

## Regular Council Agenda - Amended

5:00 p.m. - Thursday, June 27, 2024

Council Chambers

[Zoom Meeting Registration](#)

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### 1. Call to Order

- a) Public Notice regarding Recording of Meetings 8  
[Recorded Meetings - Notice to Public](#)

### 2. Traditional Land Acknowledgement

We begin this gathering by acknowledging and celebrating these traditional lands as a gathering place of the first peoples and their ancestors who are entrusted to care for Mother Earth since time immemorial. We do so respecting both the land and the Indigenous People who continue to walk with us through this world. Today, the Township of North Frontenac is committed to working with Indigenous Peoples and all residents to pursue a united path of reconciliation.

### 3. Approval of Agenda

- a) June 27, 2024

**Be It Resolved That** Council approves the Agenda dated June 27, 2024 as circulated.

### 4. Disclosure of Pecuniary Interest and General Nature Thereof

### 5. Business Profile

None.

### 6. Presentations

None.

### 7. Delegations

None.

### 8. Adoption of Minutes

- a) Minutes of the Meeting(s) to be adopted by Council 9 - 19

**Be It Resolved That** Council adopts the Minutes as circulated, of:

1. A Regular Meeting of Council held June 6, 2024; and
2. A Meeting of the Personnel and Audit Committed held May 28, 2024.

[Regular Council - June 6, 2024](#)

[P&A - May 28, 2024 Minutes](#)

### 9. Business Arising Out of Minutes

- a) Resolution #127-24: Request for Kaladar Barrie Fire Chief to attend 20 - 21

North Frontenac Council meeting

**Whereas** at the meeting held on March 15, 2024, Council passed Resolution #127-24 requesting the Joint Fire Committee discuss having the Kaladar Barrie Fire Chief attend a North Frontenac Council meeting prior to each annual budget;

**Therefore Be It Resolved That** Council receives for information the Joint Fire Committee's Resolution #15-24 passed at the meeting held June 7, 2024 approving this request; and requesting the North Frontenac CAO notify Fire Chief Cuddy of the date of the meeting(s).

[Resolution #127-24](#)

- b) Resolution #68-24: Potential for adding benefits for Volunteer Fire Fighters 22 - 23

**Whereas** at the meeting held on February 16, 2024, Council passed Resolution #68-24 requesting the Joint Fire Committee discuss the potential for adding benefits for Fire Fighters;

**Now Therefore Be It Resolved That** Council receives for information the Joint Fire Committee's Resolution #14-24 passed at the meeting held June 7, 2024 advising that due to the increased costs to provide services, the Committee does not support adding benefits at this time.

[Resolution #68-24](#)

## 10. Communications

- a) Clerk's Administrative Report - Communications 'A' Section 24

**Be It Resolved That** Council receives for information Section 'A' Items of the Clerk's Administrative Report entitled "Communications of Interest."

[Communications of Interest - Pdf](#)

- b) Communications 'B' Section - Action Items

- B1. Lion's Club of Land O' Lakes re: Human Maple Leaf 25

**Be It Resolved That** Council receives for information a letter dated May 21, 2024 from the Lions Club of Land O'Lakes advising they are attempting to create a Human Maple Leaf on Canada Day and inviting the Township of North Frontenac to participate;

**And That** Council supports the Lions Club's efforts to encourage tourism and raise awareness of the area;

**And That** Council encourages Council Members, Township staff, their families and members of the public to attend the event.

[B1](#)

- B2. County of Frontenac re: Open Farm Days - Proclamation 26 - 27

**Whereas** the Township of North Frontenac recognizes the importance of agriculture in the region;

And Whereas the Township of North Frontenac believes a strong

agricultural economy is essential for enduring communities, for the health of our residents, and to establish a strong community in support of food security for our citizens as well as our businesses, and organizations;

**And Whereas** the Township of North Frontenac has a vision of a strong agriculture community that is rooted in the character of Frontenac County and its residents: welcoming, natural, healthy, clean, tranquil, entrepreneurial, and rural by choice and conviction;

**And Whereas** the Township of North Frontenac is committed to supporting agriculture to grow businesses, attract more visitors and expand the tax base;

**Now Therefore Be It Resolved That** the Council of the Township of North Frontenac hereby declares August 16 to September 30, 2024, as Open Farm Days in Frontenac County, and reminds individuals of the importance of this six-week celebration which supports local agriculture and food businesses in our communities;

**And That** the Township of North Frontenac encourages all residents to support local farms and food businesses by participating in this series of events;

**And That** Council instructs the Manager of Community Development to share the details with the public on the upcoming events.

[B2](#)

## 11. Council, CAO, and Managers' Administrative Reports

- a) Chief Administrative Officer: Update re: Home Support Program for Seniors and Individuals with Physical Disabilities in North Frontenac Township.

28 - 36

**Be it Resolved That** Council receives for information the Chief Administrative Officer and Treasurer's Administrative Report entitled "Update re: Home Support Program for Seniors and Individuals with Physical Disabilities in North Frontenac Township";

**And That** Council approves the updated 2024-2027 Memorandum of Understanding which includes up to \$6 per hour to provide indoor and outdoor services; a subsidy of \$3 per meal for the Meals on Wheels Program; and up to .10 cents per km (maximum of \$25 per trip) for transportation costs for payment to the Rural Frontenac Community Services and Land O'Lakes Community Services, for qualifying residents of North Frontenac Township;

**And That** Council will consider a By-law later in the Meeting to sign the Memorandum of Understanding;

**And That** the Township allocates a maximum of \$10,000 to each agency annually, however each agency will invoice the Township for actual services provided which will assist in continuing to assess the need for the Program and potential future costs to ensure the Program remains sustainable if needed;

**And That** the CAO and Treasurer meet with both Agencies in 2027 to re-assess the Program and provide Council with an update and recommendations regarding the feasibility of continuing the Program during the 2027 Budget Deliberations.

[Update re: Home Support Program for Seniors and Individuals with Physical Disabilities in North Frontenac Township. - Pdf](#)  
[2024-2027 Memorandum of Understanding RFCS and LOLCS Final](#)

- b) Clerk/Planning Manager: Road Allowance Closure for Approval in Principle – Wither & Bell 37 - 38

**Be It Resolved That** Council receives for information the Clerk/Planning Manager Administrative Report entitled “Road Allowance Closure for Approval in Principle – Wither & Bell”;

**And That** Council approves the Application to close, stop up and sell a portion of the Boundary Road Allowance between Lot 19, Concession 1, geographic Township of South Canonto and Lot 32, Concession 6, geographic Township of Palmerston to the adjacent property owner(s) in accordance with the Road Closing Policy;

**And That** the Clerk shall notify the adjacent property owner to discuss purchasing half of the Road Allowance excluding the area where the 1 storey frame cottage is located.

[Concession Road Allowance Closure - Approval in Principle - Wither & Bell](#)

- c) Director of Emergency Services/Fire Chief: 2024 Community Risk Assessment (CRA) 39 - 92

**Be it Resolved That** Council Receives for information the Director of Emergency Services/Fire Chief’s Administrative Report entitled "2024 Community Risk Assessment".

[2024 Community Risk Assessment \(CRA\) - Pdf](#)

- d) Public Works Manager: Watershed Signage - Mountain Road 93 - 94

**Be It Resolved That** Council receives for information the Public Works Manager’s (PWM) Administrative Report entitled “Watershed Signage - Mountain Road”;

**And That** Council approves installation of the signage on Mountain Road at a location to be confirmed with the Mississippi Valley Conservation Authority with the purchase of the signage to come from the 2024 roads budget for signage.

[Watershed Signage - Mountain Road - Pdf](#)

- e) Treasurer: Update and Review of the Strategic Asset Management Policy - 5 year Review 95 - 113

**Be It Resolved That** Council receives for information the Treasurer’s Administrative Report entitled “Update and Review of the Strategic Asset Management Policy - 5 year Review”;

**And That** Council will consider later in the meeting a By-law to adopt the Strategic Asset Management Policy 2024.

[Update and Review of the Strategic Asset Management Policy - 5 Year Review - Pdf](#)

- f) Treasurer: Treasurer's Potential Participation on Municipal Finance Officers Association (MFOA) Board 114 - 115

**Be It Resolved That** Council receives for information the Treasurer's Administrative Report entitled "Treasurers Potential Participation on Municipal Finance Officers Association (MFOA) Board";

**And That** Council approves Kelly Watkins to submit her name for nomination to the MFOA Board for the term of January 1, 2025 to December 31, 2027.

