matrix: Machinery & Equipment

11.7 Levels of Service

The tables that follow summarize the Town's current levels of service. There are no specifically prescribed KPIs under Ontario Regulation 588/17 for non-core assets, therefore the KPIs below represent performance measures that the Town has selected for this AMP.

11.7.1 Community Levels of Service

Service Attribute	Qualitative Description	Current LOS (2024)
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 • Firefighting Equipment

Table 44 Community Levels of Service: Machinery & Equipment

11.7.2 Technical Levels of Service

Service Attribute	Technical Metric	Current LOS (2024)
Quality	Average condition rating of Machinery & Equipment (e.g. very good, good, fair, poor, very poor)	Fair (48%)

Table 45 Technical Levels of Service: Machinery & Equipment

11.8 Proposed Levels of Service

As per O. Reg. 588/17, by July 1, 2025, municipalities are required to consider proposed levels of service (PLOS), discuss the associated risks and long-term sustainability of these service levels, and explain the Town's ability to afford the PLOS.

Proposed levels of service reflect the municipality's commitment to delivering reliable, cost-effective, and sustainable services. These projected levels were developed through a comprehensive analysis of several key factors:

- Current service performance, based on historical data and condition assessments;
- Planned capital and operational activities within the 10-year planning horizon; and
- Available financial resources, including funding strategies and lifecycle costing

LOS Metric	Current KPI	Proposed KPI (2034)	Growth	Achievability & Affordability
Average condition rating	Fair 48	Fair 58	Refer to section 12.	Refer to section 13.
Average risk rating[47]	Low 7.08	Low 6.26		

Table 46 O. Reg. 588/17 Proposed LOS: Machinery & Equipment

The Town has analyzed various scenarios for the purpose of selecting its proposed levels of service, over the 10-year planning horizon, as required by O.Reg. 588/17. These scenarios are described below:

Scenario 1 (selected): projected condition of the Town's assets, based on projected capital expenditure for the next ten years. This scenario maps projected capital needs to the Town's asset register using known asset conditions, lifecycle data, and strategic planning assumptions. Forecasts are refined through:

- consideration of Town strategic priorities and growth plans
- use of the best available data (condition assessments)
- proactive risk-based decision-making

Scenario 2: maintain current funding levels. This scenario assumes current capital funding continues without increases, regardless of projected needs or condition deterioration. Investment is constrained to historical budget envelopes. Condition is then projected using the Town's asset register, Citywide.

Scenario 3: End-of-Life (EOL) Replacement. This scenario assumes assets are replaced strictly upon reaching the end of their useful life or upon failure.

[47] See *Risk & Criticality*

The table below outlines the results for each scenario for machinery & equipment.

Scenarios	Replacement Cost	Projected Condition (2034)	Annual Capital Reinvestment
Scenario 1 (selected) – projected lifecycle activities	$3,686,000	58	$339,000
Scenario 2 – maintain current funding levels		31	$372,000
Scenario 3 – end-of-life replacement		53	$347,000

Strategies

Growth

Financial Strategy

12. Growth

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 plan for new infrastructure more effectively, 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.

12.1 Town of Arnprior Official Plan

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 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.

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.

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.

12.1.1 Development Charges Background Study

According to the 2023 Development Charges Background Study, the Town's updated growth forecasts are based on a comprehensive review and land needs analysis completed in 2022. This analysis projects that, from 2023 to 2042, Arnprior will see a net population increase of 2,660 people and an increase of 1,419 residential units, confirming that the Town has planned for sufficient land supply to accommodate anticipated growth over the next two decades. The study also includes updated inventories of residential, industrial, and commercial lands, and these figures now inform the Town's infrastructure and financial planning.

12.2 County of Renfrew Official Plan (May 2024)

The County of Renfrew's Official Plan, consolidated May 2024, serves as the primary land use policy framework for twelve Townships and five Towns within the County. It promotes orderly and efficient development that supports the quality of life, economic vitality, and environmental integrity of Renfrew's communities. The Plan directs most projected residential growth to urban

and village community areas as identified in Schedule "A" and supported by local Official Plans. While Appendix A identifies population projections for each lower-tier municipality to 2036, these figures are not considered fixed allocations but provide guidance for local planning.

The Official Plan emphasizes the promotion of cost-effective development patterns that sustain the long-term financial viability of infrastructure and public service facilities. This is to be demonstrated, where applicable, through asset management planning. Growth in Renfrew County is viewed as beneficial when well-managed—contributing to employment generation and an expanded tax base—while respecting the balance between healthy communities, environmental protection, and economic development.

The Plan identifies key growth-supporting initiatives, including expansion of broadband infrastructure, upgrading water treatment and transportation facilities, and supporting the extension of Highway 417. Other strategic goals include the redevelopment of brownfield sites, investment in tourism branding ("Ontario's Adventure Playground"), and potential acquisition of abandoned rail corridors for multi-use purposes. Development is also guided by objectives to preserve cultural heritage, manage Crown lands responsibly, and strengthen Indigenous engagement.

To support housing needs, the County promotes a 10-year supply of designated residential land, encourages a minimum of 15% affordable housing in new developments, and supports a diverse housing mix for all income levels. These efforts are guided by the County's Housing and Homelessness Plan and are implemented through coordination with area municipalities.

12.3 Impact of Growth on Lifecycle Activities

The Town's AMP, along with supporting documents like the Development Charges Background Study (2023), Water and Wastewater Master Plan (2024), Transportation Master Plan (2025), guides strategic planning and efficient growth. As Arnprior continues to grow rapidly, new infrastructure assets are incorporated into the AMP, and updated lifecycle costs are factored into long-term funding strategies to maintain service levels and financial sustainability.

13. Financial Strategy

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/proposed service levels
    c. Requirements of contemplated changes in service
    d. Requirements of anticipated growth
2. Use of traditional sources of municipal funds:
    a. Tax levies
    b. User fees
    c. Debt
    d. Development charges
3. Use of non-traditional sources of municipal funds:
    a. Reallocated budgets
    b. Partnerships
    c. Procurement methods
4. Use of Senior Government Funds:
    a. Canada Community-Building Fund (CCBF)
    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. 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.

13.1 Annual Requirements & Capital Funding – Full Lifecycle

13.1.1 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 $12.3 million annually to address capital requirements for the assets included in this AMP.

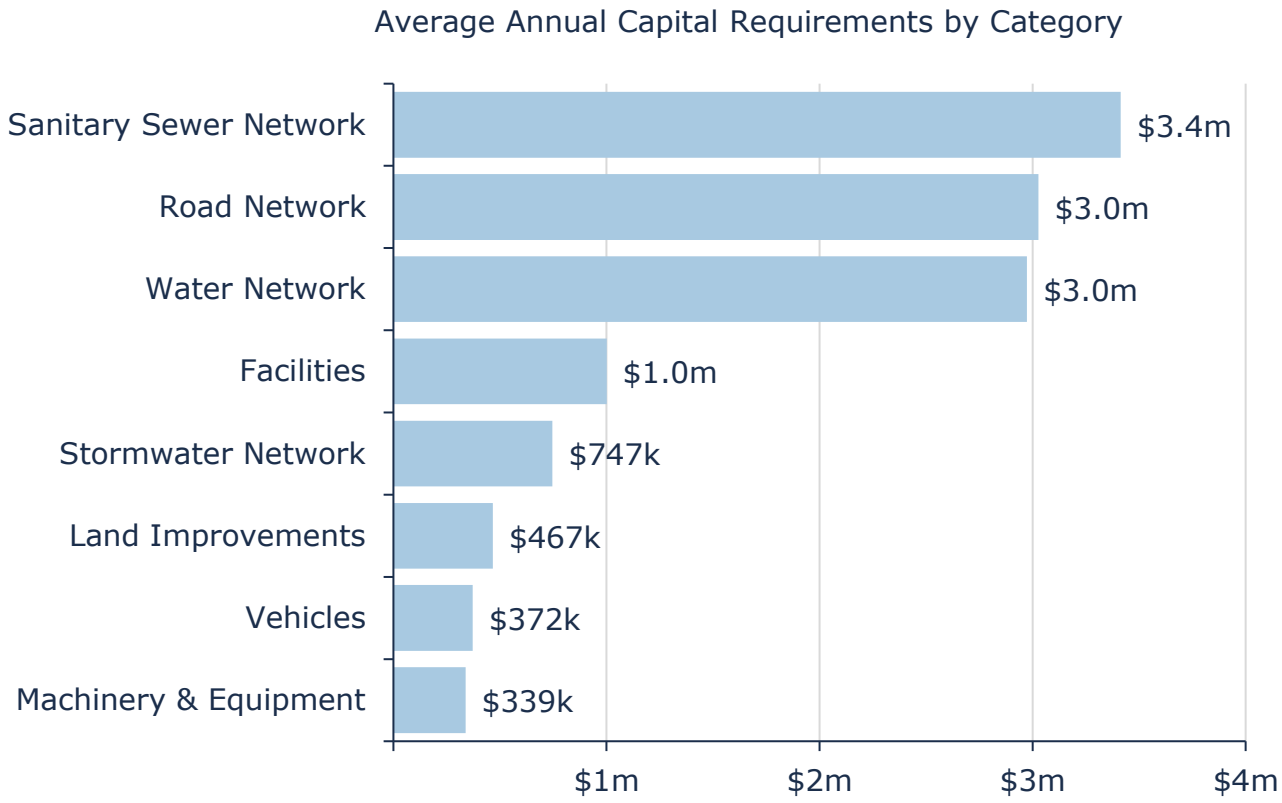


Figure 65 Annual Capital Funding Requirements by Asset Category

13.1.2 Annual Funding Available

Based on a historical analysis of sustainable capital funding sources, the Town is committing approximately $7.7 million towards capital projects per year. Given the annual capital requirement of $12.3 million to meet the selected proposed levels of service, there is currently a funding gap of $4.6 million annually.

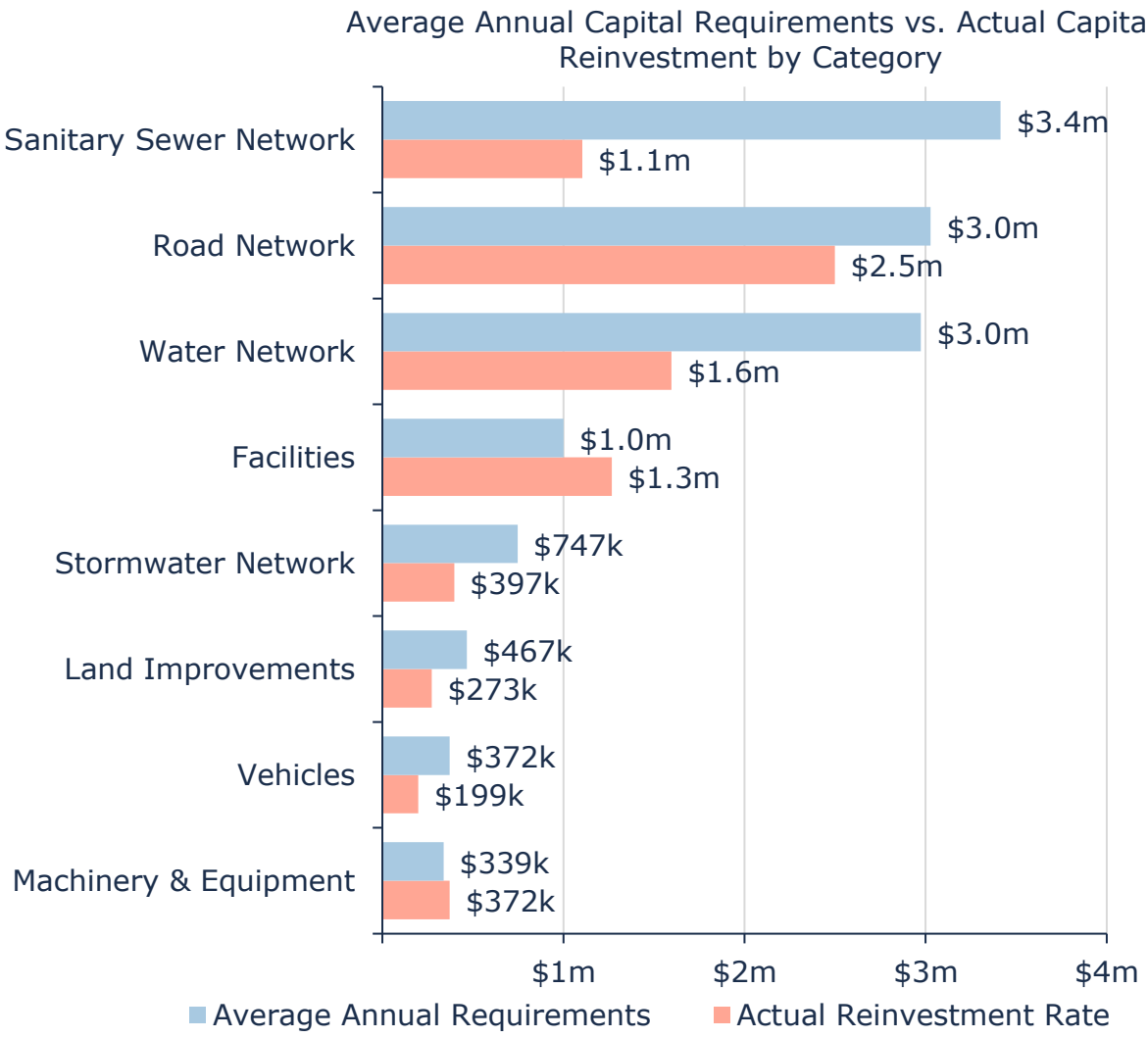


Figure 66 Annual Requirements vs. Capital Funding Available

13.2 Funding Objective

We have developed a scenario that would enable Arnprior to achieve their proposed levels of service within 1 to 20 years for the following assets:

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

Note: For the purposes of this AMP, we have excluded gravel roads since they are a perpetual maintenance asset and end of life replacement calculations do not normally apply. If gravel roads are maintained properly, they can theoretically have a limitless service life.

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

13.3 Financial Profile: Tax Funded Assets

13.3.1 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 the proposed levels of service on assets funded by taxes.

Asset Category	Avg. Annual Require-ment	Annual Funding Available				Annual Deficit
		Taxes to Reserves	CCBF	OCIF	Total Available	
Road Network	3,028,000	1,949,000	151,000	398,000	2,498,000	530,000
Storm Water Network	747,000	397,000	0	0	397,000	350,000
Facilities	1,001,000	1,267,000	0	0	1,267,000	-266,000
Land Improvements	467,000	273,000	0	0	273,000	194,000
Vehicles	372,000	199,000	0	0	199,000	173,000
Machinery & Equipment	339,000	372,000	0	0	372,000	-33,000
Total	**5,954,000**	**4,457,000**	**151,000**	**398,000**	**5,006,000**	**948,000**

Table 47 Annual Available Funding for Tax Funded Assets

The average annual investment requirement for the above categories is $5.95 million. The annual revenue currently allocated to these assets for capital purposes is $5.00 million leaving an annual deficit of $948 thousand Put differently, these infrastructure categories are currently funded at 84.1% of their long-term requirements.