[Treasurers Potential Participation on Municipal Finance Officers Association \(MFOA\) Board - Pdf](#)

- g) Treasurer: OMERS for Volunteer Fire Fighters 116 - 128

**Be It Resolved That** Council receives for information the Treasurer's Administrative Report entitled "OMERS for Volunteer Fire Fighters";

**And That** Council approves offering the North Frontenac Fire Department Fire Fighters OMERS as non-full-time (NFT) Employees;

**And That** Council will support the same decision for the Kaladar Barrie Fire Department if it is deemed they are also eligible to enroll with OMERS as an NFT Employee.

[OMERS for Volunteer Fire Fighters - Pdf](#)  
[OMERS Bulletin March 26, 2024](#)

- h) Treasurer: Update and Review of the Asset Management Plan 129 - 227

**Be It Resolved That** Council receives for information the Treasurer's Administrative Report entitled "Update and Review of the Asset Management Plan";

**And That** Council approves the Asset Management Plan as provided that meets the requirements of O.Reg. 588/17 before July 1, 2024 for core and non core assets.

[Update and Review of the Asset Management Plan - Pdf](#)

## 12. External Committees/Local Boards/Task Force Notes and Reports

- a) Kaladar Barrie Joint Fire Committee 228 - 231

**Be It Resolved That** Council receives for information the Minutes of a meeting of the Kaladar Barrie Joint Fire Committee dated February 16, 2024.

[JFC - February 16, 2024 Minutes](#)

- b) Kaladar Barrie Joint Fire Committee - Resolution from June 7, 2024 meeting 232 - 233

**Be It Resolved That** Council receives for information the Joint Fire Committee Resolution #16-24 passed at a meeting held on June 7, 2024 receiving for information Fire Chief Cuddy's Administrative Report entitled "Fire Truck Costs";

**And That** the proposed Capital Budget amount for the tanker be

increased by \$150,000 to a maximum of \$800,000 with the amount coming from the Kaladar Barrie Joint Fire Committee Reserve Funds  
**And That** a copy of this Resolution be provided to Addington Highlands Council.

[Resolution #16-24 - Joint Fire Committee Kaladar Barrie Fire Truck Costs](#)

- c) Economic Development Task Force 234 - 236

**Be It Resolved That** Council receives for information the Notes of a meeting of the Economic Development Task Force dated June 17, 2024.

[Economic Development Task Force - June 17, 2024 Minutes](#)

**13. Giving Notice of Motion (By a Member of Council to the Clerk for Council's consideration for inclusion on the next Meeting Agenda)**

**14. Motions, Written Notice of which has been Given (By a Member of Council and approved by Council at a prior Meeting)**

None.

**15. Council Portfolio Verbal Reports**

- a) Each Council member has a portfolio for which they are responsible. 237 - 239  
The Councillor may provide a verbal report for information purposes.

[Council Portfolios 2022-2026](#)

**16. Introduction and Reading of By-laws**

- a) By-law(s) to be Considered: 240 - 373
- #2024-47 To Adopt Asset Management Plan
  - #2024-48 To Adopt Strategic Asset Management Policy
  - #2024-49 To Sign MOU with Rural Frontenac Community Services and Land O'Lakes Community Services
  - #2024-50 To Sign Agreement with AMO for Community Building Fund

**Be It Resolved That** leave be given the Mover to introduce the following By-law(s) that have been circulated to all members of Council:

- #2024-47 To Adopt Asset Management Plan;
- #2024-48 To Adopt Strategic Asset Management Policy;
- #2024-49 To Sign MOU with Rural Frontenac Community Services and Land O'Lakes Community Services;
- #2024-50 To Sign Agreement with AMO for Community Building Fund;

**And That** these By-law(s) be read a first, second and third time and finally passed.

[#2024-47](#)

[#2024-48](#)

[#2024-49](#)

[#2024-50](#)

**17. Public Forum**

**18. Closed Session**

None.

**19. Rise and Report (Overview of the Closed Session by the Presiding Officer)**

**20. Confirmatory By-law**

- a) Confirming By-law #2024-51

374

**Be It Resolved That** By-law #2024-51, being a By-law to confirm all actions and proceedings of Council for its Regular Meeting held June 27, 2024 be read a first, second, and third time and finally passed.

[#2024-51](#)

**21. Adjournment**

- a) Adjournment of the Council Meeting

**Be It Resolved That** Council adjourns the Meeting at \_\_\_\_ .m. until July 25, 2024 or at the call of the Chair.



Please be advised North Frontenac Council Meetings are recorded. By attending a public meeting of Council, you are consenting to your image, voice and comments being recorded.

The Chair and/or the Clerk have the discretion and authority at any time to direct the termination or interruption of the recording. Such direction will only be given in exceptional circumstances where deemed relevant. Circumstances may include instances where the content of debate is considered misleading, defamatory or potentially inappropriate to be published.

The Township shall not be responsible should technical difficulties prevent the recording of any meeting, or a portion thereof. Technical issues may include but are not limited to the availability of the internet connection, device failure or malfunction, unavailability of social media platforms or power outages. It should be noted that no protection is afforded to Council Members, Employees or the public for comments made during Meetings which are subsequently challenged in a court of law and/or determined to be defamatory.

Notice is hereby provided that under the authority of the Municipal Act, 2001 and in accordance with the Municipal Freedom of Information and Privacy Act (MFIPPA), that all information provided for at a public meeting or other public process are considered a public record.

Members of Council, Staff, Delegates and attendees should be mindful of using names of individuals or entities when discussing matters in public. Attendees are advised that they may be subject to legal action if their actions result in inappropriate and/or unacceptable behaviour or comments.



# Regular Council Minutes

5:00 p.m.- Thursday, June 6, 2024  
Council Chambers

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**Present:** Mayor Gerry Lichty, Councillor Stephanie Regent, Councillor Roy Huetl, Councillor Vernon Hermer, Deputy Mayor John Inglis, and Councillor Fred Fowler

**Absent with Regret:** Councillor Wayne Good

**Also Present:** Corey Klatt, Chief Administrative Officer, Dipl. M.A., Kelly Watkins, Treasurer, Dipl. M.A., M.M., Tara Mieske, Clerk/Planning Manager, Dipl.M.A. Dipl.M.M., Darwyn Sproule, Public Works Manager, P. Eng., Adam Robinson, Director of Emergency Management / Fire Chief, and Brooke Ross, Manager of Community Development, Dipl.M.A.

## 1. Call to Order

The Mayor called the meeting to order at 5:00 p.m.

## 2. Traditional Land Acknowledgement

We begin this gathering by acknowledging and celebrating these traditional lands as a gathering place of the first peoples and their ancestors who are entrusted to care for Mother Earth since time immemorial. We do so respecting both the land and the Indigenous People who continue to walk with us through this world. Today, the Township of North Frontenac is committed to working with Indigenous Peoples and all residents to pursue a united path of reconciliation.

## 3. Approval of Agenda

### a) *June 6, 2024*

**200-24 Moved by Councillor Vernon Hermer, Seconded by Councillor Fred Fowler**

**Be It Resolved That** Council approves the Agenda dated June 6, 2024, as circulated.

**Carried**

## 4. Disclosure of Pecuniary Interest and General Nature Thereof

None declared.

## 5. Business Profile

### a) *Homestead Studio Glass*

**201-24 Moved by Councillor Fred Fowler, Seconded by Councillor Vernon Hermer**

**Be It Resolved That** Council receives for information the Business Profile of Homestead Studio Glass provided by Derrick Lancaster, Member of the Economic Development Task Force (EDTF).

**Carried**

## 6. Presentations

a) **Senior of the Year - Harriett Riddell**

**Note: The MCD and DESFC left the meeting at this time.**

## 7. Closed Session

a) **Closed Meeting of Council**

**202-24 Moved by Deputy Mayor John Inglis, Seconded by Councillor Roy Huetl**

**Be It Resolved That** Council retires to Closed Session at 5:23 p.m. to:

- a. Adopt Minutes of Closed Meetings held April 12, 2024 and April 26, 2024;
- b. Discuss Current Litigation or Potential Litigation;
- c. Consider Confidential Solicitor Advice.