13.3.2 Proposed Levels of Service Funding Requirements

In 2024, Arnprior had annual tax revenues of $12.7 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	4.2%
Storm Water Network	2.8%
Facilities	-2.1%
Land Improvements	1.5%
Vehicles	1.4%
Machinery & Equipment	-0.3%
Total	**7.5%**[48]

Table 48 Tax Increase Requirements for Proposed Levels of Service

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:

	5 Years	10 Years	15 Years	20 Years
Infrastructure Deficit	948,000	948,000	948,000	948,000
Change in Debt Costs	-128,000	-128,000	-128,000	-128,000
Resulting Infrastructure Deficit:	**820,000**	**820,000**	**820,000**	**820,000**
Tax Increase Required	6.5%	6.5%	6.5%	6.5%
Annually:	**1.3%**	**0.7%**	**0.4%**	**0.3%**

Table 49 Tax Increase Options 5-20 Years

[48] A negative funding figure (facilities/machinery & equipment) for an asset category does not inherently mean it is overfunded; rather, it reflects a reallocation of resources within a shared property tax pool to better align with overall asset management priorities in any given year

13.3.3 Financial Strategy Recommendations

Considering all the above information, we recommend the 10-year option. This involves full funding being achieved over 10 years by:

a) when realized, reallocating the debt cost reductions to the infrastructure deficit as outlined above
b) increasing tax revenues by 0.7% each year for the next 10 years solely for the purpose of phasing in the proposed levels of service for asset categories covered in this section of the AMP
c) adjusting tax revenue increases in future year(s) when allocations to capital expenditure exceed or fail to meet budgeted amounts
d) allocating the current CCBF and OCIF revenue as outlined previously.
e) reallocating appropriate revenue from categories in a surplus position to those in a deficit position.
f) reallocating appropriate revenue from categories in a surplus position to those in a deficit position, when applicable
g) increasing existing and future infrastructure budgets by the applicable inflation index on an annual basis in addition to the deficit phase-in.

Notes:

1. As in the past, periodic senior government infrastructure funding will most likely be available during the phase-in period. By Provincial AMP rules, this periodic funding cannot be incorporated into an AMP unless there are firm commitments in place. We have included OCIF formula-based funding, if applicable, since this funding is a multi-year commitment.[49]
2. We realize that raising tax revenues by the amounts recommended above for infrastructure purposes will be very difficult to do. However, considering a longer phase-in window may have even greater consequences in terms of infrastructure failure.

Although this option achieves full funding of the proposed levels of service on an annual basis in 10 years, and provides financial sustainability over the period modeled, the recommendations do require prioritizing capital projects to fit the resulting annual funding available. Current data shows a pent-up investment demand of $5.5 million for tax-funded assets.

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 be required otherwise.

[49] 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.

13.4 Financial Profile: Rate Funded Assets

13.4.1 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 proposed levels of service on assets funded by rates.

Asset Category	Avg. Annual Require-ment	Annual Funding Available				Annual Deficit
		To Reserves	CCBF	OCIF	Total Available	
Sanitary Sewer Network	3,414,000	829,000	76,000	199,000	1,104,000	2,310,000
Water Network	2,974,000	1,322,000	76,000	199,000	1,597,000	1,377,000
Total	**6,388,000**	**2,151,000**	**152,000**	**398,000**	**2,701,000**	**3,687,000**

Table 50 Annual Available Funding for Rate Funded Assets

The average annual investment requirement for the above categories is $6.39 million. The annual revenue currently allocated to these assets for capital purposes is $2.70 million, leaving an annual deficit of $3.69 million. Put differently, these infrastructure categories are currently funded at 42.3% of their long-term requirements.

13.4.2 Proposed Levels of Service Funding Requirements

In 2024, Arnprior had annual sanitary revenues of $2.6 million and annual water revenues of $3.6 million. As illustrated in the table below, without consideration of any other sources of revenue, the proposed levels of service would require the following changes over time:

Asset Category	Rate Change Required for Full Funding
Sanitary Sewer Network	90.2%
Water Network	38.0%

Table 51 Rate Increase Requirements for Full Funding

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:

	Sanitary Sewer Network			
	5 Years	**10 Years**	**15 Years**	**20 Years**
Infrastructure Deficit	2,310,000	2,310,000	2,310,000	2,310,000
Rate Increase Required	84.8%	77.7%	77.7%	77.7%
Annually:	**17.0%**	**7.8%**	**5.2%**	**3.9%**

Table 52 Sanitary Rate Increase Options 5-20 Years

	Water Network			
	5 Years	**10 Years**	**15 Years**	**20 Years**
Infrastructure Deficit	1,377,000	1,377,000	1,377,000	1,377,000
Rate Increase Required	31.1%	24.9%	24.9%	24.9%
Annually:	**6.2%**	**2.5%**	**1.7%**	**1.2%**

Table 53 Water Rate Increase Options 5-20 Years

13.4.3 Financial Strategy Recommendations

Considering all the above information, we recommend the 10-year option for both the sanitary sewer network water network. This involves the proposed levels of service being achieved over -10 years by:

a) increasing rate revenues of water services by 2.5% and 7.8% for sanitary sewer services each year for the next 10 years solely for the purpose of phasing the proposed levels of service for asset categories covered in this section of the AMP.
b) increasing existing and future infrastructure budgets by the applicable inflation index on an annual basis in addition to the deficit phase-in.

Notes:

1. 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.
2. We realize that raising 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.
3. Any increase in rates required for operations would be in addition to the above recommendations.

Although this option achieves full funding of the proposed levels of service on an annual basis in 10 years and provides financial sustainability over the period modeled, the recommendations do

require prioritizing capital projects to fit the resulting annual funding available. Current data shows a pent-up investment demand of $21.7 million.

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 be necessary.

13.5 Annual Requirements & Capital Funding – 25 Year Outlook

While the primary focus of this asset management plan is to provide a roadmap for the Town of Arnprior to achieve full funding within 10 years and meet key condition targets, the financial strategy is grounded in a whole-lifecycle approach. To complement this, the following section provides a 25-year outlook (2025–2049), analyzing long-term funding requirements and potential scenarios (phase in periods) to ensure sustainable asset performance over time.

13.5.1 Tax-Funded Assets

Asset Category	Avg. Annual Require-ment[50]	Annual Funding Available				Annual Deficit
		Taxes to Reserves	CCBF	OCIF	Total Available	
Road Network	2,951,000	1,949,000	151,000	398,000	2,498,000	453,000
Storm Water Network	390,000	397,000	0	0	397,000	-7,000
Facilities	999,000	1,267,000	0	0	1,267,000	-268,000
Land Improvements	395,000	273,000	0	0	273,000	122,000
Vehicles	320,000	199,000	0	0	199,000	121,000
Machinery & Equipment	345,000	372,000	0	0	372,000	-27,000
Total	**5,400,000**	**4,457,000**	**151,000**	**398,000**	**5,006,000**	**394,000**

The average annual investment requirement for the above categories is $5.4 million. The annual revenue currently allocated to these assets for capital purposes is $5.0 million leaving an annual deficit of $394 thousand Put differently, these infrastructure categories are currently funded at 92.7% of their long-term requirements.

Asset Category	Tax Change Required for Full Funding
Road Network	3.6%
Storm Water Network	-0.1%
Facilities	-2.1%
Land Improvements	1.0%
Vehicles	1.0%
Machinery & Equipment	-0.2%
Total	**3.2%[51]**

[50] Anticipated capital requirements from 2025-2049
[51] A negative funding figure (storm water/facilities/machinery & equipment) for an asset category does not inherently mean it is overfunded; rather, it reflects a reallocation of resources within a shared property tax pool to better align with overall asset management priorities in any given year

	5 Years	10 Years	15 Years	20 Years
Infrastructure Deficit	394,000	394,000	394,000	394,000
Change in Debt Costs	-128,000	-128,000	-128,000	-128,000
Resulting Infrastructure Deficit:	**266,000**	**266,000**	**266,000**	**266,000**
Tax Increase Required	2.1%	2.1%	2.1%	2.1%
Annually:	**0.4%**	**0.2%**	**0.1%**	**0.1%**

13.5.2 Rate-Funded Assets

Asset Category	Avg. Annual Require-ment	Annual Funding Available				Annual Deficit
		To Reserves	CCBF	OCIF	Total Available	
Sanitary Sewer Network	2,230,000	829,000	76,000	199,000	1,104,000	1,126,000
Water Network	2,984,000	1,322,000	76,000	199,000	1,597,000	1,387,000
Total	**5,214,000**	**2,151,000**	**152,000**	**398,000**	**2,701,000**	**2,513,000**

The average annual investment requirement for the above categories is $5.2 million. The annual revenue currently allocated to these assets for capital purposes is $2.7 million, leaving an annual deficit of $2.5 million. Put differently, these infrastructure categories are currently funded at 51.8% of their long-term requirements.

Asset Category	Rate Change Required for Full Funding
Sanitary Sewer Network	44.0%
Water Network	38.3%

	Sanitary Sewer Network			
	5 Years	**10 Years**	**15 Years**	**20 Years**
Infrastructure Deficit	1,126,000	1,126,000	1,126,000	1,126,000
Rate Increase Required	38.6%	31.5%	31.5%	31.5%
Annually:	**7.7%**	**3.2%**	**2.1%**	**1.6%**

	Water Network			
	5 Years	**10 Years**	**15 Years**	**20 Years**
Infrastructure Deficit	1,387,000	1,387,000	1,387,000	1,387,000
Rate Increase Required	31.4%	25.1%	25.1%	25.1%
Annually:	**6.2%**	**2.5%**	**1.7%**	**1.3%**

13.6 Use of Debt

The following tables outline how Arnprior has historically used debt for investing in the asset categories as listed. There is currently $10.7 million debt outstanding for the assets covered by this AMP with corresponding principal and interest payments of $924 thousand (2024), well within its provincially prescribed maximum of $3.8 million.

Asset Category	Current Debt Outstanding	Use of Debt in the Last Five Years				
		2019	2020	2021	2022	2023
Road Network	60,000	0	0	0	0	0
Storm Water Network	0	0	0	0	0	0
Facilities	0	0	0	0	0	0
Land Improvements	0	0	0	0	0	0
Vehicles	378,000	0	0	0	0	0
Machinery & Equipment	0	0	0	0	0	0
Total Tax Funded	**438,000**	**0**	**0**	**0**	**0**	**0**
Sanitary Sewer Network	4,849,000	0	0	0	0	0
Water Network	5,423,000	0	0	0	0	0
Total Rate Funded	**10,272,000**	**0**	**0**	**0**	**0**	**0**

Table 54 Arnprior Use of Debt 2019-2023

Asset Category	Principal & Interest Payments in the Next Ten Years						
	2024	2025	2026	2027	2028	2029	2034
Road Network	52,000	9,000					
Storm Water Network							
Facilities							
Land Improvements	76,000	76,000	76,000	76,000	76,000		
Vehicles							
Machinery & Equipment							
Total Tax Funded	**128,000**	**85,000**	**76,000**	**76,000**	**76,000**		
Sanitary Sewer Network	320,000	241,000	211,000	182,000	182,000	182,000	
Water Network	476,000	476,000	351,000	226,000	226,000	226,000	
Total Rate Funded	**796,000**	**717,000**	**562,000**	**408,000**	**408,000**	**408,000**	

Table 55 Arnprior Principal and Interest Payments

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

13.7 Use of Reserves

13.7.1 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	Reserve Balances
Road Network	1,401,000
Storm Water Network	1,401,000
Facilities	1,401,000
Land Improvements	1,401,000
Vehicles	1,401,000
Machinery & Equipment	1,401,000
Total Tax Funded:	**8,408,000**
Sanitary Sewer Network	329,000
Water Network	1,643,000
Total Rate Funded:	**1,972,000**

Table 56 Arnprior Reserve Balances

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 consider 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.

Appendices

Appendix A – Infrastructure Report Card

Appendix B – 10-Year Capital Requirements

Appendix C – Level of Service Maps

Appendix A – Infrastructure Report Card

Asset Category	Replacement Cost	Average Condition	Financial Capacity (Based on Proposed LOS)	
Road Network	**$99 m**	**Fair**	Annual Requirement:	$3,028,000
			Funding Available:	$2,498,000
			Annual Deficit:	**$530,000**
Water Network	**$159 m**	**Fair**	Annual Requirement:	$2,974,000
			Funding Available:	$1,597,000
			Annual Deficit:	**$1,377,000**
Sanitary Sewer Network	**$190.6 m**	**Good**	Annual Requirement:	$3,414,000
			Funding Available:	$1,104,000
			Annual Deficit:	**$2,310,000**
Storm Water Network	**$59.6 m**	**Good**	Annual Requirement:	$747,000
			Funding Available:	$397,000
			Annual Deficit:	**$350,000**
Facilities	**$93.6 m**	**Fair**	Annual Requirement:	$1,001,000
			Funding Available:	$1,267,000
			Annual Surplus:	**$266,000**
Land Improvements	**$3.7 m**	**Good**	Annual Requirement:	$467,000
			Funding Available:	$273,000
			Annual Deficit:	**$194,000**
Vehicles	**$4.9 m**	**Good**	Annual Requirement:	$372,000
			Funding Available:	$199,000
			Annual Deficit:	**$173,000**
Machinery & Equipment	**$ 3.6 m**	**Fair**	Annual Requirement:	$339,000
			Funding Available:	$372,000
			Annual Surplus:	**$33,000**

Appendix B – 10-Year Capital Requirements

Road Network

Segment	Back-log	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Curbs	$4.5m	$307k	$147k	$235k	$320k	$74k	$69k	$119k	$182k	$498k	$306k
Road Base	-	$378k	$347k	$513k	$550k	$118k	$129k	$430k	$1.5m	$1.0m	$620k
Road Surface	-	$3.5m	$1.2m	$842k	$2.1m	$1.6m	$551k	$511k	$2.2m	$1.7m	$1.8m
Sidewalks	$289k	$613k	$1.2m	$294k	$465k	$960k	$383k	$281k	$692k	$1.1m	$339k
Streetlights	$195k	$44k	$44k	$44k	$14k	$25k	$30k	$15k	$15k	$14k	$1.1m
Total	**$5.0m**	**$4.8m**	**$3.0m**	**$1.9m**	**$3.5m**	**$2.8m**	**$1.2m**	**$1.4m**	**$4.6m**	**$4.4m**	**$4.1m**

Table 57 System Generated 10-Year Capital Replacement Forecast: Road Network

Water Network

Segment	Back-log	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Equipment	-	-	$34k	$20k	-	$215k	$150k	-	$16k	-	-
Facilities	$150k	$32k	-	$291k	-	-	$14k	-	-	$23k	-
Water Mains	$18.0m	$2.6m	$402k	$1.8m	$1.6m	$1.5m	$1.1m	$408k	$5.4m	$3.4m	$3.2m
Total	**$18.1m**	**$2.6m**	**$436k**	**$2.1m**	**$1.6m**	**$1.7m**	**$1.3m**	**$408k**	**$5.4m**	**$3.5m**	**$3.2m**

Table 58 System Generated 10-Year Capital Replacement Forecast: Water Network

Sanitary Sewer Network

Segment	Back-log	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Facilities	$17k	-	-	-	-	-	$17k	$156k	$98k	-	-
Sanitary Sewer Mains	$3.6m	$1.6m	$3.5m	$1.4m	$1.3m	$411k	$363k	$950k	$1.9m	$3.3m	$1.5m
Total	**$3.6m**	**$1.6m**	**$3.5m**	**$1.4m**	**$1.3m**	**$411k**	**$380k**	**$1.1m**	**$2.0m**	**$3.3m**	**$1.5m**

Table 59 System Generated 10-Year Capital Replacement Forecast: Sanitary Sewer Network

Storm Water Network

Segment	Back-log	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Concrete Headwalls	-	-	-	-	-	-	-	-	-	-	-
Culverts	-	-	-	-	-	-	-	-	-	-	-
Storm Mains	-	$1.1m	-	$1.1m	$1.1m	-	$229k	$361k	$889k	$623k	$1.0m
Storm Retention Ponds	-	-	-	-	-	-	-	-	-	-	-
Total	**-**	**$1.1m**	**-**	**$1.1m**	**$1.1m**	**-**	**$229k**	**$361k**	**$889k**	**$623k**	**$1.0m**

Table 60 System Generated 10-Year Capital Replacement Forecast: Storm Water Network

Facilities

Segment	Back-log	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
General Government	-	$2k	$328k	$24k	$366k	$29k	$180k	$99k	$2.0m	$5.7m	$231k
Protection Services	$27k	-	-	$110k	-	-	-	-	-	-	-
Recreation Services	$195k	$4.8m	-	$75k	$885k	$1.8m	$735k	-	$87k	$20k	$62k
Transportation Services	$30k	$275k	-	$32k	-	-	-	$1.3m	$1.3m	-	-
Total	**$253k**	**$5.0m**	**$328k**	**$240k**	**$1.3m**	**$1.8m**	**$915k**	**$1.4m**	**$3.3m**	**$5.7m**	**$293k**

Table 61 System Generated 10-Year Capital Replacement Forecast: Facilities

Land Improvements

Segment	Back-log	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Cemetery	-	-	-	-	-	-	-	-	-	$100k	-
Lighting & Signage	$28k	$61k	$38k	-	-	$495k	$35k	-	-	$485k	-
Park Equipment & Structures	$44k	$22k	$1.5m	$1.2m	$1.2m	$188k	$173k	$94k	$14k	$215k	-
Parking Lots	-	-	-	-	-	-	-	-	-	$193k	-
Total	**$72k**	**$83k**	**$1.6m**	**$1.2m**	**$1.2m**	**$684k**	**$208k**	**$94k**	**$14k**	**$993k**	**-**

Table 62 System Generated 10-Year Capital Replacement Forecast: Land Improvements

Vehicles

Segment	Back-log	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Environmental Services	-	-	-	-	-	$40k	$55k	-	$80k	$55k	$40k
Protection Services	-	$95k	-	-	$55k	-	-	$850k	$75k	$345k	-
Recreation Services	-	-	-	-	-	-	-	$130k	-	-	$75k
Transportation Services	-	-	-	-	-	$455k	-	-	$55k	$665k	$119k
Total	**-**	**$95k**	**-**	**-**	**$55k**	**$495k**	**$55k**	**$980k**	**$210k**	**$1.1m**	**$234k**

Table 63 System Generated 10-Year Capital Replacement Forecast: Vehicles

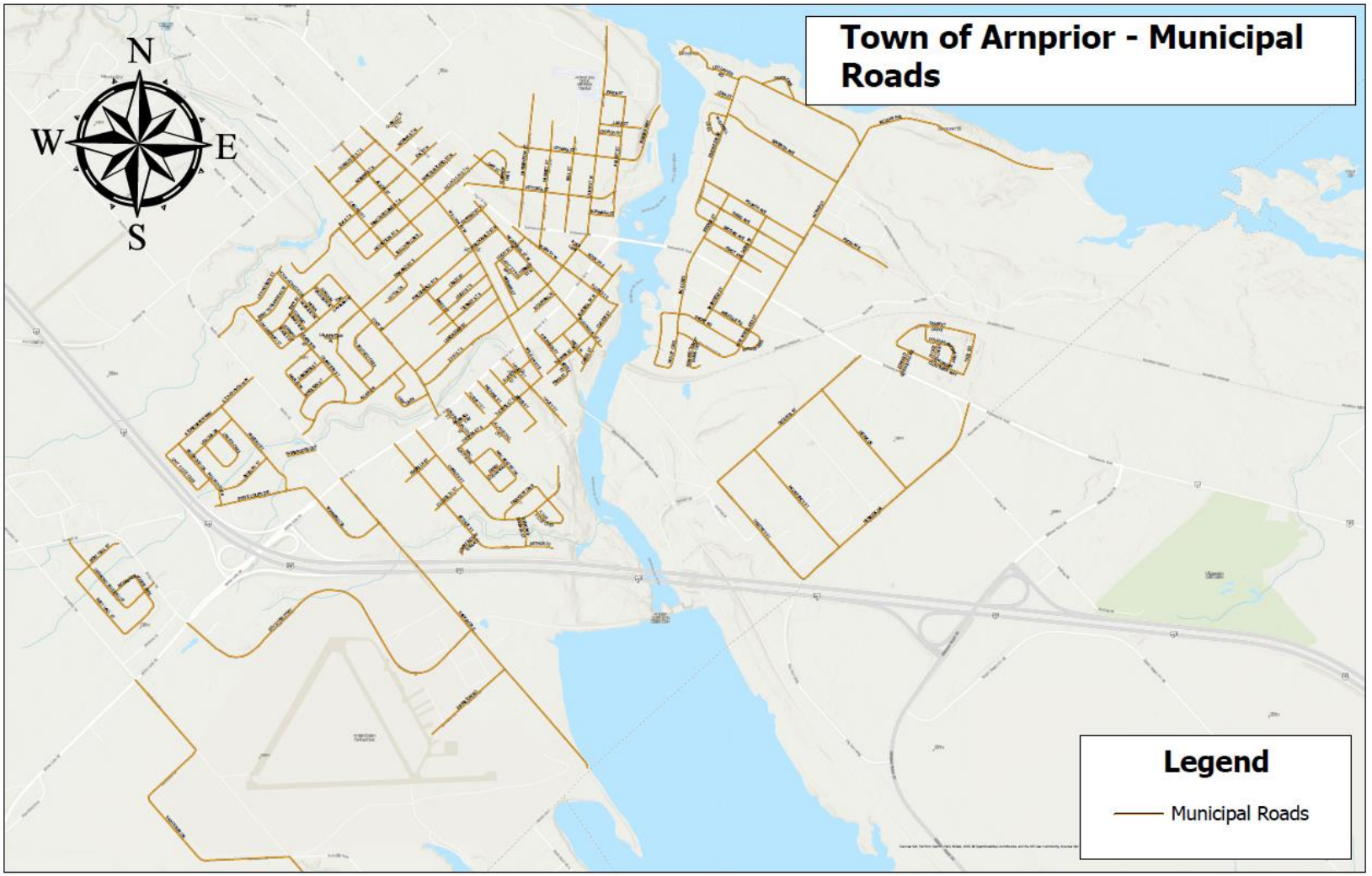
Machinery & Equipment

Segment	Back-log	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
General Government	$53k	-	$65k	-	-	$60k	$19k	-	$23k	-	$148k
Protection Services	-	-	$21k	$62k	-	$25k	$325k	-	$76k	$122k	-
Recreation Services	$55k	-	$165k	$160k	-	-	$7k	$172k	-	$26k	$156k
Transportation Services	$15k	$220k	$330k	$52k	-	$400k	$6k	$296k	$110k	$411k	$149k
Total	**$123k**	**$220k**	**$581k**	**$274k**	**-**	**$485k**	**$357k**	**$468k**	**$208k**	**$560k**	**$453k**

Table 64 System Generated 10-Year Capital Replacement Forecast: Machinery & Equipment

Appendix C – Level of Service Maps & Photos

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)

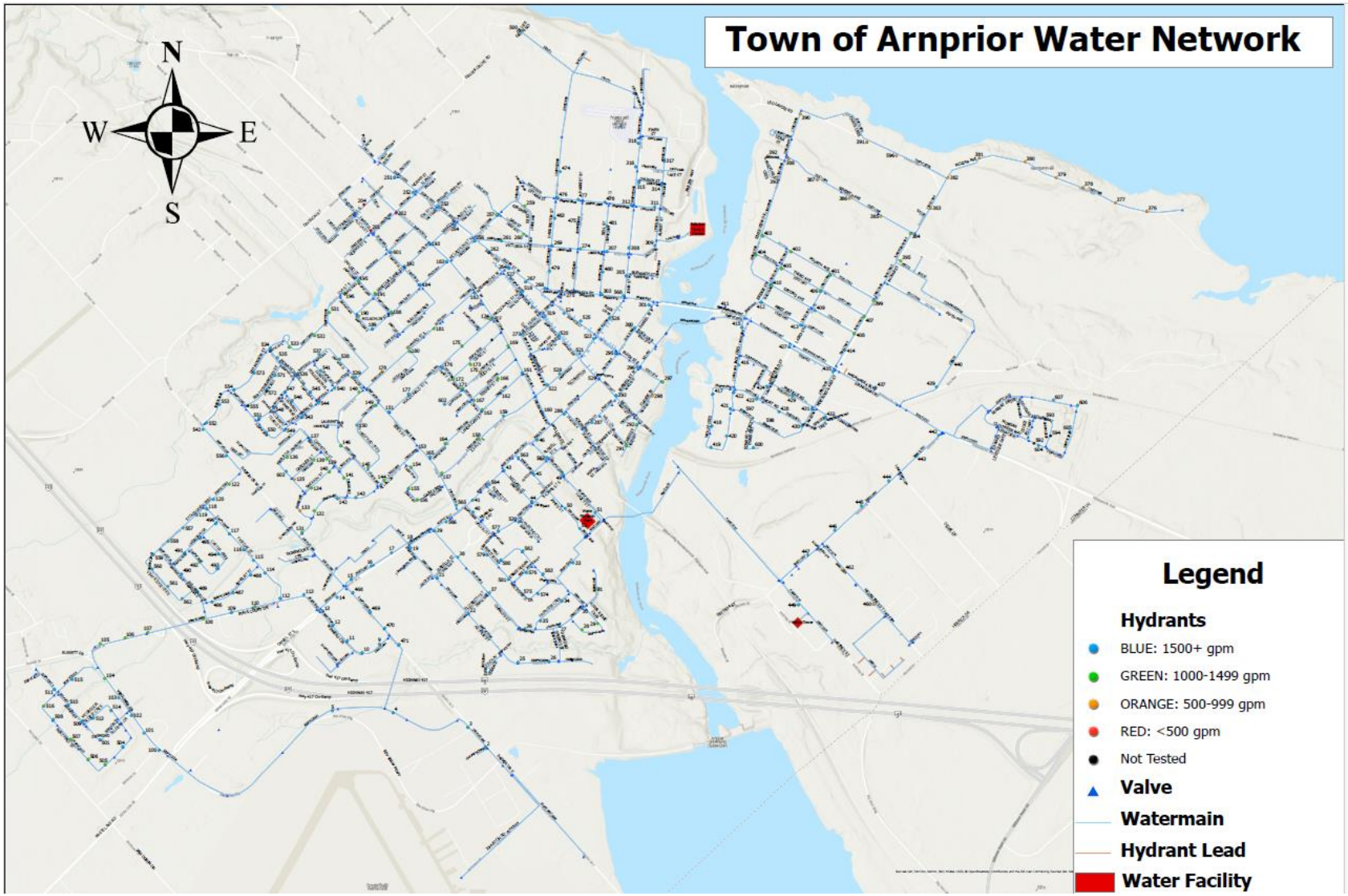
Sample Good Road (71-85)

(Light Green)

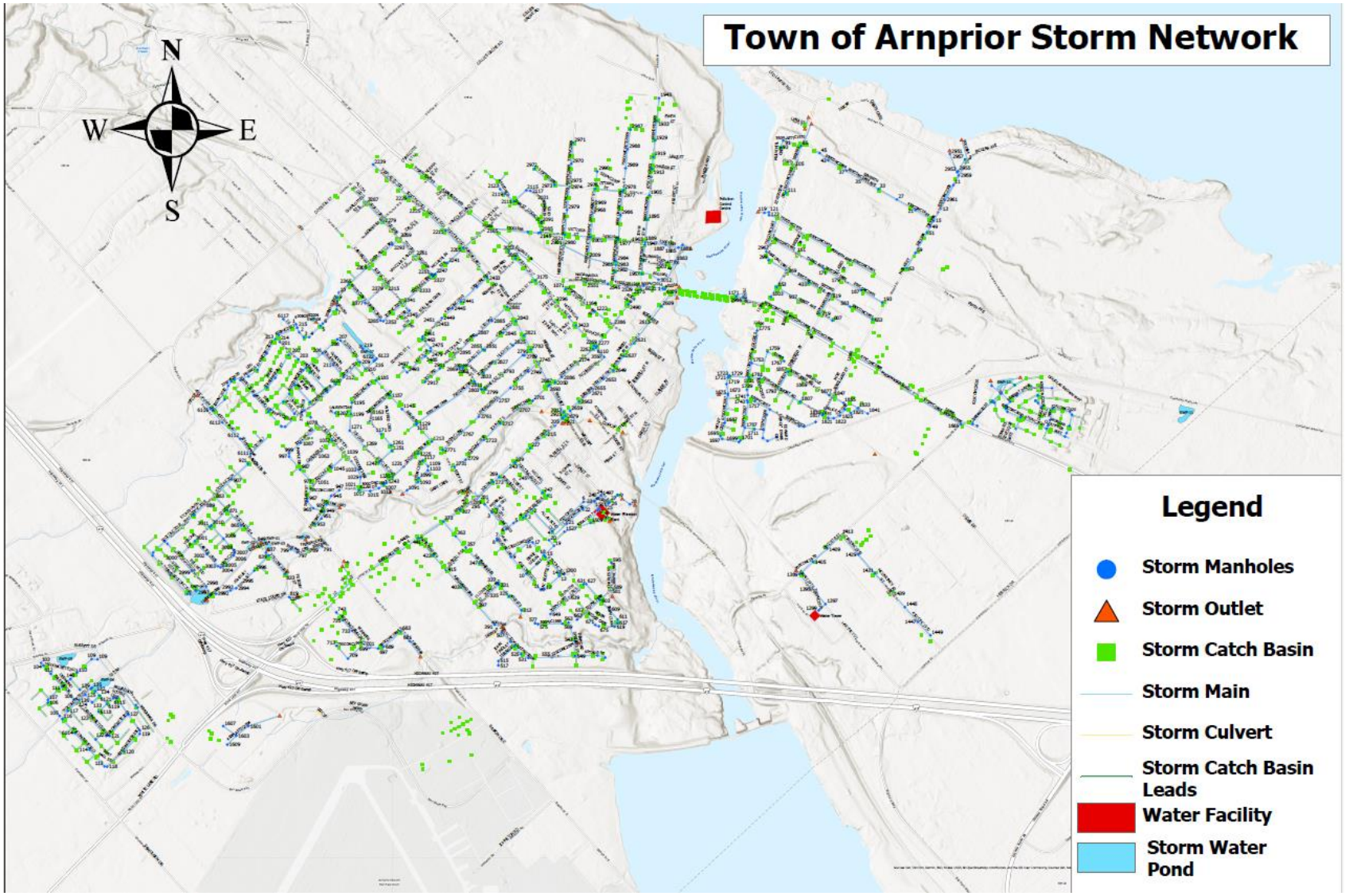
Sample Excellent Road (86-100)