**Carried**

**Note: The MCD and DESFC returned to the meeting at this time.**

## 8. Rise and Report (Overview of the Closed Session by the Presiding Officer)

The Mayor advised that, during Closed Session, Council adopted Closed Minutes; discussed a potential property exchange; and discussed potential litigation.

**Thompson Road Property Exchange**

**203-24 Moved by Councillor Roy Huetl, Seconded by Councillor Fred Fowler**

**Be It Resolved That** Council receives for information the Public Works Managers and Clerk / Planning Managers Administrative Report entitled "Thompson Road Property Exchange";

**And That** Council approves the exchange of the Lot Road Allowance and Shore Road Allowance northwest of the Thompson Road in exchange for the Thompson Road through Roll #010-020-20200 subject to the road being surveyed to a width of 20 metres (66 feet) across the entire length of the property to access the boat launch area and for the parking area being approximately 9 metres (30 feet) wide beyond the new Road Allowance on the east side and 36 metres (120 feet) long;

**And That** Council approves the exchange of the Lot Road Allowance between Thompson Road and Gull Lake Road and the Shore Road Allowance east of Thompson Road along the entire frontage of the Thompson property for the Thompson Road through Roll #010-020-23200 surveyed 20 metres (66 feet) from the western edge of the road easterly;

**And That** the Chief Administrative Officer is authorized to sign the Land Exchange

Agreement;

**And That** Council instructs the Clerk to complete the public notice for the closure and sale of the Road Allowance in accordance with the Sale of Land Policy.

**Carried**

## 6. Presentations (con't)

- a) ***Mississippi Valley Conservation Authority - Land Conservation Strategy***  
**204-24 Moved by Councillor Fred Fowler, Seconded by Councillor Roy Huetl**

**Be It Resolved That** Council receives for information the presentation from Sally McIntyre, General Manager, Mississippi Valley Conservation Authority, entitled "Land Conservation Strategy"; and thanks her for her time spent today.

**Carried**

- b) ***Water Management on the Mississippi River***  
**205-24 Moved by Councillor Roy Huetl, Seconded by Councillor Vernon Hermer**

**Be It Resolved That** Council receives for information the presentation from Sally McIntyre, General Manager, and Jennifer North, Water Resources Technologist, Mississippi Valley Conservation Authority, entitled "Water Management on the Mississippi River"; and thanks her for her time spent today.

**Carried**

## 9. Delegations

None.

## 10. Adoption of Minutes

- a) ***Minutes of the Meeting(s) to be adopted by Council***  
**206-24 Moved by Councillor Vernon Hermer, Seconded by Councillor Roy Huetl**

**Be It Resolved That** Council adopts the Minutes as circulated, of:

1. A Public Meeting held on May 16, 2024; and
2. A Regular Meeting held on May 16, 2024.

**Carried**

## 11. Business Arising Out of Minutes

None.

## 12. Communications

- a) ***Clerk's Administrative Report - Communications 'A' Section***  
**207-24 Moved by Councillor Roy Huetl, Seconded by Councillor Vernon Hermer**

**Be It Resolved That** Council receives for information Section 'A' Items of the Clerk's Administrative Report entitled "Communications of Interest."

**Carried**

b) **Communications 'B' Section - Action Items**

**B1. Sue Barone, Resident re: Request - Signage on Mackie Lake Road Changing Watersheds**

**208-24 Moved by Councillor Vernon Hermer, Seconded by Councillor Roy Huetl**

**Be It Resolved That** Council receives for information an email dated May 13, 2024 from Sue Barone, Resident, advising the terrain at Mackie appears to be significantly different from much of the rest of the Township; and requesting the Township put up a sign along Mountain Road indicating the split between the Madawaska and Mississippi Watersheds;

**And That** Council instructs the Public Works Manager to look into the installation of sign(s) to indicate the boundary of the watersheds and provide Council with pricing for potential signage at a future meeting for consideration.

**Carried**

**B2. Lennox and Addington General Hospital Lennox and Addington General Hospital Foundation Capital Campaign Committee re: Request for Donation for MRI Machine**

**209-24 Moved by Councillor Roy Huetl, Seconded by Councillor Vernon Hermer**

**Be It Resolved That** Council receives for information a letter from the Lennox and Addington General Hospital Foundation requesting a donation for the purchase of a new MRI machine;

**And That** Council instructs the Clerk to contact the Lennox and Addington County General Hospital Foundation Capital Campaign Committee to request they provide a delegation to Council to discuss this request.

**Carried**

**13. Council, CAO, and Managers' Administrative Reports**

a) **Shore Road Allowance Closure and By-law - Best and Loder**

**210-24 Moved by Councillor Vernon Hermer, Seconded by Councillor Roy Huetl**

**Be It Resolved That** Council receives for information the Clerk/Planning Manager's Administrative Report entitled "Shore Road Allowance Closure and Sale By-law –Best and Loder";

**And That**, as required by By-law #20-23,

- **All That Part** of the Shore Road Allowance in front of Lot 17, Registered Plan 1536, geographic Township of Clarendon, Township of North Frontenac, County of Frontenac, being Part 1 on Registered Plan 13R-22921 (Big Gull Lake)
- **All That Part** of the Shore Road Allowance in front of Lot 19, Concession 6, geographic Township of Barrie, Township of North Frontenac, County of

Frontenac being Part 4 on Registered Plan 13R-22540 (Kashwakamak Lake); be declared as surplus and sold to the adjoining owners. Appraisals of the properties are not necessary as these are Shore Road Allowances.

**And That** Council will consider a By-law later in the meeting to Stop-up, Close and Sell the Portions of the Shore Road Allowances.

**Carried**

b) ***Shore Road Allowance Application for Approval in Principle –Williams and Petherick***

**211-24 Moved by Councillor Vernon Hermer, Seconded by Councillor Roy Huetl**

**Be It Resolved That** Council receives for information the Clerk/Planning Manager's Administrative Report entitled "Shore Road Allowance Application for Approval in Principle – Williams and Petherick";

**And That** Council approves in principle the Application(s) to close, stop up and sell the Shore Road Allowance(s) as described below:

- Part of the Shore Road Allowance lying adjacent to Part of Lot 27, Concession 8, geographic Township of Barrie (Marble Lake);
- Part of the Shore Road Allowance lying adjacent to Part of Lot 9, South West Range, geographic Township of Clarendon (Big Gull Lake)

**Carried**

c) ***Manager of Community Development: Big Gull Lake East End Cottage Association - "Get The Lead Out" Initiative***

**212-24 Moved by Councillor Roy Huetl, Seconded by Councillor Vernon Hermer**

**Be It Resolved That** Council receives for information the Manager of Community Development's Administrative Report entitled "Big Gull Lake East End Cottage Association - "Get The Lead Out" Initiative";

**And That** Council supports the Big Gull Lake East End Cottage Associations initiative "Get The Lead Out";

**And That** Council directs the Manager of Community Development to work with the Big Gull Lake East End Cottage Association to:

- provide free of charge seven (7) metal U-channel sign posts;
- install three (3) of the posts/signage/collection tubes at Helen Lane Boat Launch; Crotch Lake Access Road Boat Launch; and Plevna Waste Disposal Site;
- Crown Land Stewardship Program staff collection of lead at Helen Lane and Crotch Lake Access Road - deliver to Plevna Waste Disposal site (as required); and
- promote awareness of the program throughout the Townships facilities; social media and website.

**Carried**

d) ***Public Works Manager: Hills Lake Culvert - Detailed Design***

**213-24 Moved by Councillor Vernon Hermer, Seconded by Councillor Roy Huetl**

**Be It Resolved That** Council receives for information the Public Works Manager’s (PWM) Administrative Report entitled “Hills Lake Culvert - Detailed Design”;  
**And That** the proposed detailed design has been prepared considering comments from the Community and represents an optimum solution given the variety of interests in the Hills Lake site;  
**And That** Council approves the proposed detailed design and submission to the Mississippi Valley Conservation Authority for approval;  
**And That** Council approves the additional design fee of \$8,000 (plus tax) for Jewel Engineering, to be taken from the Operating Contingency Reserve Fund.