(Dark Green)

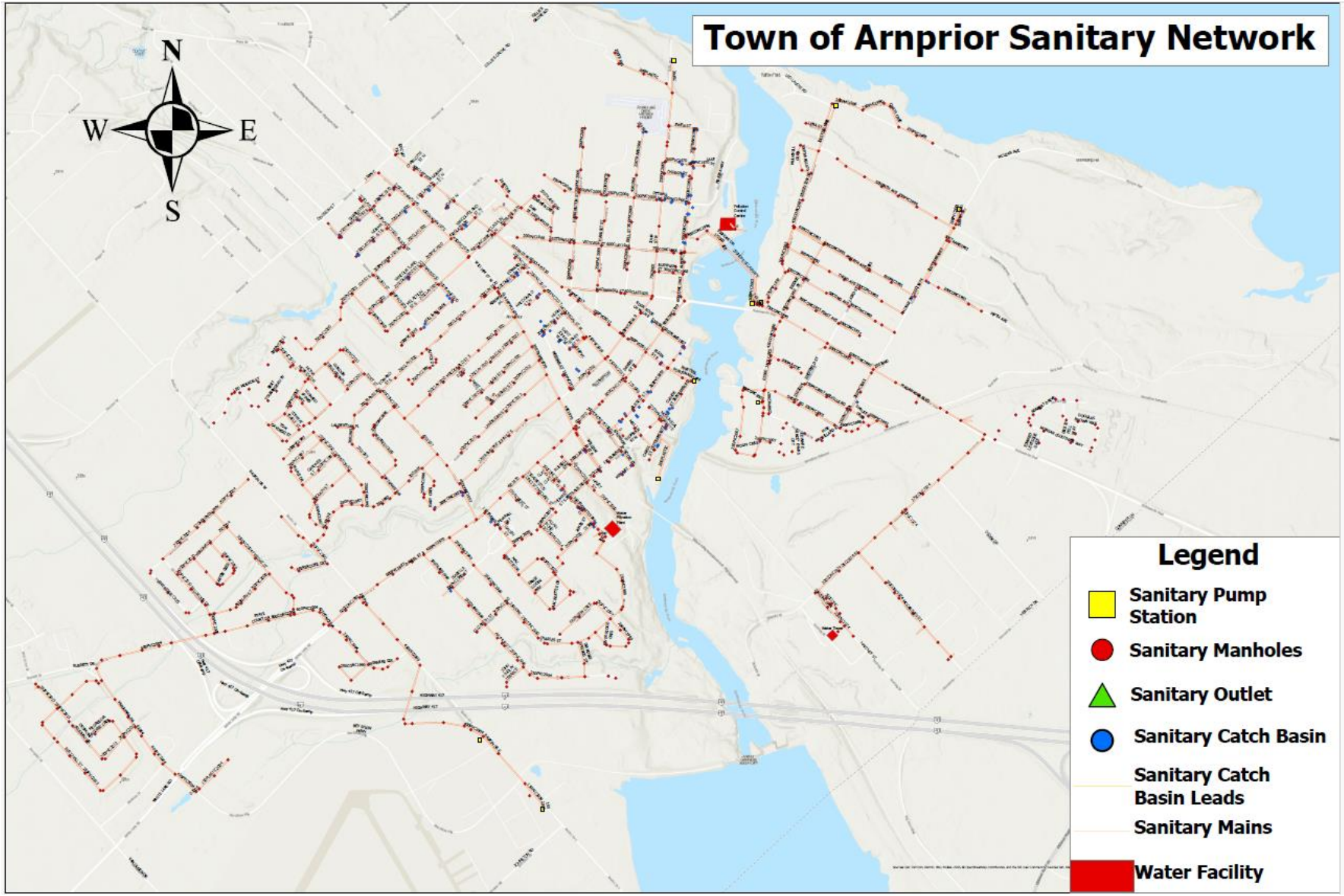
Water Network Map



Storm Network



Sanitary Network



The Corporation of the
Town of Arnprior

By-law Number 7607-25

A by-law to amend By-law Number 6875-18 of the Corporation of the Town of Arnprior, as amended.

Pursuant to Section 34 of the Planning Act, 1990, the Council of the Town of Arnprior enacts as follow:

1. **That** By-law number 6875-18, as amended, is hereby further amended as follows:

   a. Schedule "A" is amended by re-zoning 10 William St. W., legally described as Lot 60, Part Lot 61, on Plan 115, Arnprior Ontario, from "Mixed Use Residential/Commercial exception 3 temporary zoning 2 (MU-RC*3-T2)" to "Mixed Use Residential/Commercial exception 50 temporary zoning 2 (MU-RC*50-T2)" as shown on the attached Schedule "A", and,

   b. By adding the following exception in "Table 10.1: Exceptions" as follows:

Exception Number	Base Zone	Permitted uses	Special Rules and/or Provisions that apply that are different than in the Base Zone
50	MU-RC	Art gallery, Banquet hall, Brewery, Business office, Business service use, Childcare center, Commercial fitness center, Commercial recreation use (private), Community center, Financial institution, Funeral home, Home improvement center (excluding outdoor storage), Hotel, Library, Medical office, Motel, Museum, Personal service use, Place of entertainment, Place of worship, Private club, Refreshment stand, Refreshment vehicle, Repair shop, Restaurant (excluding an outdoor patio)	No special provisions

		Retail store, School (commercial), School (commercial trade) School (private), Trade and convention center	

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

Passed in open Council this 14th day of July 2025.

Signatures:

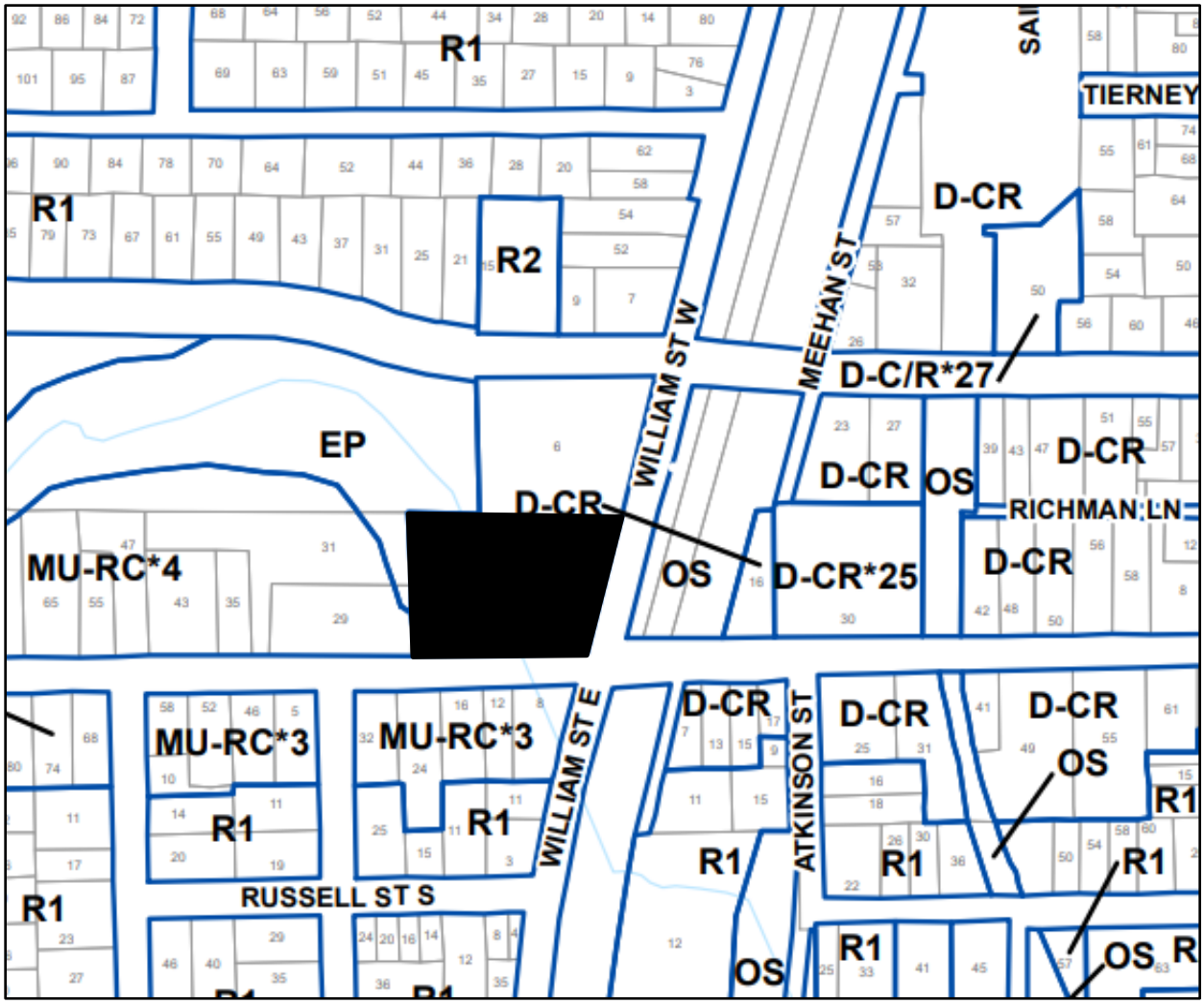
_____ _____

Lisa McGee, Mayor Kaila Zamojski, Clerk

This by-law is deemed to be adopted on _____, 2025

Schedule "A"

= MU-RC*3-T2 to MU-RC*50-T2



This is Schedule "A" to By-law Number 7607-25

Passed in open Council this 14th day of July 2025.

Signatures:

_____ _____

Lisa McGee, Mayor Kaila Zamojski, Clerk

This by-law is deemed to be adopted on _____, 2025

The Corporation of the
Town of Arnprior

By-Law Number 7608-25

A by-law to award a contract for Tender PW-2025-01 400mm Watermain Madawaska River Crossing to Thomas Cavanagh Construction Limited, award proposal for inspection and contract administration to J.L. Richards, authorize General Manager Operations to spend up to a 15% construction contingency and to enter into a land lease agreement with Ontario Power Generation.

Whereas Section 8 of the Municipal Act, 2001, S.O. 2001, c.25 provides broad authority on municipalities to enable municipalities to govern their affairs as considered appropriate and to enhance the municipality's ability to respond to municipal issues; and

Whereas on February 10th, 2025 Council passed by-law 7558-25 to adopt the 2025 Capital Budget which included a total project budget of $5,400,000 for the 400mm Watermain Madawaska River Crossing; and

Whereas in accordance with the Town's Procurement Policy (By-Law 6942-19) the Town issued a Request for Tender #PW-2025-01 through a public process; and

Whereas Thomas Cavanagh Construction Limited submitted the lowest acceptable bid of $2,615,770.95 (incl. HST), in response to Tender PW-2025-01; and

Whereas in accordance with the Town's Procurement Policy (By-Law 6942-19) the Town received proposal SC #9 for contract administration and inspection services for project PW-2025-01, under standing offer, from J.L. Richards and Associates Ltd. for $438,078.00 (incl. HST); and

Whereas the Town of Arnprior has negotiated a Construction Access License and Lease Agreement with Ontario Power Generation at a cost of $56,250.00 + HST to construct a watermain across a portion of OPG lands in the Town of Arnprior.

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

1. **That** Council award Tender PW-2025-01 to Thomas Cavanagh Construction Limited for a total of $2,615,770.95 (incl. HST); and
2. **That** Council authorize the General Manager, Operations to spend additional contingency expenses up to $353,337.41 which constitutes 15% of the total contract value; and
3. **That** Council award contract administration and inspection services contract to J.L. Richards for $438,078.12 (incl. HST); and
4. **That** Council authorizes the CAO to enter into a lease agreement with Ontario Power Generation with an associated cost of $56,250.00 (plus HST); and
5. **That** Council authorizes the CAO to execute the agreements and related documents with Thomas Cavanagh Construction Limited, J.L. Richards and Associates Limited, and Ontario Power Generation to execute the works; and

6. **That** any by-laws, resolutions, or parts of by-laws inconsistent with this by-law be hereby repealed.

Passed in Open Council this 14th day of July, 2025.

Lisa McGee, Mayor Kaila Zamojski, Clerk

This by-law is deemed to be adopted on _____ 2025.

The Corporation of the Town of Arnprior

By-law Number 7609-25

A By-law to amend By-law Number 7272-22 and Appendix C of By-law Number 6190-13 regarding the Town of Arnprior Emergency Management Program Committee.

Whereas Section 8 of the Municipal Act, 2001, as amended provides broad authority on municipalities to enable municipalities to govern their affairs as considered appropriate and to enhance the municipality's ability to respond to municipal issues; and

Whereas O.Reg 380/04 provides that every municipality is required to have an Emergency Management Program Committee (EMPC); and

Whereas in 2022, Council passed By-law 7272-22 to amend Appendix C of By-law Number 6190-13 to make the Town's Emergency Management Program Committee (EMPC) be made up of the Head of Council and Senior Staff; and

Whereas a staffing change has occurred where the Community Emergency Management Coordinator (Chair) of the EMPC has now changed to be the Health and Safety Officer.

Therefore the Council of the Town of Arnprior as follows:

That the Community Emergency Management Coordinator (Chair), as a member of the Emergency Management Program Committee, be listed as the Health and Safety Officer.

That any by-laws, resolutions or parts of by-laws inconsistent with this by-law be hereby repealed.

That this by-law shall come into full force and effect upon the date of its adoption, subject to the Municipal Act, 2001, Part VI.1, Sec. 284.11, as amended and any other legislation.

Passed in open Council this 14th day of July, 2025

Signatures:

Lisa McGee, Mayor Kaila Zamojski, Town Clerk

This by-law is deemed to be adopted on _____, 2025.

The Corporation of the
Town of Arnprior

By-Law No. 7610-25

A by-law to enter into Ontario Transfer Payment Agreement Municipal Housing Infrastructure Program - Housing-Enabling Core Servicing Stream for the Madawaska Boulevard multi-use path and railway crossing project.

Whereas Section 8 of the *Municipal Act, 2001,* S.O. 2001, c.25 provides broad authority on municipalities to enable municipalities to govern their affairs as considered appropriate and to enhance the municipality's ability to respond to municipal issues, and;

Whereas in the 2023 capital budget Council authorized funding for the design of sidewalks on Madawaska Blvd to accommodate growth and address the rail crossing; and

Whereas the 2025 Long-Range Capital Forecast approved by Council February 10, 2025 includes the construction of Madawaska Blvd multi-use path, sidewalks and rail crossing in 2026 for construction; and

Whereas the Town was successful in the grant application for $750,000 in funding for the Madawaska Blvd project and received Transfer Payment Agreement No. 2024-10-1-3010582149 from the Province of Ontario for the Housing-Enabling Core Servicing Stream.

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

1. **That** the Mayor and Town Clerk are hereby authorized to execute a Transfer Payment Agreement (Agreement) on behalf of the Corporation of the Town of Arnprior with His Majesty the King in right of the Province of Ontario, as represented by the Minister of Infrastructure for the Province of Ontario, for funding under the Housing-Enabling Core Servicing Stream (HECS); and

2. **That** any by-laws, resolutions or parts of by-laws or resolutions inconsistent with this by-law be hereby repealed.

Passed in Open Council this 14th day of July, 2025.

Lisa McGee, Mayor Kaila Zamojski, Town Clerk

This by-law is deemed to be adopted on _____ 2025.

ONTARIO TRANSFER PAYMENT AGREEMENT
MUNICIPAL HOUSING INFRASTRUCTURE PROGRAM – HOUSING-ENABLING CORE SERVICING STREAM

THE AGREEMENT is effective as of the _____ day of _____, 20___.

BETWEEN:

His Majesty the King in right of Ontario
as represented by the **Minister of Infrastructure**

(the "Province")

- and -

CORPORATION OF THE TOWN OF ARNPRIOR

(the "Recipient")

BACKGROUND

The Municipal Housing Infrastructure Program (MHIP) - Housing-Enabling Core Servicing Stream (HECS) is an application-based program.

MHIP-HECS will fund projects aimed at the development, repair, rehabilitation and expansion of municipal roads and bridges to promote growth and enable housing for growing and developing communities.

CONSIDERATION

In consideration of the mutual covenants and agreements contained in the Agreement and for other good and valuable consideration, the receipt and sufficiency of which are expressly acknowledged, the Province and the Recipient agree as follows:

1.0 ENTIRE AGREEMENT

1.1 Schedules to the Agreement. The following schedules form part of the Agreement:

Schedule "A" - General Terms and Conditions

Schedule “B” - Project Specific Information and Additional Provisions
Schedule “C” - Project Description and Financial Information
Schedule “D” - Eligible and Ineligible Costs
Schedule “E” - Milestone Payment Plan
Schedule “F” - Reporting Requirements
Schedule “G” - Communications Protocol
Schedule “H” - Indigenous Consultation Protocol

1.2 **Entire Agreement.** The Agreement constitutes the entire agreement between the Parties with respect to the subject matter contained in the Agreement and supersedes all prior oral or written representations and agreements.

2.0 CONFLICT OR INCONSISTENCY

2.1 **Conflict or Inconsistency.** In the event of a conflict or inconsistency between the Additional Provisions and the provisions in Schedule “A”, the following rules will apply:

(a) the Parties will interpret any Additional Provisions in so far as possible, in a way that preserves the intention of the Parties as expressed in Schedule “A”; and

(b) where it is not possible to interpret the Additional Provisions in a way that is consistent with the provisions in Schedule “A”, the Additional Provisions will prevail over the provisions in Schedule “A” to the extent of the inconsistency.

3.0 COUNTERPARTS AND ELECTRONIC SIGNATURES

3.1 **One and the Same Agreement.** The Agreement may be executed in any number of counterparts, each of which will be deemed an original, but all of which together will constitute one and the same instrument.

3.2 **Electronic Signatures.** This Agreement may be executed electronically. The electronic signature of a Party may be evidenced by one of the following means and transmission of this Agreement may be as follows:

(a) a manual signature of an authorized signing officer placed in the respective signature line of this Agreement and this Agreement scanned as a pdf file and delivered by email to the other Party;

(b) a digital signature placed in the respective signature line of this Agreement, including:

(i) the name of the authorized signing officer typed in the respective signature line of this Agreement,

(ii) an image of a manual signature inserted in the respective signature line of this Agreement,

(iii) an Adobe signature of an authorized signing officer, or

(iv) any other digital signature of an authorized signing officer with the other Party's prior written consent, and this Agreement delivered by email to the other Party; or

(c) any other means with the other Party's prior written consent.

4.0 AMENDING THE AGREEMENT

4.1 Amending the Agreement. The Agreement may only be amended by a written agreement duly executed by the Parties.

5.0 ACKNOWLEDGEMENT

5.1 Acknowledgement. The Recipient acknowledges that:

(a) by receiving Funds it may become subject to legislation applicable to organizations that receive funding from the Government of Ontario, including the *Broader Public Sector Accountability Act, 2010* (Ontario), the *Public Sector Salary Disclosure Act, 1996* (Ontario), and the *Auditor General Act* (Ontario);

(b) His Majesty the King in right of Ontario has issued expenses, perquisites, and procurement directives and guidelines pursuant to the *Broader Public Sector Accountability Act, 2010* (Ontario);

(c) the Funds are:

(i) to assist the Recipient to carry out the Project and not to provide goods or services to the Province;

(ii) funding for the purposes of the *Public Sector Salary Disclosure Act, 1996* (Ontario);

(d) the Province is not responsible for carrying out the Project;

(e) the Province is bound by the *Freedom of Information and Protection of Privacy Act* (Ontario) and that any information provided to the Province in connection with the Project or otherwise in connection with the Agreement may be subject to disclosure in accordance with that Act; and

(f) the Province is bound by the *Financial Administration Act* (Ontario) ("FAA") and, pursuant to subsection 11.3(2) of the FAA, payment by the Province of Funds under the Agreement will be subject to,

(i) an appropriation, as that term is defined in subsection 1(1) of the FAA, to which that payment can be charged being available in the Funding Year in which the payment becomes due; or

(ii) the payment having been charged to an appropriation for a previous fiscal year.

SIGNATURE PAGE FOLLOWS

The Parties have executed the Agreement on the dates set out below.

HIS MAJESTY THE KING IN RIGHT OF ONTARIO, as represented by the Minister of Infrastructure

Date

p.p. Julia Danos, Assistant Deputy Minister
The Honourable Kinga Surma
Minister of Infrastructure

CORPORATION OF THE TOWN OF ARNPRIOR

Date: _____

Name: _____
Title: _____

I have authority to bind the Recipient.

Date: _____

Name: _____
Title: _____

I have authority to bind the Recipient.

SCHEDULE "A"
GENERAL TERMS AND CONDITIONS

A1.0 INTERPRETATION AND DEFINITIONS

A1.1 Interpretation. For the purposes of interpretation:

(a) words in the singular include the plural and vice-versa;

(b) words in one gender include all genders;

(c) the headings do not form part of the Agreement; they are for reference only and will not affect the interpretation of the Agreement;

(d) any reference to dollars or currency will be in Canadian dollars and currency; and

(e) "include", "includes" and "including" denote that the subsequent list is not exhaustive.

A1.2 Definitions. In the Agreement, the following terms will have the following meanings:

"Additional Provisions" means the terms and conditions set out in Schedule "B".

"Agreement" means this agreement entered into between the Province and the Recipient, all of the schedules listed in section 1.1, and any amending agreement entered into pursuant to section 4.1.

"Business Day" means any working day, Monday to Friday inclusive, excluding statutory and other holidays, namely: New Year's Day; Family Day; Good Friday; Easter Monday; Victoria Day; Canada Day; Civic Holiday; Labour Day; Thanksgiving Day; Remembrance Day; Christmas Day; Boxing Day and any other day on which the Province has elected to be closed for business.

"Construction Contract Award Deadline" means the construction contract award deadline set out in Schedule "F".

"Contract" means an agreement between the Recipient and a third-party whereby the third-party provides a good, service or both for the Project in return for financial consideration that the Recipient wants to pay using the Funds under this Agreement.

"Effective Date" means the date set out at the top of the Agreement.

"Eligible Costs" means the costs in respect of the Project that the Recipient has incurred and paid and that are eligible for payment under the terms and conditions of the Agreement, and that are further described in Schedule "D".

"Event of Default" has the meaning ascribed to it in section A13.1.

"Expiry Date" means the expiry date set out in Schedule "B".

"Funds" means the money the Province provides to the Recipient pursuant to the Agreement.

"Indemnified Parties" means His Majesty the King in right of Ontario, and includes His ministers, agents, appointees, and employees.

"Indigenous Community", includes First Nation, Métis, and Inuit communities or peoples of Canada.

"Indigenous Consultation Record" means a document that summarizes the Recipient's consultation and engagement activities, including a list of Indigenous Communities consulted, concerns raised, and how each of the concerns have been addressed or, if not addressed, an explanation as to why not;

"Ineligible Costs" means the costs in respect of the Project that are ineligible for contribution by the Province under the terms and conditions of the Agreement, and that are described in Schedule "D".

"Loss" means any cause of action, liability, loss, cost, damage, or expense (including legal, expert and consultant fees) that anyone incurs or sustains as a result of or in connection with the Project or any other part of the Agreement.

"Maximum Funds" means the maximum set out in Schedule "B".

"Notice" means any communication given or required to be given pursuant to the Agreement.

"Notice Period" means the period of time within which the Recipient is required to remedy an Event of Default pursuant to section A13.3(b), and includes any such period or periods of time by which the Province extends that time pursuant to section A13.4.

"Parties" means the Province and the Recipient.

"Party" means either the Province or the Recipient.

"Proceeding" means any action, claim, demand, lawsuit, or other proceeding

that anyone makes, brings or prosecutes as a result of or in connection with the Project or with any other part of the Agreement.

"Project" means the undertaking described in section C1.0 of Schedule "C".

"Project Start Deadline" means the project start deadline set out in Schedule "B".

"Project Completion Deadline" means the project completion deadline set out in Schedule "B".

"Records Review" means any assessment the Province conducts pursuant to section A7.4.

"Reports" means the reports described in Schedule "F".

"Requirements Of Law" means all applicable statutes, regulations, by-laws, ordinances, codes, official plans, rules, approvals, permits, licenses, authorizations, orders, decrees, injunctions, directions and agreements with all authorities.

"Total Eligible Cost" means the amount set out in Schedule C2.1.

A2.0 REPRESENTATIONS, WARRANTIES, AND COVENANTS

A2.1 General. The Recipient represents, warrants, and covenants that:

(a) it is, and will continue to be, a validly existing legal entity with full power to fulfill its obligations under the Agreement;

(b) it has, and will continue to have, the experience and expertise necessary to carry out the Project;

(c) it is in compliance with, and will continue to comply with, all federal and provincial laws and regulations, all municipal by-laws, and any other orders, rules, and by-laws related to any aspect of the Project, the Funds, or both; and

(d) unless otherwise provided for in the Agreement, any information the Recipient provided to the Province in support of its request for funds (including information relating to any eligibility requirements) was true and complete at the time the Recipient provided it and will continue to be true and complete.

A2.2 Execution of Agreement. The Recipient represents and warrants that it has:

(a) the full power and capacity to enter into the Agreement; and

(b) taken all necessary actions to authorize the execution of the Agreement, including passing a municipal by-law authorizing the Recipient to enter into the Agreement.

A2.3 Governance. The Recipient represents, warrants, and covenants that it has, will maintain in writing, and will follow:

(a) procedures to enable the Recipient to manage Funds prudently and effectively;

(b) procedures to enable the Recipient to complete the Project successfully;

(c) procedures to enable the Recipient to identify risks to the completion of the Project and strategies to address the identified risks, all in a timely manner;

(d) procedures to enable the preparation and submission of all Reports required pursuant to Article A7.0; and

(e) procedures to enable the Recipient to address such other matters as the Recipient considers necessary to enable the Recipient to carry out its obligations under the Agreement.

A2.4 Supporting Proof. Upon the request of the Province, the Recipient will provide the Province with proof of the matters referred to in Article A2.0.

A2.5 Adverse Fact or Event. The Recipient will inform the Province immediately of any fact or event of which it is aware that has or will compromise, wholly or in part, the Project.

A3.0 TERM OF THE AGREEMENT

A3.1 Term. The term of the Agreement will commence on the Effective Date and will expire on the Expiry Date unless terminated earlier pursuant to Article A12.0 or Article A13.0.

A3.2 Project Deadlines. The Recipient will:

(a) commence the Project by the Project Start Deadline;

(b) award the majority of Project construction contracts by the Construction Contract Award Deadline as set out in Schedule F; and

(c) complete the Project by the Project Completion Deadline.

A4.0 FUNDS AND CARRYING OUT THE PROJECT

A4.1 Funds Provided. The Province will:

(a) provide the Recipient with Funds up to the Maximum Funds for the purpose of carrying out the Project;

(b) provide the Funds to the Recipient in accordance with the payment plan attached to the Agreement as Schedule "E"; and

(c) deposit the Funds into an account the Recipient designates provided that the account:

(i) resides at a Canadian financial institution; and

(ii) is in the name of the Recipient.

A4.2 Limitation on Payment of Funds. Despite section A4.1:

(a) the Province is not obligated to provide any Funds to the Recipient until the Recipient provides the certificates of insurance or other proof required pursuant to section A11.2;

(b) the Province is not obligated to provide instalments of Funds until it is satisfied with the progress of the Project;

(c) the Province is not obligated to provide instalments of Funds until it has received confirmation that an Environmental Assessment is complete or exempt;

(i) Payments will be held until a Notice of Completion is received by MOI and 60 days have passed since the Notice of Completion was issued.

(d) the Province may adjust the amount of Funds it provides to the Recipient in connection with any Payment Milestone set out in Schedule "E" based upon the Province's assessment of the information the Recipient provides to the Province pursuant to section A7.2.