**Carried**

- e) ***County Planner: Summary of Proposed Changes to the Provincial Policy Statement and to the Planning Act and Development Charges Act (Bill 185)***

**214-24 Moved by Councillor Roy Huetl, Seconded by Councillor Vernon Hermer**

**Be It Resolved That** Council receives for information the County Planner’s Administrative Report entitled “Summary of Proposed Changes to the Provincial Policy Statement and Planning Act (Bill 185)”.

**Carried**

#### **14. External Committees/Local Boards/Task Force Notes and Reports**

- a) ***Minutes of the Joint Health and Safety Committee***

**215-24 Moved by Councillor Vernon Hermer, Seconded by Councillor Roy Huetl**

**Be It Resolved That** Council receives for information the Minutes of the Joint Health and Safety Committee dated May 7, 2024.

**Carried**

- b) ***Minutes of the Committee of Adjustment/Planning Advisory Committee***

**216-24 Moved by Councillor Stephanie Regent, Seconded by Councillor Roy Huetl**

**Be It Resolved That** Council receives for information the Minutes of Committee of Adjustment/Planning Advisory Committee dated February 26, 2024 and March 25, 2024.

**Carried**

- c) ***Notes of the Economic Development Task Force***

**217-24 Moved by Councillor Stephanie Regent, Seconded by Councillor Roy Huetl**

**Be It Resolved That** Council receives for information the May 27, 2024 Notes of the Economic Development Task Force.

**Carried**

**15. Giving Notice of Motion (By a Member of Council to the Clerk for Council's consideration for inclusion on the next Meeting Agenda)**

**a) *Notice of Motion for Wellness Check***

**218-24 Moved by Mayor Gerry Lichty, Seconded by Councillor Roy Huetl**

**Be It Resolved That** Council receives a Notice of Motion requesting Council discuss the implementation of a Wellness Check.

**Carried**

**16. Motions, Written Notice of which has been Given (By a Member of Council and approved by Council at a prior Meeting)**

None.

**17. Council Portfolio Verbal Reports**

**a) *Each Council member has a portfolio for which they are responsible and provided a verbal report for information purposes.***

**18. Introduction and Reading of By-laws**

**a) *By-law(s) to be Considered:***

**219-24 Moved by Councillor Stephanie Regent, Seconded by Councillor Roy Huetl**

**Be It Resolved That** leave be given the Mover to introduce the following By-laws that have been circulated to all members of Council:

- #2024-44 - To Close Up and Sell Shore Road Allowances (Loder and Best);
- #2024-45 - To Sign a Lease Agreement with Mississippi Valley Conservation Authority

**And That** these By-laws be read a first, second and third time and finally passed.

**Carried**

**19. Public Forum**

None.

**20. Confirmatory By-law**

**a) *Confirming By-law***

**220-24 Moved by Councillor Stephanie Regent, Seconded by Councillor Roy Huetl**

**Be It Resolved That** By-law #2024-46 being a By-law to confirm all actions and proceedings of Council for its Regular Meeting held June 6, 2024 be read a first, second, and third time and finally passed.

**Carried**

## 21. Adjournment

a) *Adjournment of the Council Meeting*

**221-24 Moved by Councillor Stephanie Regent, Seconded by Councillor Roy Huetl**

**Be It Resolved That** Council adjourns the Meeting at 7:21 p.m. until June 27, 2024 or at the call of the Chair.

**Carried**

\_\_\_\_\_  
Mayor

\_\_\_\_\_  
Clerk



# Personnel and Audit Committee Minutes

9:00 AM - Tuesday, May 28, 2024  
Council Chambers

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**Present:** Deputy Mayor John Inglis, Councillor Fred Fowler, and Councillor Vernon Hermer

**Also Present:** Corey Klatt, Chief Administrative Officer, Dipl. M.A.; Kelly Watkins, Treasurer, Dipl. M.A., M.M.; and Tara Mieske, Clerk/Planning Manager, Dipl.M.A. Dipl.M.M.

## 1. Call to Order

The Chair called the meeting to order at 9:00 a.m.

## 2. Traditional Land Acknowledgement

We begin this gathering by acknowledging and celebrating these traditional lands as a gathering place of the first peoples and their ancestors who are entrusted to care for Mother Earth since time immemorial. We do so respecting both the land and the Indigenous People who continue to walk with us through this world. Today, the Township of North Frontenac is committed to working with Indigenous Peoples and all residents to pursue a united path of reconciliation.

## 3. Approval of Agenda

### a) *May 28, 2024*

**7-24 Moved by Councillor Vernon Hermer, Seconded by Councillor Fred Fowler**

**Be It Resolved That** the Committee approves the Agenda of the Personnel and Audit Committee dated May 28, 2024, as circulated.

**Carried**

## 4. Disclosure of Pecuniary Interest and General Nature Thereof

None declared.

## 5. Presentations

None.

## 6. Delegations

None.

## 7. Adoption of Minutes

a) **Minutes of the Meeting(s) to be adopted by Council**

**8-24 Moved by Councillor Fred Fowler, Seconded by Councillor Vernon Hermer**

**Be It Resolved That** the Committee receives the Minutes of a Meeting of the Personnel and Audit Committee held March 19, 2024, as circulated and adopted by Council on April 5, 2024.

**Carried**

**8. Business Arising Out of Minutes**

None.

**9. Communications**

None.

**10. Administrative Reports**

a) **Supplemental Unemployment Benefit (SUB) Communication from Service Canada**

**9-24 Moved by Councillor Vernon Hermer, Seconded by Councillor Fred Fowler**

**Be It Resolved That** the Personnel and Audit Committee receives the Treasurer's Administrative Report entitled "Supplemental Unemployment Benefit(SUB) communication from Service Canada", for information purposes.

**Carried**

b) **Statement of Revenue & Expenditures - 2024 Variance Report as of May 15, 2024**

**10-24 Moved by Councillor Fred Fowler, Seconded by Councillor Vernon Hermer**

**Be It Resolved That** the Personnel and Audit Committee receives for information the Treasurer's Administrative Report entitled "Statement of Revenue & Expenditures –2024 Variance Report as of May 15, 2024";

**Carried**

c) **North Frontenac Fire Department (NFFD) Roster Update**

**11-24 Moved by Councillor Vernon Hermer, Seconded by Councillor Fred Fowler**

**Be It Resolved That** the Personnel and Audit Committee receives for information the Director of Emergency Services/Fire Chief's Administrative Report entitled "North Frontenac Fire Department (NFFD) Roster" and the current Roster dated February 26, 2024.

**Carried**

**11. Notice of Motion**

None.

**12. Resolution, Written Notice of Which has Been Given**

None.

**13. Public Forum**

None.

**14. Closed Session**

None.

**15. Rise and Report (Overview of the Closed Session by the Chair)**

None.

**16. Adjournment**

**a) *Adjournment of the Meeting***

**12-24 Moved by Councillor Fred Fowler, Seconded by Councillor Vernon Hermer**

**Be It Resolved That** the Personnel and Audit Committee adjourns the meeting at 9:24 a.m. until the call of the Chair.

**Carried**

\_\_\_\_\_  
Mayor

\_\_\_\_\_  
Clerk



**Resolution of the Regular Council  
of the Corporation of the Township of North Frontenac**

**Date:** March 15, 2024

**Resolution # 127-24**

**Moved By:**  
Councillor Wayne Good

**Seconded By:**  
Councillor Stephanie Regent

**Be It Resolved That** Council requests the Joint Fire Committee discuss having the Kaladar/Barrie Fire Chief attend a North Frontenac Council meeting prior to each annual budget.

**Carried**

Mayor



**Resolution of the Joint Fire Committee Kaladar Barrie**

**Date:** June 7, 2024

**Resolution # 15-24**

**Moved By:**  
Councillor Wayne Good

**Seconded By:**  
Councillor Kirby Thompson

**Whereas**, at their meeting on March 15, 2024, North Frontenac Council passed Resolution #127-24 requesting the Joint Fire Committee discuss having the Kaladar/Barrie Fire Chief attend a North Frontenac Council meeting prior to each annual budget;

**Therefore Be It Resolved That** the Joint Fire Committee approves this request;  
**And That** the North Frontenac CAO shall notify Fire Chief Cuddy of the meeting(s).

**Carried**

Mayor



**Resolution of the Special Council  
of the Corporation of the Township of North Frontenac**

**Date:** February 16, 2024

**Resolution # 68-24**

**Moved By:**  
Deputy Mayor John Inglis

**Seconded By:**  
Councillor Roy Huetl

**Be It Resolved That** Council requests the Joint Fire Committee for the Kaladar Barrie Fire Department discuss the potential for adding benefits for Fire Fighters;  
**And That** the decision of the Committee be provided to each Council.

**Carried**

Mayor



**Resolution of the Joint Fire Committee Kaladar Barrie**

**Date:** June 7, 2024

**Resolution # 14-24**

**Moved By:**  
Councillor Wayne Good

**Seconded By:**  
Councillor Kirby Thompson

**Whereas**, at their meeting on February 6, 2024, North Frontenac Council passed Resolution #68-24 requesting the Committee discuss the potential of adding benefits for firefighters and report back to both Councils;

**Therefore Be It Resolved That** the Committee receives for information North Frontenac's Resolution and the Administrative Report from the North Frontenac Fire Chief;

**And That** due to the increased costs to provide services, the Committee does not support adding benefits at this time.

**Carried**

Mayor

**To:** Mayor and Members of Council  
**From:** Tara Mieske, Clerk/Planning Manager, Dipl.M.A. Dipl.M.M.  
Brooke Drechsler, Deputy Clerk/Assistant to the Planning Manager  
**Approved by:** Corey Klatt, Chief Administrative Officer  
**Date of Meeting:** 27 Jun 2024  
**Re:** Communications of Interest

**Recommendation:**

**Be It Resolved That** Council receives for information Section 'A' Items of the Clerk's Administrative Report entitled "Communications of Interest."

**A. It is recommended that the following communication of interest to the Township be received for Council's information and filed.**

1. Canada Post re: Ardoch Postmaster;
2. Township of Larder Lake re: Request for Support - Asset Retirement Obligations;
3. Township of Brudenell, Lyndoch and Raglan re: Request for Support - Household Food Insecurity;
4. Township of Brudenell, Lyndoch and Raglan re: Request for Support - Jurisdiction of Ontario's Ombudsman;
5. North Frontenac Food Bank re: Thank You Letter.

**B. Action Items: (to include items brought forward from Section A above by a Member of Council)**

1. Lion's Club of Land O' Lakes re: Human Maple Leaf;
2. County of Frontenac re: Open Farm Days - Proclamation



# Lions Club of Land O'Lakes

Wednesday 21<sup>st</sup> of May, 2024

**To:** Township of North Frontenac  
**From:** Lions Club of Land O'Lakes  
**Subject:** Invite to take part in the Human Maple Leaf Formation  
**To take place on Monday, July 1st at 10:00am**

**Dear Ms. Tara Mieske & Ms. Brooke Hawley,  
Good Day,**

In celebrating Canada Day 2024, The Lions Club of Land O'Lakes is attempting to create a Human Maple Leaf. We would like to invite the Township of North Frontenac to be part of that day.

Forming a human maple leaf, as a commemoration of 60 years since the 11-point Maple Leaf was approved to go on our flag, is a sign of celebrating our nation and all the good it stands for, and us at the Lions Club of Land O'Lakes recognize the blessings of this beautiful land; on one hand, and it is a touristic attraction on the other hand.

With a community that relies heavily on tourism in the summer, any our endeavor to raise awareness of the area brings this added benefits to the community. This event will be photographed and covered by different forms of media.

We would like to invite Council and Staff and families to attend the event and take part in this memorable day, and to stay a bit longer and share the delicious Strawberry Shortcake that our Lions are baking.

The smallest Human Maple Leaf would be 200 people, we would love that it is bigger than that.

We would also like to take this opportunity to thank the Township, Council and Mayor for the grant towards the Christmas activities. It is through such contributions that we are able to continuously provide our community with such a day of happiness and joy.

Looking forward to hearing back from you,  
Sincerely,

**Lion Jean Jacques (Red Emond)**

**Lion Nawar Hage**

**President Elect  
Lions Club of Land O'Lakes**

**Lions Club of Land O'Lakes**

[eventscluboflandolakes@gmail.com](mailto:eventscluboflandolakes@gmail.com)



**From:** Debbi Miller

**Sent:** Thursday, June 20, 2024 10:57 AM

**To:** Cathy MacMunn; Tara Mieske >; James Thompson; Vanessa Latimer

**Cc:** Richard Allen ; Jannette Amini; Amanda Pantrey

**Subject:** Open Farm Days | Proclamation

Good morning,

I wanted to share a proclamation that we are taking to County Council in July for Open Farm Days. I would like to ask if you would also take it to your respective Council's.

If you have any questions, please let me know.

If you do take the proclamation to your Council, please let me know when you are taking it, so we can share that in our wrap up report.

If you are interested in learning more about Open Farm Days or have farms, businesses or community groups interested, you can learn more here.

<https://engagefrontenac.ca/open-farm-days>

Thank you in advance,

Debbi

**Debbi Miller (she/her/hers)**

Community Development Officer

Planning and Economic Development

**Open Farm Days 2024 - August 16 to September 30, 2024**

**Whereas** the County of Frontenac recognizes the importance of agriculture in the region; and,

**Whereas** Frontenac County believes a strong agricultural economy is essential for enduring communities, for the health of our residents, and to establish a strong community in support of food security for our citizens as well as our businesses, and organizations; and,

**Whereas** Frontenac County has a vision of a strong agriculture community that is rooted in the character of Frontenac and its residents: welcoming, natural, healthy, clean, tranquil, entrepreneurial, and rural by choice and conviction; and

**Whereas** the County of Frontenac is committed to supporting agriculture to grow businesses, attract more visitors and expand the tax base;

**Now Therefore Be It Resolved That** the Council of the Corporation of the County of Frontenac hereby declares August 16 to September 30, 2024, as Open Farm Days in Frontenac County, and reminds individuals of the importance of this six-week celebration which supports local agriculture and food businesses in our communities

**And Further That** the County encourages all residents to support local farms and food businesses by participating in this series of events.

**To:** Mayor and Members of Council  
**From:** Corey Klatt, Chief Administrative Officer, Dipl. M.A.  
Kelly Watkins, Treasurer, Dipl. M.A., M.M,  
**Approved by:**  
**Date of Meeting:** 27 Jun 2024  
**Re:** Update re: Home Support Program for Seniors and Individuals with Physical Disabilities in North Frontenac Township.

### Recommendation:

**Be it Resolved That** Council receives for information the Chief Administrative Officer and Treasurer's Administrative Report entitled "Update re: Home Support Program for Seniors and Individuals with Physical Disabilities in North Frontenac Township";

**And That** Council approves the updated 2024-2027 Memorandum of Understanding which includes up to \$6 per hour to provide indoor and outdoor services; a subsidy of \$3 per meal for the Meals on Wheels Program; and up to .10 cents per km (maximum of \$25 per trip) for transportation costs for payment to the Rural Frontenac Community Services and Land O'Lakes Community Services, for qualifying residents of North Frontenac Township;

**And That** Council will consider a By-law later in the Meeting to sign the Memorandum of Understanding;

**And That** the Township allocates a maximum of \$10,000 to each agency annually, however each agency will invoice the Township for actual services provided which will assist in continuing to assess the need for the Program and potential future costs to ensure the Program remains sustainable if needed;

**And That** the CAO and Treasurer meet with both Agencies in 2027 to re-assess the Program and provide Council with an update and recommendations regarding the feasibility of continuing the Program during the 2027 Budget Deliberations.