A4.3 Use of Funds and Carry Out the Project. The Recipient will do all of the following:

(a) carry out the Project in accordance with the Agreement;

(b) use the Funds only for the purpose of carrying out the Project;

(c) spend the Funds only in accordance with the Eligible Costs;

(d) not use the Funds to cover any cost that has been or will be funded or reimbursed by one or more of any third party, ministry, agency, or organization of the Government of Ontario.

A4.4 Interest-Bearing Account. If the Province provides Funds before the Recipient's immediate need for the Funds, the Recipient will place the Funds in an interest-bearing account in the name of the Recipient at a Canadian financial institution.

A4.4.1 Use of Interest. Unless otherwise directed by the Province by Notice, if the Recipient earns any interest on the Funds, the Recipient must use any interest earned on Eligible Costs.

A4.5 Interest. Upon Notice to the Recipient by the Province, if the Recipient earns any interest on the Funds, the Province may do either or both of the following:

(a) deduct an amount up to the interest earned from any further instalments of Funds;

(b) demand from the Recipient the payment of an amount up to the interest earned.

A4.6 Recipient's Acknowledgement of Responsibility for Project. The Recipient will, in respect of the Project, assume full responsibility for the Project, including, without limitation:

(a) complete, diligent, and timely Project implementation within the costs and timelines specified in the Agreement and in accordance with all other terms and conditions of the Agreement;

(b) all of the costs of the Project, including, without limitation, unapproved expenditures, Ineligible Costs, cost escalations and cost overruns, if any;

(c) subsequent operation, maintenance, repair, rehabilitation, construction, demolition, or reconstruction, as required and in accordance with industry standards, and any related costs for the full lifecycle of the Project; and

(d) the engineering work being undertaken in accordance with industry standards.

A4.7 Rebates, Credits, and Refunds. The Province will calculate Funds based on the actual costs to the Recipient to carry out the Project, less any costs (including taxes) for which the Recipient has received, will receive, or is eligible to receive, a rebate, credit, or refund.

A4.8 **Increase in Project Costs**. If, at any time during the Term, the Recipient determines that it will not be possible to complete the Project due to cost escalations or cost overruns (a "**Shortfall**"), the Recipient will immediately notify the Province of that determination. The Province may exercise one or more of the remedies available to it pursuant to section A13.2.

A4.9 **Retention of Contribution.** The Province will retain 15% of the Maximum Funds in respect of the Project ("**Holdback**") up until the following conditions have been met:

(a) the Recipient has fulfilled all of its obligations under the Agreement for the Project; and

(b) the Province has carried out the reconciliation, as set out in section A4.10 (Final Reconciliation and Adjustments), and has made any adjustments required in the circumstances.

A4.10 **Final Reconciliation and Adjustments.** Without limiting the rights of the Province under this Agreement or otherwise, following receipt and satisfactory review of the Final Report and supporting material by the Province, the Province will carry out a final reconciliation of payment in respect of the Project and make any adjustments required in the circumstances.

A5.0 RECIPIENT'S ACQUISITION OF GOODS OR SERVICES, AND DISPOSAL OF ASSETS

A5.1 **Acquisition.** If the Recipient acquires goods, services or both with the Funds, it will:

(a) Do so through a process that is transparent, fair and promotes the best value for the money expended and at competitive prices that are no greater than fair market value after deducting trade discounts or any other discounts available to the Recipient; and
(b) Comply with any Requirements Of Law that may be applicable to how the Recipient acquires goods, services or both.

A5.2 **Contracts.** The Recipient will ensure that all Contracts:

(a) Are consistent with this Agreement;
(b) Do not conflict with this Agreement;
(c) Incorporate the relevant provisions of this Agreement to the fullest extent possible;

(d) Require that any parties to those Contracts comply with all Requirements Of Law; and

(e) Authorize the Province to perform audits of the parties to those Contracts in relation to the Project as the Province sees fit in connection with Article A7.0 of this Schedule "A".

A5.3 Disposal of Assets. The Recipient will not, without the Province's prior consent, sell, lease or otherwise dispose of any asset purchased or created with the Funds or for which Funds were provided, the cost of which exceeded the amount as provided for in Schedule "B" at the time of purchase.

A6.0 CONFLICT OF INTEREST

A6.1 Conflict of Interest Includes. For the purposes of Article A6.0, a conflict of interest includes any circumstances where:

(a) the Recipient; or

(b) any person who has the capacity to influence the Recipient's decisions, has outside commitments, relationships, or financial interests that could, or could be seen by a reasonable person to, interfere with the Recipient's objective, unbiased, and impartial judgment relating to the Project, the use of the Funds, or both.

A6.2 No Conflict of Interest. The Recipient will carry out the Project and use the Funds without an actual, potential, or perceived conflict of interest unless:

(a) the Recipient:

(i) provides Notice to the Province disclosing the details of the actual, potential, or perceived conflict of interest; and

(ii) requests the consent of the Province to carry out the Project with an actual, potential, or perceived conflict of interest;

(b) the Province provides its consent to the Recipient carrying out the Project with an actual, potential, or perceived conflict of interest; and

(c) the Recipient complies with any terms and conditions the Province may prescribe in its consent.

A7.0 REPORTS, ACCOUNTING, AND REVIEW

A7.1 Province Includes. For the purposes of sections A7.4, A7.5 and A7.6, "Province" includes any auditor or representative the Province may identify.

A7.2 Preparation and Submission. The Recipient will:

(a) submit to the Province at the address set out in Schedule "B":

(i) all Reports in accordance with the timelines and content requirements set out in Schedule "F";

(ii) any other reports in accordance with any timelines and content requirements the Province may specify from time to time;

(b) ensure that all Reports and other reports are:

(i) completed to the satisfaction of the Province; and

(ii) signed by an authorized signing officer of the Recipient.

A7.3 Record Maintenance. The Recipient will keep and maintain:

(a) all financial records (including invoices and evidence of payment) relating to the Funds or otherwise to the Project in a manner consistent with generally accepted accounting principles applicable in Canada; and

(b) all non-financial records and documents relating to the Funds or otherwise to the Project.

A7.4 Records Review. The Province may, at its own expense, upon twenty-four hours' Notice to the Recipient and during normal business hours enter upon the Recipient's premises to conduct an audit or investigation of the Recipient regarding the Recipient's compliance with the Agreement, including assessing any of the following:

(a) the truth of any of the Recipient's representations and warranties;

(b) the progress of the Project;

(c) the Recipient's allocation and expenditure of the Funds.

A7.5 Inspection and Removal. For the purposes of any Records Review, the Province may take one or both of the following actions:

(a) inspect and copy any records and documents referred to in section A7.3;

(b) remove any copies the Province makes pursuant to section A7.5(a).

A7.6 Cooperation. To assist the Province in respect of its rights provided for in

section A7.5, the Recipient will cooperate with the Province by:

(a) ensuring that the Province has access to the records and documents wherever they are located;

(b) assisting the Province to copy records and documents;

(c) providing to the Province, in the form the Province specifies, any information the Province identifies; and

(d) carrying out any other activities the Province requests.

A7.7 No Control of Records. No provision of the Agreement will be construed to give the Province any control whatsoever over any of the Recipient's records.

A7.8 Auditor General. The Province's rights under Article A7.0 are in addition to any rights provided to the Auditor General pursuant to section 9.1 of the *Auditor General Act* (Ontario).

A8.0 COMMUNICATIONS REQUIREMENTS

A8.1 Communications Protocol. The Parties agree to be bound by the terms and conditions of the communications protocol provided for in Schedule "G" (Communications Protocol).

A9.0 INDIGENOUS CONSULTATION

A9.1 Indigenous Consultation Protocol. The Parties agree to be bound by the terms and conditions of the Indigenous Consultation Protocol provided for in Schedule "H" (Indigenous Consultation Protocol).

A9.2 Legal Duty to Consult. In the event that the Province determines that a legal duty to consult and, where appropriate, accommodate Indigenous Communities (the "Duty to Consult") arises in respect of the Province's proposed funding of the Project:

(a) no site preparation, removal of vegetation or construction will occur in respect of the Project until the Province provides confirmation in writing to the Recipient otherwise;

(b) the Province may, in writing, require the Recipient to suspend further site preparation, removal of vegetation or construction pending completion of the required consultation;

(c) despite section A.4.1, if the Province has not provided confirmation in writing to the Recipient that site preparation, removal of vegetation or

construction may begin or resume, the Province has no obligation to pay any Eligible Costs that are capital costs incurred during that period, as determined by the Province; and,

(d) the Province must be satisfied that:

(i) Indigenous Communities have been notified and, if applicable, consulted;

(ii) where consultation has occurred, the Recipient has provided an Indigenous Consultation Record;

(iii) the Recipient is carrying out accommodation measures, where appropriate; and

(iv) any other information that the Province deems appropriate has been provided to the Province.

A10.0 INDEMNITY

A10.1 Indemnify. The Recipient will indemnify and hold harmless the Indemnified Parties from and against any Loss and any Proceeding, unless solely caused by the gross negligence or wilful misconduct of the Indemnified Parties.

A11.0 INSURANCE

A11.1 Insurance. The Recipient represents, warrants, and covenants that it has, and will maintain, at its own cost and expense, with insurers having a secure A.M. Best rating of B+ or greater, or the equivalent, all the necessary and appropriate insurance that a prudent person carrying out a project similar to the Project would maintain, including commercial general liability insurance on an occurrence basis for third party bodily injury, personal injury, and property damage, to an inclusive limit of not less than the amount set out in Schedule “B” per occurrence, which commercial general liability insurance policy will include the following:

(a) the Indemnified Parties as additional insureds with respect to liability arising in the course of performance of the Recipient’s obligations under, or otherwise in connection with, the Agreement;

(b) a cross-liability clause;

(c) contractual liability coverage; and

(d) at least 30 days' written notice of cancellation.

A11.2 Proof of Insurance. The Recipient will:

(a) provide to the Province, either:

(i) certificates of insurance that confirm the insurance coverage required by section A11.1; or

(ii) other proof that confirms the insurance coverage required by section A11.1; and

(b) in the event of a Proceeding, and upon the Province's request, the Recipient will provide to the Province a copy of any of the Recipient's insurance policies that relate to the Project or otherwise to the Agreement, or both.

A12.0 TERMINATION ON NOTICE

A12.1 Termination on Notice. The Province may terminate the Agreement at any time without liability, penalty, or costs upon giving 30 days' Notice to the Recipient.

A12.2 Consequences of Termination on Notice by the Province. If the Province terminates the Agreement pursuant to section A12.1, the Province may take one or more of the following actions:

(a) cancel further instalments of Funds;

(b) demand from the Recipient the payment of any Funds remaining in the possession or under the control of the Recipient; and

(c) determine the reasonable costs for the Recipient to wind down the Project, and do either or both of the following:

(i) permit the Recipient to offset such costs against the amount the Recipient owes pursuant to section A12.2(b); and

(ii) subject to section A4.1(a), provide Funds to the Recipient to cover such costs.

A13.0 EVENT OF DEFAULT, CORRECTIVE ACTION, AND TERMINATION FOR DEFAULT

A13.1 Events of Default. Each of the following events will constitute an Event of Default:

(a) in the opinion of the Province, the Recipient breaches any representation, warranty, covenant, or other term of the Agreement, including failing to do any of the following in accordance with the terms and conditions of the Agreement:

(i) carry out the Project;

(ii) use or spend Funds; or

(iii) provide, in accordance with section A7.2, Reports or such other reports as the Province may have requested pursuant to section A7.2(a)(ii);

(b) the Recipient's operations, its financial condition, its organizational structure or its control changes such that it no longer meets one or more of the eligibility requirements of the program under which the Province provides the Funds;

(c) the Recipient makes an assignment, proposal, compromise, or arrangement for the benefit of creditors, or a creditor makes an application for an order adjudging the Recipient bankrupt, or applies for the appointment of a receiver;

(d) the Recipient ceases to operate.

A13.2 Consequences of Events of Default and Corrective Action. If an Event of Default occurs, the Province may, at any time, take one or more of the following actions:

(a) initiate any action the Province considers necessary in order to facilitate the successful continuation or completion of the Project;

(b) provide the Recipient with an opportunity to remedy the Event of Default;

(c) suspend the payment of Funds for such period as the Province determines appropriate;

(d) reduce the amount of the Funds;

(e) cancel further instalments of Funds;

(f) demand from the Recipient the payment of any Funds remaining in the possession or under the control of the Recipient;

(g) demand from the Recipient the payment of an amount equal to any

Funds the Recipient used, but did not use in accordance with the Agreement;

(h) demand from the Recipient the payment of an amount equal to any Funds the Province provided to the Recipient;

(i) demand from the Recipient the payment of an amount equal to the costs the Province incurred or incurs to enforce its rights under the Agreement, including the costs of any Records Review and the costs it incurs to collect any amounts the Recipient owes to the Province; and

(j) upon giving Notice to the Recipient, terminate the Agreement at any time, including immediately, without liability, penalty or costs to the Province.

A13.3 Opportunity to Remedy. If, pursuant to section A13.2(b), the Province provides the Recipient with an opportunity to remedy the Event of Default, the Province will give Notice to the Recipient of:

(a) the particulars of the Event of Default; and

(b) the Notice Period.

A13.4 Recipient not Remedying. If the Province provides the Recipient with an opportunity to remedy the Event of Default pursuant to section A13.2(b), and:

(a) the Recipient does not remedy the Event of Default within the Notice Period;

(b) it becomes apparent to the Province that the Recipient cannot completely remedy the Event of Default within the Notice Period; or

(c) the Recipient is not proceeding to remedy the Event of Default in a way that is satisfactory to the Province,

(d) the Province may extend the Notice Period, or initiate any one or more of the actions provided for in sections A13.2(a), (c), (d), (e), (f), (g), (h), (i) and (j).

A13.5 When Termination Effective. Termination under Article A13.0 will take effect as provided for in the Notice.

A14.0 FUNDS UPON EXPIRY

A14.1 Funds Upon Expiry. Upon expiry of the Agreement, the Recipient will pay to the Province any Funds remaining in its possession, under its control, or both.

A15.0 DEBT DUE AND PAYMENT

A15.1 Payment of Overpayment. If at any time the Province provides Funds in excess of the amount to which the Recipient is entitled under the Agreement, the Province may:

(a) deduct an amount equal to the excess Funds from any further instalments of Funds; or

(b) demand that the Recipient pay to the Province an amount equal to the excess Funds.

A15.2 Debt Due. If, pursuant to the Agreement:

(a) the Province demands from the Recipient the payment of any Funds, an amount equal to any Funds or any other amounts owing under the Agreement; or

(b) the Recipient owes to the Province any Funds, an amount equal to any Funds or any other amounts owing under the Agreement, whether or not the Province has demanded their payment,

such amounts will be deemed to be debts due and owing to the Province by the Recipient, and the Recipient will pay the amounts to the Province immediately, unless the Province directs otherwise.