### Background:

On June 9, 2023 Council resolved (Resolution # 266-23):

"Be it Resolved That Council receives for information the Chief Administrative Officer and Treasurer's Administrative Report entitled "Update re: Seniors Funding";

And That Council approves the draft Memorandum of Understanding (attached) with Rural Frontenac Community Services and Land O'Lakes Community Services for a one year Pilot Program and the CAO and Treasurer will meet with both Agencies in March, 2024 to discuss the success of the Program and consider options that may enhance the Program if needed;

And That the Township allocates a maximum of \$10,000 to each agency for the first year towards this Program; however each agency will invoice the Township for actual services provided which will assist in assessing the need for the program and potential future costs to ensure the program remains sustainable if needed;

And That the Township will assist the Agencies with marketing for brokered workers and/or volunteers to assist with the Program, using Township staff and funding for advertising;

And That the Township will continue to assist with marketing the Program once implemented to help ensure seniors are aware of these opportunities".

Carried

### Researched By:

Corey Klatt, Chief Administrative Officer  
Kelly Watkins, Treasurer/CAO Back-up

### Comments:

Uptake for the Program got off to a very slow start. We are seeing some interest at this time (all indoor work) in Wards 2 and 3 from Rural Frontenac Community Services (RFCS). At the time of the writing of this report (June 4, 2024) the Township has been invoiced \$375 for services in 2023 and \$748.96 for advertising in the Frontenac News and \$502 in 2024 for services.

In March 2024 the CAO and Treasurer met with staff from Rural Frontenac Community Services and Land O' Lakes Community Services (LOLCS) separately. Both agencies advised they are committed to continuing with the Program and its future success. While both agencies and the Township have marketed the Program it was discussed that we all need to do more to get the information known. All agreed to take part in this.

Other opportunities were discussed that the Agencies felt would help to enhance the Program which would make sense for our seniors. These opportunities include:

- (1) Provide up to \$6 per hour instead of the current \$5 hour as previously agreed to as the cost of staffing and brokered workers is increasing.
  - (2) Assist seniors with the cost of meals through the Meals on Wheels Program. Currently seniors pay \$8 per meal. Both agencies felt that subsidizing \$3 per meal would be very helpful for seniors to bring the cost down to \$5 per meal.
  - (3) Both services provide transportation to seniors. LOLCS charges .45 cents per km and RFCS charges .50 cents per km. It was suggested that North Frontenac contribute .10 cents km for a maximum of \$25 per trip which would help make a difference in today's economy.
- Note: If any or all of these initiatives are approved by Council it is anticipated that use of all Programs will increase as well as subsidized reimbursement.

On June 12, 2024 the CAO and Treasurer were invited by RFCS to attend the Community Cafe to at the Ompah Community Hall to present to our residents information about the Home Support Program. Our goal was to both recruit members of the community who wish to assist with providing services to those in need within the Program and to ensure our community is aware of the available services. The presentation was well attended and well received.

### Financial Impact:

It is anticipated that by increasing the subsidy for indoor and outdoor assistance by \$1 per hour for each agency the costs will increase by approximately \$500 based on current usage.

It is anticipated that currently both agencies provide a total of approximately 30 meals per week which would cost the Township approximately \$4,700 per year if Council approves subsidizing this.

It is anticipated that by assisting with subsidizing .10 cents per km (maximum of \$25 per trip) for the agencies this would cost the Township approximately \$5,000 per year.

Note: The 2024 Budget allotted \$10,000 per each agency; therefore it is estimated that each Agency will be able to offer all of the above opportunities to our residents within the approved budget for 2024 and possibly beyond.

**Attachments:**

[2024-2027 Memorandum of Understanding RFCS and LOLCS Final](#)



**MEMORANDUM OF UNDERSTANDING  
HOME SUPPORT PROGRAM FOR SENIORS AND INDIVIDUALS WITH PHYSICAL DISABILITIES IN NORTH  
FRONTENAC TOWNSHIP**

**BETWEEN**

**THE CORPORATION OF THE TOWNSHIP OF NORTH FRONTENAC  
RURAL FRONTENAC COMMUNITY SERVICES  
LAND O' LAKES COMMUNITY SERVICES**

The Corporation of the Township of North Frontenac (hereafter referred to as the "Township") will provide Rural Frontenac Community Services (hereafter referred to as "RFCS") and Land O'Lakes Community Services (hereafter referred to as "LOLCS") with up to \$10,000 annually per Agency for the Seniors Home Support Program 2024-2027, to offer North Frontenac Senior's over the age of 60 and residents with physical disabilities a subsidy of up to \$6.00 per hour from the Township for assistance with interior and exterior maintenance of their homes; up to \$3.00 per meal for the Meals on Wheels Program and up to .10 cents per kilometre (maximum of \$25 per trip, whichever is lesser) for transportation costs within each Agencies Transportation Program.

RFCS will continue to provide interior services in Wards 2 and 3 in North Frontenac Township and will consider offering outdoor services throughout 2024-2027 and will also assist with directing clients to the LOLCS for clients requiring outdoor services;

The LOLCS will continue to provide interior services in Ward 1 in North Frontenac Township as well as assistance with exterior maintenance for residents in Wards 1, 2 and 3 throughout 2024-2027.

Interior services available to clients via this program include but are not limited to: sweeping, vacuuming, mopping, dusting, decluttering, cleaning furniture, cleaning walls, interior windows, deep cleaning, etc....

Exterior services available to clients will include but not limited to: snow shoveling/removal, cutting grass, washing outside windows, yard maintenance, piling wood, etc...

Each Agency will assess the amount needed by each resident via the residents' request for assistance and the desired amount of financial assistance being requested (not to exceed \$6 per hour for indoor and outdoor assistance; \$3 per meal for Meals on Wheels; and .10 cents per km to a maximum of \$25 per trip for transportation initiatives).

The Township will assist the Agencies with marketing for workers and/or brokered workers and/or volunteers to assist with the Program, using Township staff and funding for advertising. Each Agency is responsible for hiring and providing direction to their workers/volunteers for this Program.

The Township will assist with marketing the Program once implemented to help ensure eligible residents are aware of these opportunities.

Each Agency will directly invoice the Township for funding. Should the costs exceed \$10,000 per Agency we will reassess and discuss options for further funding (seek consideration from North Frontenac Township Council).

Township staff will meet with both Agencies in September of 2027 to review the Program; determine its success; and contemplate other needs that may be beneficial to the Seniors and those with disabilities in North Frontenac, in order to ensure the Program is meeting the needs of the Township's residents and is sustainable.

Each Agency will provide the Township with a Certificate of a liability insurance policy covering public liability and property damage for no less than the minimum amounts stated below to the satisfaction of the Township, naming The Corporation of the Township of North Frontenac as additional insured and keep in force and to supply prior to the Contract commencement date and for the entire Contract period.

The standard insurance minimums are as follows:

- \$2 million – general liability policy.

The policy must contain:

- a. A "Cross Liability" clause or endorsement.
- b. An endorsement certifying that The Corporation of the Township of North Frontenac and the Agency are included as an additional insured.
- c. An endorsement to the effect that the policy or policies will not be altered, cancelled, or allowed to lapse without thirty (30) days prior written notice to the Township.

RFCS and LOLCS during the term of this Agreement, save harmless and fully indemnify the Corporation of the Township of North Frontenac, its directors, officers, employees and professional advisors (hereafter referred to as "Township personnel") from and against any and all losses, claims, lien claims, actions, damages, liabilities and expenses in connection with loss of life, personal injury, damage to property or any other loss, damage or injury whatsoever arising from or out of this agreement. If the Township of North Frontenac and/or The Township of North Frontenac Personnel shall be made party to any litigation commenced by or against RFCS and/or LOLCS or by those for whom RFCS and/or LOLCS is in law responsible, the Agencies shall protect, indemnify and hold the Township of North Frontenac and the Township of North Frontenac Personnel harmless and shall pay all costs, expenses and legal fees incurred or paid by the Township or Township personnel in connection with such litigation.

RFCS and LOLCS covenants with The Township that the Agencies shall comply with all federal, provincial, municipal laws, statues, regulations, bylaws, rules, declarations, ordinances, orders, directions, directives, orders, requirements of all federal, provincial, municipal, local and other governmental and quasigovernmental authorities, departments, commissions and boards having jurisdiction and the Agencies shall hold The Township of North Frontenac harmless from the consequences of any failure to do so.

The contract can be terminated by either party with 60 days written notice.