A15.3 Interest Rate. The Province may charge the Recipient interest on any money owing to the Province by the Recipient under the Agreement at the then current interest rate charged by the Province of Ontario on accounts receivable.

A15.4 Payment of Money to Province. The Recipient will pay any money owing to the Province by cheque payable to the “Ontario Minister of Finance” and delivered to the Province at the address set out in Schedule “B".

A15.5 Fails to Pay. Without limiting the application of section 43 of the *Financial Administration Act* (Ontario), if the Recipient fails to pay any amount owing under the Agreement, His Majesty the King in right of Ontario may deduct any unpaid amount from any money payable to the Recipient by His Majesty the King in right of Ontario.

A16.0 NOTICE

A16.1 Notice in Writing and Addressed. Notice will be:

(a) in writing;

(b) delivered by email, postage-prepaid mail, personal delivery or courier and

(c) addressed to the Province or the Recipient as set out in Schedule "B", or as either Party later designates to the other by Notice.

A16.2 Notice Given. Notice will be deemed to have been given:

(a) in the case of postage-prepaid mail, five Business Days after the Notice is mailed; and

(b) in the case of email, personal delivery or courier, on the date on which the Notice is delivered.

A16.3 Postal Disruption. Despite section A16.2(a), in the event of a postal disruption:

(a) Notice by postage-prepaid mail will not be deemed to be given; and

(b) the Party giving Notice will give Notice by email, personal delivery or courier.

A17.0 CONSENT BY PROVINCE AND COMPLIANCE BY RECIPIENT

A17.1 Consent. When the Province provides its consent pursuant to the Agreement:

(a) it will do so by Notice;

(b) it may attach any terms and conditions to the consent; and

(c) the Recipient may rely on the consent only if the Recipient complies with any terms and conditions the Province may have attached to the consent.

A18.0 SEVERABILITY OF PROVISIONS

A18.1 Invalidity or Unenforceability of Any Provision. The invalidity or unenforceability of any provision of the Agreement will not affect the validity or enforceability of any other provision of the Agreement.

A19.0 WAIVER

A19.1 Condonation not a waiver. Failure or delay by the either Party to exercise any of its rights, powers or remedies under the Agreement will not constitute a waiver of those rights, powers or remedies and the obligations of the Parties with respect to such rights, powers or remedies will continue in full force and effect.

A19.2 Waiver. Either Party may waive any of its rights, powers or remedies under the Agreement by providing Notice to the other Party. A waiver will apply only to the specific rights, powers or remedies identified in the Notice and the Party providing the waiver may attach terms and conditions to the waiver.

A20.0 INDEPENDENT PARTIES

A20.1 Parties Independent. The Recipient is not an agent, joint venturer, partner, or employee of the Province, and the Recipient will not represent itself in any way that might be taken by a reasonable person to suggest that it is or take any actions that could establish or imply such a relationship.

A21.0 ASSIGNMENT OF AGREEMENT OR FUNDS

A21.1 No Assignment. The Recipient will not, without the prior written consent of the Province, assign any of its rights or obligations under the Agreement.

A21.2 Agreement Binding. All rights and obligations contained in the Agreement will extend to and be binding on:

(a) the Recipient's heirs, executors, administrators, successors, and permitted assigns; and

(b) the successors to His Majesty the King in right of Ontario.

A22.0 GOVERNING LAW

A22.1 Governing Law. The Agreement and the rights, obligations, and relations of the Parties will be governed by and construed in accordance with the laws of the Province of Ontario and the applicable federal laws of Canada. Any actions or proceedings arising in connection with the Agreement will be conducted in the courts of Ontario, which will have exclusive jurisdiction over such proceedings.

A23.0 FURTHER ASSURANCES

A23.1 Agreement into Effect. The Recipient will:

(a) provide such further assurances as the Province may request from time to time with respect to any matter to which the Agreement pertains; and

(b) do or cause to be done all acts or things necessary to implement and carry into effect the terms and conditions of the Agreement to their full extent.

A24.0 JOINT AND SEVERAL LIABILITY

A24.1 Joint and Several Liability. Where the Recipient comprises more than one entity, each entity will be jointly and severally liable to the Province for the fulfillment of the obligations of the Recipient under the Agreement.

A25.0 RIGHTS AND REMEDIES CUMULATIVE

A25.1 Rights and Remedies Cumulative. The rights and remedies of the Province under the Agreement are cumulative and are in addition to, and not in substitution for, any of its rights and remedies provided by law or in equity.

A26.0 FAILURE TO COMPLY WITH OTHER AGREEMENTS

A26.1 Other Agreements. If the Recipient:

(a) has failed to comply with any term, condition, or obligation under any other agreement with His Majesty the King in right of Ontario or one of His agencies (a "**Failure**");

(b) has been provided with notice of such Failure in accordance with the requirements of such other agreement;

(c) has, if applicable, failed to rectify such Failure in accordance with the requirements of such other agreement; and

(d) such Failure is continuing,

the Province may suspend the payment of Funds for such period as the Province determines appropriate.

A27.0 SURVIVAL

A27.1 Survival. The following Articles and sections, and all applicable cross-referenced Articles, sections and schedules, will continue in full force and effect for a period of seven years from the date of expiry or termination of the Agreement: Article 1.0, Article 2.0, Article A1.0 and any other applicable definitions, section A2.1(a), sections A4.4, A4.5, A4.7, A4.9, A4.10, section A5.3, section A7.1, section A7.2 (to the extent that the Recipient has not provided the Reports or other reports as the Province may have requested and to the satisfaction of the Province), sections A7.3, A7.4, A7.5, A7.6, A7.7, A7.8,

Article A8.0, Article A10.0, section A12.2, section A13.1, sections A13.2(d), (e), (f), (g), (h), (i) and (j), Article A14.0, Article A15.0, Article A16.0, Article A18.0, section A21.2, Article A22.0, Article A24.0, Article A25.0 and Article A27.0.

END OF GENERAL TERMS AND CONDITIONS

SCHEDULE "B"
PROJECT SPECIFIC INFORMATION AND ADDITIONAL PROVISIONS

Maximum Funds	$750,000.00
Expiry Date	March 31, 2029
Project Start Deadline	September 30, 2025
Project Completion Deadline	March 31, 2028
Amount for the purposes of section A5.3 (Disposal of Assets) of Schedule "A"	$50,000
Insurance	$2,000,000
Contact information for the purposes of Notice to the Province	Position: Manager, Housing Enabling Program Delivery Unit Address: Ministry of Infrastructure Infrastructure Program Design Branch 777 Bay St Toronto, ON M7A 2J4 Email: MHIP@ontario.ca
Contact information for the purposes of Notice to the Recipient	Position: Ryan Wall, Engineering Officer Address: 105 Elgin Street/Rue West/Ouest Arnprior, ON K7S 0A8 Email: rwall@arnprior.ca

Additional Provisions:

None

SCHEDULE "C"
PROJECT DESCRIPTION AND FINANCIAL INFORMATION

C1.0 PROJECT DESCRIPTION

The Recipient will upgrade Madawaska Boulevard by adding a multi-use path (MUP) on both sides of the boulevard in the town of Arnprior. The project will involve adding pedestrian crossings at two intersections with roadways and one railway crossing, along with upgrades to the railway crossing. The work will also include enhancements to the rail crossing to facilitate the Multi-Use Path (MUP) and vehicular traffic, as well as the removal of active transportation from the road surface to provide safe passage for pedestrians along Madawaska Boulevard. New/expanded drinking water and wastewater works, stormwater management facilities, and any soft costs (design, engineering) related to these works are ineligible. The outcomes of this project will enhance roads, promote growth, and enable housing.

C2.0 FINANCIAL INFORMATION

C2.1 **Total Eligible Costs.** The total Eligible Costs means $1,500,000.00

C2.2 **Province's Reimbursement Rate**. Without limiting the generality of the Province's rights and remedies under this Agreement, the Province will reimburse the Recipient for up to a maximum 50% of Total Eligible Costs, or up to the Maximum Funds.

C2.3 **Combining Funding from Other Government Sources (Stacking).** The Recipient may combine (i.e., stack) federal and municipal funding (including development charges revenue) to fund a minimum of 50% Recipient contribution to Total Eligible Costs. The Recipient shall not stack other sources of provincial funding, with the exception of funding received from the Building Faster Fund (BFF) and the Ontario Community Infrastructure Fund (OCIF).

SCHEDULE "D"
ELIGIBLE AND INELIGIBLE COSTS

D1.0 ELIGIBLE COSTS

D1.1 Eligible Costs are those direct costs that are, in the Province's sole and absolute discretion, properly and reasonably incurred and paid by the Recipient, are necessary for the successful completion of the Project, and are paid to an arm's length third party, as evidenced by invoices, receipts or other records that are satisfactory to the Province. Eligible Costs do not include Ineligible Costs. Eligible Costs include the following costs incurred and paid after April 1, 2023:

(a) Costs associated with the planning, environmental assessments, design and engineering, project management, materials and construction of the Project;

(b) Costs associated with Indigenous consultation related to the Project; and

(c) Costs associated with any compliance audit undertaken in accordance with Article F3.0.

D2.0 INELIGIBLE COSTS

D2.1 Unless a cost is considered an Eligible Cost pursuant to section D1.1, such cost will be an Ineligible Cost. Without limiting the discretion of the Province in section D1.1, the following costs are Ineligible Costs and are therefore ineligible to be paid from the Funds:

(a) All capital costs, including site preparation, removal of vegetation and construction costs, prior to confirmation in writing from the Province to the Recipient that site preparation, removal of vegetation or construction may begin or resume, as described in section A9.2;

(b) Financing and financing charges, debt restructuring, loan interest payments bank fees, and legal fees including those related to easements;

(c) Costs associated with operating expenses for assets and regularly scheduled maintenance work;

(d) Costs of relocating entire communities;

(e) Planning costs, if not tied to a capital project (i.e., planning-only project submitted);

(f) Land acquisition; leasing land, buildings and other facilities; real estate fees and related costs;

(g) Leasing equipment other than equipment directly related to the construction of the Project;

(h) Costs related to furnishing and non-fixed assets which are not essential for the operation of the asset/Project;

(i) Any overhead costs, including salaries and other employment benefits of any employees of the Recipient, any direct or indirect operating or administrative costs of the Recipient, and more specifically any costs related to planning, engineering, architecture, supervision, management and other activities normally carried out by the Recipient's staff;

(j) Any goods and services costs which are received through donations or in kind;

(k) Provincial sales tax, goods and services tax, or harmonized sales tax; and

(l) Any costs eligible for rebates.

SCHEDULE "E"
MILESTONE PAYMENT PLAN

E1.0 MILESTONE PAYMENTS

E1.1. The table below sets out the Project milestones and, if the conditions for achieving the milestone are met, the amount that the Recipient is entitled to be paid in connection with the completion of that milestone, subject to the Recipient's compliance with the terms of the Agreement, calculated as a percentage of the Maximum Funds.

PAYMENT MILESTONE	PAYMENT AMOUNT	REQUIRED REPORTS (see Schedule "F" for more detail)
Milestone 1: Execution of the Agreement.	25% of the Maximum Funds.	The following documentation is required to be provided to the Province by the Recipient prior to execution of the Agreement: • Municipal by-law as described in section A2.2(b), • Initial Project Report as described in Schedule "F", • Notice of Completion for Environmental Assessment (if applicable), and • Any other reporting requested by the Ministry.
Milestone 2: Subject to the terms and conditions of this Agreement, the receipt, to the satisfaction of the Province, of the Construction Contract Award Documentation and Project Progress Report described in Schedule "F".	Up to 25% of the Maximum Funds. The payment amount is subject to the adjustments set out in section A4.2(c).	• Construction Contract Award Documentation, • Project Progress Report, including a revised expenditure forecast, and • Any other reporting requested by the Ministry.

Milestone 3: Subject to the terms and conditions of this Agreement, the receipt, to the satisfaction of the Province, of the 85% Expenditure Documentation and Project Progress Report described in Schedule "F".	Up to 35% of the Maximum Funds. The payment amount is subject to the adjustments set out in section A4.2(c).	• 85% Expenditure Documentation confirming that at least 85% of the Total Eligible Cost (TEC) has been incurred, • Project Progress Report, including a revised expenditure forecast, and • Any other reporting requested by the Ministry.
Milestone 4: Subject to the terms and conditions of this Agreement, the receipt, to the satisfaction of the Province, of the Final Report.	Release of Holdback as defined in section A4.9: Up to 15% of the Maximum Funds. The payment amount is subject to the reconciliation and adjustments set out in sections A4.2(c) and A4.10.	• Final Report, • Compliance with the Financial Information Return (FIR), • Compliance audit documentation if required by the Province, and • Any other reporting requested by the Ministry.

SCHEDULE "F"
REPORTING REQUIREMENTS

F1.0 DOCUMENTATION REQUIRED FOR EXECUTION OF THE AGREEMENT

Name of Document	Description	Submission Timeframe
Initial Project Report	Recipient's forecast of timelines and costs (expenditure forecast) to Project completion.	Within two weeks of being sent by the Province and prior to execution of the Agreement.
Council By-Law	Municipal by-law as described in section A2.2(b). If delegated authority is given, the Recipient must include the delegation by-law (refer to Section 23.1 of the *Municipal Act, 2001*).	Prior to execution of the Agreement.
Executed Agreement	The executed Agreement between the Province and Recipient.	Required for Milestone 1 payment.

F2.0 REPORTS

F2.1 **Reporting Requirements.** The Recipient will submit to the Province the following Reports in a format to be provided by the Province and in accordance with the timelines below.

Required Documentation	Description	Submission Timeframe
Construction Contract Award Documentation	A report from council including a resolution or by-law recognizing the awarding of the Project construction contracts following tender.	The majority of Project construction contracts must be awarded no later than September 30, 2026. The Construction Contract Award Documentation is due within 60 Business Days of this award. Required for Milestone 2 payment.
Project Progress Report	A report that includes: • an update on the Project's status and signage status; • revised expenditure forecast, which must be	Project Progress Reports are required twice per calendar year, in the Spring and Fall, for the duration of the project.

	based on contracts awarded to complete the Project; • the amount of interest earned on the Funds; • an updated Indigenous Consultation Record, if applicable; and • any other information as requested by the Province.	This Report is due within 30 Business Days of a written notice from the Province unless otherwise indicated by the Province. A Project Progress Report is required for Milestone 2 and Milestone 3 payment.
85% Expenditure Documentation	A report that confirms that at least 85% of TEC has been incurred.	Required for Milestone 3 payment.
Final Report	A report that summarizes the Project's final timelines, costs, and outcomes, and includes Project and signage photos and the information required under the Project Progress Reports.	This Report is due within 60 Business Days of the Project Completion Deadline. Required for Milestone 4 payment.
Other Reports	Reports with such content as may be requested by the Province from time to time, which may include the Indigenous Consultation Record described in Schedule "H".	Within the timeframe requested in a written notice from the Province.