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Executive Director  
Land O'Lakes Community Services

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Date

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Executive Director  
Rural Frontenac Community Services

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Date

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Mayor  
Township of North Frontenac

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Date

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Clerk  
Township of North Frontenac

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Date



**MEMORANDUM OF UNDERSTANDING  
HOME SUPPORT PROGRAM FOR SENIORS AND INDIVIDUALS WITH PHYSICAL DISABILITIES IN NORTH  
FRONTENAC TOWNSHIP**

**BETWEEN**

**THE CORPORATION OF THE TOWNSHIP OF NORTH FRONTENAC  
RURAL FRONTENAC COMMUNITY SERVICES  
LAND O' LAKES COMMUNITY SERVICES**

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The Township will assist with marketing the Program once implemented to help ensure eligible residents are aware of these opportunities.

Each Agency will directly invoice the Township for funding. Should the costs exceed \$10,000 per Agency we will reassess and discuss options for further funding (seek consideration from North Frontenac Township Council).

Township staff will meet with both Agencies in September of 2027 to review the Program; determine its success; and contemplate other needs that may be beneficial to the Seniors and those with disabilities in North Frontenac, in order to ensure the Program is meeting the needs of the Township's residents and is sustainable.

Each Agency will provide the Township with a Certificate of a liability insurance policy covering public liability and property damage for no less than the minimum amounts stated below to the satisfaction of the Township, naming The Corporation of the Township of North Frontenac as additional insured and keep in force and to supply prior to the Contract commencement date and for the entire Contract period.

The standard insurance minimums are as follows:

- \$2 million – general liability policy.

The policy must contain:

- a. A "Cross Liability" clause or endorsement.
- b. An endorsement certifying that The Corporation of the Township of North Frontenac and the Agency are included as an additional insured.
- c. An endorsement to the effect that the policy or policies will not be altered, cancelled, or allowed to lapse without thirty (30) days prior written notice to the Township.

RFCS and LOLCS during the term of this Agreement, save harmless and fully indemnify the Corporation of the Township of North Frontenac, its directors, officers, employees and professional advisors (hereafter referred to as "Township personnel") from and against any and all losses, claims, lien claims, actions, damages, liabilities and expenses in connection with loss of life, personal injury, damage to property or any other loss, damage or injury whatsoever arising from or out of this agreement. If the Township of North Frontenac and/or The Township of North Frontenac Personnel shall be made party to any litigation commenced by or against RFCS and/or LOLCS or by those for whom RFCS and/or LOLCS is in law responsible, the Agencies shall protect, indemnify and hold the Township of North Frontenac and the Township of North Frontenac Personnel harmless and shall pay all costs, expenses and legal fees incurred or paid by the Township or Township personnel in connection with such litigation.

RFCS and LOLCS covenants with The Township that the Agencies shall comply with all federal, provincial, municipal laws, statues, regulations, bylaws, rules, declarations, ordinances, orders, directions, directives, orders, requirements of all federal, provincial, municipal, local and other governmental and quasigovernmental authorities, departments, commissions and boards having jurisdiction and the Agencies shall hold The Township of North Frontenac harmless from the consequences of any failure to do so.

The contract can be terminated by either party with 60 days written notice.

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Executive Director  
Land O'Lakes Community Services

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Date

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Executive Director  
Rural Frontenac Community Services

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Date

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Mayor  
Township of North Frontenac

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Date

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Clerk  
Township of North Frontenac

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Date

**To:** Mayor and Members of Council  
**From:** Tara Mieske, Clerk/Planning Manager, Dipl.M.A. Dipl.M.M.  
**Approved by:** Corey Klatt, Chief Administrative Officer  
**Date of Meeting:** 27 Jun 2024  
**Re:** Re: Concession Road Allowance Closure - Approval in Principle - Wither & Bell

### Recommendation:

**Be It Resolved That** Council receives for information the Clerk/Planning Manager Administrative Report entitled “Road Allowance Closure for Approval in Principle – Wither & Bell”;  
**And That** Council approves the Application to close, stop up and sell a portion of the Boundary Road Allowance between Lot 19, Concession 1, geographic Township of South Canonto and Lot 32, Concession 6, geographic Township of Palmerston to the adjacent property owner(s) in accordance with the Road Closing Policy;  
**And That** the Clerk shall notify the adjacent property owner to discuss purchasing half of the Road Allowance excluding the area where the 1 storey frame cottage is located.

### Background:

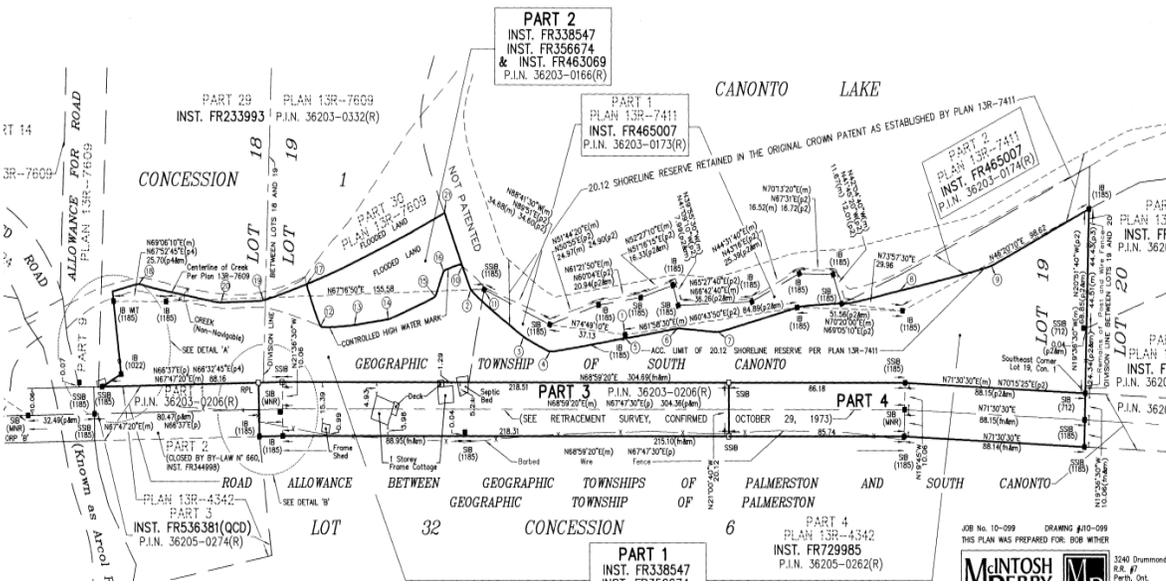
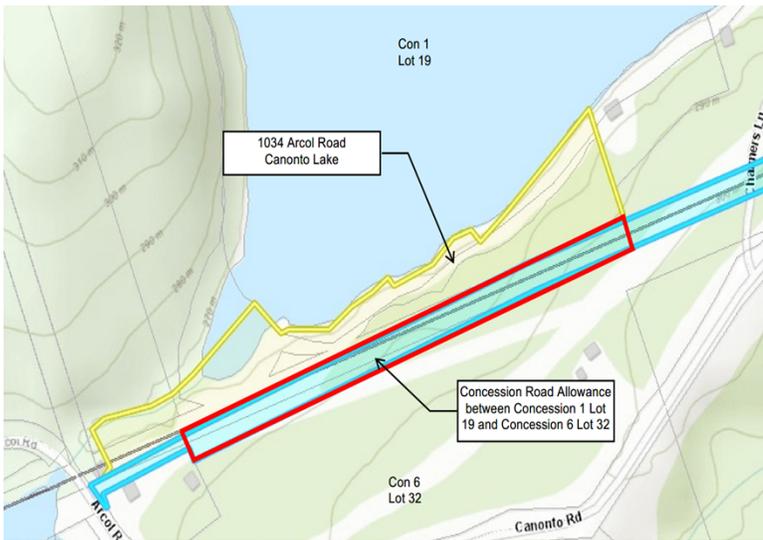
Robert Wither and Jean Bell submitted an application for Council's consideration to purchase a portion of the Road Allowance between Lot 19, Concession 1, geographic Township of South Canonto and Lot 32, Concession 6, geographic Township of Palmerston.