F3.0 COMPLIANCE AUDIT

F3.1 **Financial Information Return.** Without limiting the generality of Article A7.0 (Reports, Accounting, and Review), the Recipient must have submitted Financial Information Returns (FIR) per Section 294(1) of the Municipal Act for the preceding two fiscal years.

F3.2 **Financial Information Return Compliance.** If the Recipient does not submit the FIR in accordance with F3.1, without limiting the Province's rights under Article A13.0, the Province may suspend the payment of Funds until the FIR are satisfactorily completed.

F3.3 **Compliance Audit.** Without limiting the generality of Article A7.0 (Reports, Accounting, and Review), the Recipient may be required to engage the services

of an external auditor to conduct a final compliance audit upon reaching the project completion date.

Additional compliance audits may be conducted by the Province at its sole discretion, for which the Recipient shall assist and disclose any information requested by any independent auditor.

F3.4 **Requirements of Compliance Audit.** Each compliance audit will be conducted in accordance with Canadian Generally Accepted Auditing Standards, as adopted by the Canadian Institute of Chartered Accountants, applicable as of the date on which a record is kept or required to be kept under such standards. In addition, each compliance audit will assess the Recipient's compliance with the terms of the Agreement and will prepare a report that addresses, without limitation:

(a) whether the Funds were spent in accordance with the Agreement;

(b) the progress or state of completion of the Project;

(c) whether the financial information the Recipient provided to the Province was complete, accurate, and provided in a timely manner;

(d) whether the Recipient's information and monitoring processes and systems are adequate to carry out its obligations under the Agreement;

(e) the Recipient's overall management and administration of the Project;

(f) recommendations for improvement or redress of non-compliance of the terms of the Agreement by the Recipient; and

(g) whether the Recipient took timely corrective action on any prior audit findings, if any.

SCHEDULE "G"
COMMUNICATIONS PROTOCOL

G1.0 DEFINITIONS

G1.1 **Definitions.** For the purposes of this Schedule "G" (Communications Protocol):

"Joint Communications" means events, news releases, and signage that relate to the Agreement that are not operational in nature, and that are collaboratively developed and approved by the Province and the Recipient.

"Communications Activities" means, but is not limited to, public or media events or ceremonies including key milestone events, news releases, reports, web and social media products or postings, blogs, news conferences, public notices, physical and digital signs, publications, success stories and vignettes, photos, videos, multi-media content, advertising campaigns, awareness campaigns, editorials, multi-media products, and all related communication materials under the Agreement.

"Contentious Issues" means matters that are, or may reasonably be expected to be, of concern to the Legislative Assembly or the public, or are likely to result in inquiries being directed to the Minister or the provincial government. Contentious Issues may be raised by:

- Members of the Legislative Assembly
- The public
- Media
- Stakeholders
- Service delivery partners

G2.0 PURPOSE

G2.1 **Purpose.** This communications protocol outlines the roles and responsibilities of each of the Parties to the Agreement in respect of Communications Activities related to the Project.

G2.2 **Guidance.** This communications protocol will guide all planning, development and implementation of Communications Activities with a view to ensuring efficient, structured, continuous, consistent, and coordinated communications to the public.

G2.3 **Application to Communications Activities.** The provisions of this communications protocol apply to all Communications Activities related to the Agreement and the Project.

G3.0 GUIDING PRINCIPLES

G3.1 **Information to public.** Communications Activities undertaken through this communications protocol should ensure that the public are informed about the Project and its benefits, including the ways in which the Project helps improve their quality of life.

G3.2 **Factors to Consider.** The scale and scope of Communications Activities undertaken for any Project will take into consideration the financial value, scope and duration of the Project and the feasibility of Joint Communications for such Communications Activities.

G3.3 **Deficiencies and Corrective Actions.** The Province will communicate to the Recipient any deficiencies or corrective actions, or both, identified by the Province or, as applicable, the Committee.

G3.4 **Approval of Communications Material.** The announcement or publication of the Project must be approved by the Parties prior to being carried out.

G3.5 **Costs of Communication Activities.** With the exception of advertising campaigns outlined in Article G.9.0 (Advertising Campaigns), the costs of Communication Activities and signage will follow the eligibility rules established in Schedule “D” (Eligible and Ineligible Costs).

G4.0 JOINT COMMUNICATIONS

G4.1 **Subject Matter.** The Parties may have Joint Communications about the funding and status of the Project, including recognition of key project milestones.

G4.2 **Prior Knowledge and Agreement.** Joint Communications in respect of the Project should not occur without the prior knowledge and agreement of the Parties.

G4.3 **Recognition of the Province’s Contributions.** All Joint Communications material must be approved by the Province and will recognize the Province’s contribution to the Project.

G4.4 **Notice and Timing.** The Recipient and the Province may request Joint Communications. The Party requesting the Joint Communications will provide at least 15 Business Days’ notice to the other Party. If the Communications Activity is an event, it will take place at a date and location mutually agreed to by the Parties.

G4.5 **Participation and Representatives.** The Party requesting a Joint Communications will provide the opportunity for the other Party to choose to

participate and, if participating, to have their own designated representative quoted or present (in the case of an event).

G4.6 **English and French.** The Province has an obligation to communicate in English and French. Communications products related to events must be bilingual in most instances. In such cases, the Province will provide the translation services and final approval on products.

G5.0 INDIVIDUAL COMMUNICATIONS

G5.1 **The Province's Obligations.** Notwithstanding Article G.4.0 (Joint Communications), the Parties agree that the Province has the right to communicate information to Ontarians about the Agreement and the use of Funds to meet its legislated and regulatory obligations through their respective own Communications Activities.

G5.2 **Restrictions.** Each Party may include an overview in respect of the Project in their own Communications Activities. The Province and the Recipient will not unreasonably restrict the use of, for their own purposes, Communications Activities related to the Project and, if the communications are web- or social-media based, the ability to link to it.

G5.3 **Publication.** The Recipient will indicate, in respect of the Project-related publications, whether written, oral, or visual, that the views expressed in the publication are the views of the Recipient and do not necessarily reflect those of the Province.

G5.4 **Recognition in Documents.** In respect of the Project where the deliverable is a document, such as but not limited to plans, reports, studies, strategies, training material, webinars, and workshops, the Recipient will clearly recognize the Province's respective financial contribution for the Project.

G5.5 **Acknowledgement of Support.** Unless the Province directs the Recipient to do otherwise, the Recipient will, in respect of the Project-related publications, whether written, oral, or visual, acknowledge the Province's support for the Project.

G6.0 OPERATIONAL COMMUNICATIONS

G6.1 **Responsibility of Recipient.** The Recipient is solely responsible for operational communications in respect of the Project, including but not limited to calls for tender, contract awards, and construction and public safety notices.

G7.0 MEDIA RELATIONS

G7.1 **Significant Media Inquiry.** The Province and the Recipient will share information promptly with the other Party if significant media inquiries are received or if emerging contentious issues arise in respect of a Project. Significant media inquiries include, but are not limited to, contentious media requests where either or both the province and the recipient are implicated. Note that any media request received by the Recipient that impacts or falls under the purview of the province (e.g., program guidelines, funding allocations) must be shared with the Province to determine who is best positioned to respond.

G8.0 SIGNAGE

G8.1 **Recognition of Funding Contribution.** The Parties agree that the Province and the Recipient may each have signage recognizing their funding contribution in respect of the Project.

G8.2 **Funding Recognition.** Unless otherwise agreed by the Province, the Recipient will produce and install a sign to recognize the funding contributed by the Province at the Project site in accordance with, as applicable, their current respective signage guidelines. Provincial sign design, content, and installation guidelines will be provided by the Province.

G8.3 **Notice of Sign Installation.** The Recipient will inform the Province of sign installations, including providing the Province with photographs of the sign once the sign has been installed.

G8.4 **Timing for Erection of Sign.** If erected, signage recognizing the Province's contributions will be installed at the Project site(s) 30 days prior to the start of construction, be visible for the duration of the Project, and remain in place until 90 days after construction is completed and the infrastructure is fully operational or opened for public use.

G8.5 **Size of Sign.** If erected, signage recognizing the Province's respective contribution will be at least equivalent in size and prominence to Project signage for contributions by other orders of government and will be installed in a prominent and visible location that takes into consideration pedestrian and traffic safety and visibility.

G8.6 **Responsibility of Recipient.** The Recipient is responsible for the production and installation of Project signage, and for maintaining the signage in a good state of repair during the Project, or as otherwise agreed upon.

G9.0 ADVERTISING CAMPAIGNS

G9.1 **Notice of Advertising Campaigns.** Recognizing that advertising can be an effective means of communicating with the public, the Recipient agrees that the Province may, at their own cost, organize an advertising or public information campaign in respect of the Project or the Agreement. However, such a campaign will respect the provisions of the Agreement. In the event of such a campaign, the Province will inform the Recipient of its intention no less than 21 Business Days prior to the campaign launch.

SCHEDULE "H"
INDIGENOUS CONSULTATION PROTOCOL

H1.0 INDIGENOUS CONSULTATION

H1.1 **Procedural Aspects of Consultation.** If consultation with Indigenous Communities is required, the Recipient agrees that:

(a) the Province may delegate certain procedural aspects of the consultation to the Recipient; and

(b) the Province will provide the Recipient with an initial list of the Indigenous Communities the Recipient will consult.

H1.2 **Development of Indigenous Consultation Plan.** The Province, based on the scope and nature of the Project, may require the Recipient, in consultation with the Province, to develop and comply with an Indigenous consultation plan ("**Indigenous Consultation Plan**").

H1.3 **Provision of Plan to Province.** If, pursuant to section H1.2, the Province provides Notice to the Recipient that an Indigenous Consultation Plan is required, the Recipient will, within the timelines provided in the Notice, provide the Province with a copy of the Indigenous Consultation Plan.

H1.4 **Changes to Plan.** The Recipient agrees that the Province, in its sole discretion and from time to time, may require the Recipient to make changes to the Indigenous Consultation Plan.

H1.5 **Requirement for Indigenous Consultation Record.** If consultation with an Indigenous Community is required, the Recipient will maintain an Indigenous Consultation Record and provide such record to the Province, and any update to it, as part of its reporting to the Province pursuant to section F2.1.

H1.6 **Notification to and Direction from the Province.** The Recipient will immediately notify the Province:

(a) of contact by Indigenous Communities regarding the Project; or

(b) of any Indigenous archaeological resources that are discovered in relation to the Project,

and, in either case, the Recipient agrees that the Province may direct the Recipient to take such actions as the Province may require. The Recipient will comply with the Province's direction.

H1.7 **Direction from the Province and Contracts.** In any Contract, the Recipient will provide for the Recipient's right and ability to respond to direction from the Province as the Province may provide in accordance with section H1.6.

The Corporation of the
Town of Arnprior

By-law Number 7611-25

A by-law to amend the Composition of the Council for the Corporation of the Town of Arnprior.

Whereas Section 217 (1), without limiting sections 9, 10, and 11, of the Municipal Act 2001, as amended, authorizes municipalities to amend the size and composition of Council; and

Whereas the Council of the Corporation of the Town of Arnprior deems it desirous to alter their composition; and

Whereas Council previously amended their composition by way of re-naming its Reeve, to County Councillor, prior to the 2022 Municipal Election; and

Whereas Council recently voted in favour of amending their current composition by way of renaming the “County Councillor” position to be the “Deputy Mayor”, with this Deputy Mayor position being the representative at County Council, as well as hold the position of Deputy Mayor, for the full Council term, effective the next 2026-2030 term of Council; and

Whereas a public meeting was held on May 12, 2025, for the purposes of gaining public input regarding the proposed alteration in the composition of the Corporation of the Town of Arnprior Council. No public comments were received.

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

1. **That** the composition of Council be amended as follows:
    - The “County Councillor” position to be renamed “Deputy Mayor”, with this Deputy Mayor position being the representative at County Council, as well as hold the position of Deputy Mayor, for the full Council term, effective the next 2026-2030 term of Council.
2. **That** the new composition of Council resulting from the amendment affected by this by-law be as follows:
    - One (1) Mayor
    - One (1) Deputy Mayor
    - Five (5) Councillors

3. **That** all Members of Council be elected at large within the boundaries of the Town of Arnprior.
4. **That** the Deputy Mayor shall be the member on the Council of the County of Renfrew.
5. **That** all previous by-laws amending the composition of Council and any by-laws and/or resolutions inconsistent with the provisions herein are repealed.
6. **That** this by-law shall come into full force and effect upon the date of its adoption, subject to the Municipal Act, 2001, Part VI.1, Sec. 284.11, as amended and any other legislation.

Passed in open Council this 14th day of July, 2025.

Signatures:

Lisa McGee, Mayor

Kaila Zamojski, Town Clerk

This by-law is deemed to be adopted on _____, 2025.

The Corporation of the
Town of Arnprior

By-Law No. 7612-25

A by-law to authorize the use of internet and telephone voting for the 2026 Municipal Election.

Whereas Section 42 (1) of the Municipal Elections Act, 1996, as amended, provides that the Council of a Municipality may, by by-law, authorize the use of alternative voting methods that do not require electors to attend a voting place in order to vote; and

Whereas the Council of the Corporation of the Town of Arnprior deems it desirable to utilize such methods during the 2026 Municipal Elections which will take place on Monday, October 26, 2026; and

Whereas Section 42 (5) of the Municipal Elections Act, 1996, as amended, discusses the effect of a by-law for alternative voting, and advance votes and voting proxies, noting when a by-law authorizing the use of an alternative voting method is in effect, sections 43 (advance votes) and 44 (voting proxies) apply only if the by-law so specifies; and

Whereas Council of the Corporation of the Town of Arnprior deems it desirable to pass such a by-law.

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

1. **That** the use of Internet and telephone voting as alternative voting methods be utilized during the 2026 Municipal Election which takes place on Monday, October 26, 2026; and

2. **That** the use of Internet and Telephone voting as alternative voting methods for advance voting and proxy voting is hereby authorized as per Section 43 and 44 of the Municipal Elections Act, 1996, as amended; and

3. **That** the Clerk and CAO be authorized to enter into a contract for alternative voting services (Internet and Telephone).

4. **That** this by-law shall come into full force and effect upon the passing thereof, subject to the Municipal Act, 2001, Part VI.1, Sec. 284.11 and any other legislation, at which time all by-laws, and resolutions that are inconsistent with the provisions of this by-law are hereby repealed insofar as it is necessary to give effect to the provisions of this by-law.

Passed in Open Council this 14th day of July, 2025.

Lisa McGee, Mayor Kaila Zamojski, Town Clerk

This by-law is deemed to be adopted on _____, 2025.