### Researched By:

Tara Mieske, Clerk/Planning Manager  
Brooke Drechsler, Deputy Clerk/Assistant to the Planning Manager

### Comments:

The Municipal Road Inspector advised the Road Allowance does not lead to water; appears to have no natural features at risk of being disturbed; and is not in close proximity to a Township Road. The Public Works Manager advised he is unaware of anyone using the Road Allowance for access.



It appears two structures owned by the applicants and part of the septic system are located on the road allowance. Based on this information, it is recommended the Road Allowance be closed and sold to the applicants.

The Road Closing Policy provides “half (33 feet) of the Road Allowance will be offered to the owners of property abutting the opposite side of the subject Road Allowance. If the abutting neighbour decides to purchase the Road Allowance, they must submit an Application and the two Applications will proceed concurrently.” However; based on the location of the 1 storey frame cottage, it is recommended the entire width of the road allowance be offered to the Applicants in that location and half of the remaining road allowance be offered to the abutting owner.

Notice will be provided in accordance with the Policy for Sale and Disposition of Land.

**Financial Impact:**

The applicants provided the Administrative Fee of \$1,200 + \$156 HST total of \$1,356, at the time of submitting the application.

**To:** Mayor and Members of Council  
**From:** Adam Robinson, Director of Emergency Management / Fire Chief  
**Approved by:** Corey Klatt, Chief Administrative Officer  
**Date of Meeting:** 27 Jun 2024  
**Re:** 2024 Community Risk Assessment (CRA)

### Recommendation:

Be it Resolved That Council Receives for information the Director of Emergency Services/Fire Chief's Administrative Report entitled "2024 Community Risk Assessment".

### Background:

Per Ontario Regulation 378/18: Community Risk Assessments (O. Reg. 378/18) requires that every municipality and every fire department in a territory without municipal organization complete a Community Risk Assessment and use it to inform decisions on the provision of fire protection services. The Community Risk Assessment (see attached) is an in-depth and comprehensive assessment to inform fire protection service levels and requires the identification, analysis, evaluation and prioritizing of risk, based on nine mandatory profiles.

The regulation outlines a standard set of information profiles and is to be provided to the Office of the Fire Marshal and Emergency Management (OFEM) on or before July 1, 2024.

### Researched By:

Adam Robinson, Director of Emergency Services/Fire Chief.

Sonia McLuckie, Previous Administrative Assistant to the Clerk/Planning Manager and Director of Emergency Services.

### Comments:

Community Risk Assessments allow Fire Departments to make informed decisions about the types and levels of fire protection services they will provide based on identified risks. Risk is defined as a measure of the probability and consequence of an adverse effect to health, property, organization, environment, or community as a result of an event, activity or operation.

By identifying fire and life safety risks in their community and prioritizing them based on the probability of them occurring and the impact they would have if they occurred, Fire Departments are able to determine which risks to address and how best to address them. Risk assessments allow Fire Departments to ensure their levels of service, programs and activities for public fire safety education, Fire Code inspections and enforcement, and emergency response directly address the identified risks and are most effective at preventing and mitigating them.

It is also legislated that the Municipality or Fire Department must complete a review of its Community Risk Assessment annually (no later than 12 months after the assessment was completed and within

12 months of the annual review being completed). Moreover, a new Community Risk Assessment must be completed and submitted every five years, by the Director of Emergency Services/Fire Chief.

**Financial Impact:**

None other than staff time to complete the report.

**Attachments:**

[North Frontenac - Community Risk Assessment 2024](#)



Township of  
**North Frontenac**



# 2024 COMMUNITY RISK ASSESSMENT

Adam Robinson, Director of Emergency  
Services/Fire Chief  
&  
Sonia McLuckie, Administration

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## Section 1.0

### 1.0 Introduction

Community risk assessments allow fire departments to make informed decisions about the types and levels of fire protection services they will provide based on identified risks. Risk is defined as a measure of the probability and consequence of an adverse effect to health, property, organization, environment, or community because of an event, activity or operation.

By identifying all fire and life safety risks in their community and prioritizing them based on the probability of them occurring and the impact they would have if they occurred, fire departments are able to determine which risks to address and how best to address them. Risk assessments allow fire departments to ensure their levels of service, programs and activities for public fire safety education, Fire Code inspections and enforcement, and emergency response directly address the identified risks and are most effective at preventing and mitigating them. The *Fire Protection and Prevention Act, 1997 (FPPA)* mandates that every municipality in Ontario shall establish a program which must include public education with respect to fire safety and certain components of fire prevention and provide such other fire protection services as it determines may be necessary in accordance with its needs and circumstances. In the fire service, these elements are commonly referred to as the Three Lines of Defense:

- Public Fire Safety Education
- Fire Safety Standards and Enforcement
- Emergency Response

To meet these obligations, municipalities need to make informed decisions with respect to the types and levels of fire protection services they provide. This requires an understanding of the risks facing the community that can be identified through a community risk assessment. Once identified, the risks can be prioritized to assist in making informed decisions about risk treatment options and the provision of fire protection services.

*Ontario Regulation 378/18: Community Risk Assessments* (O. Reg. 378/18) requires that every municipality and every fire department in a territory without municipal organization complete a community risk assessment and use it to inform decisions on the provision of fire protection services. The Community Risk Assessment is an in-depth and comprehensive assessment to inform fire protection service levels and requires the identification, analysis, evaluation and prioritizing of risk, based on nine mandatory profiles.

The regulation outlines a standard set of information profiles that must be considered

when conducting a community risk assessment. The information and data gathered to address each of the profiles will assist in determining and prioritizing the risks to public safety in the community, and determining the fire protection services to be provided by municipalities and fire departments in territories without municipal organization to address those risks.

## Section 2.0

### 2.0 North Frontenac Fire Statistics from 2019-2023

#### 2019

Number of Structure Fires	5
Number of Exposures	2
Number of Firefighter Injuries	0
Number of Civilian Injuries	1
Total Dollar Loss	\$329,000
Fire Cause Determination	Undetermined, Rekindle, Electrical

#### 2020

Number of Structure Fires	9
Number of Exposures	5
Number of Firefighter Injuries	0
Number of Civilian Injuries	0
Total Dollar Loss	\$1,081,000
Fire Cause Determination	Undetermined, Natural Cause, Unattended, Rekindle

#### 2021

Number of Structure Fires	4
Number of Exposures	5
Number of Firefighter Injuries	1
Number of Civilian Injuries	2
Total Dollar Loss	\$924,000
Fire Cause Determination	Undetermined, Cooking Area, Hot Embers, Spark

#### 2022

Number of Structure Fires	3
Number of Exposures	4
Number of Firefighter Injuries	0
Number of Civilian Injuries	0
Total Dollar Loss	\$85,000

Fire Cause Determination	Hot Embers, Spark, Utility Shaft, Vehicle Fire
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**2023**

Number of Structure Fires	1
Number of Exposures	0
Number of Firefighter Injuries	0
Number of Civilian Injuries	0
Total Dollar Loss	\$400,000
Fire Cause Determination	Undetermined

**Section 3.0**

**3.0 Identifying Risks – 9 Community Profiles**

The first step in conducting a community risk assessment is to identify the various fire and life safety risks in the community. This can be done by gathering data about the make-up of the community and the activities occurring there.

O. Reg. 378/18 requires fire departments to consider the following profiles when completing their community risk assessment to ensure the risk assessment best considers all potential risks in the community:

- Geographic Profile
- Building Stock Profile
- Critical Infrastructure Profile
- Demographic Profile
- Hazard Profile
- Public Safety Response Profile
- Community Services Profile
- Economic Profile
- Past Loss and Event History Profile.

Fire departments need to gather and review data and information about each of these profiles to identify the fire and life safety risks that could impact the community.

A description of each profile, including potential sources of data and information for each, is provided below.

### 3.1.1 Geographic Profile

The geographic profile assessment includes an analysis of the physical features of the community, including the nature and placement of features such as highways, large bodies of water, swamp land, bridges, etc. and how they may influence the delivery of fire protection services. These physical features may present inherent risks or potentially have an impact on Fire Department access or emergency response time. The following sections consider these geographic characteristics within the Municipality of North Frontenac.

#### 3.1.1.1 Geographical Overview

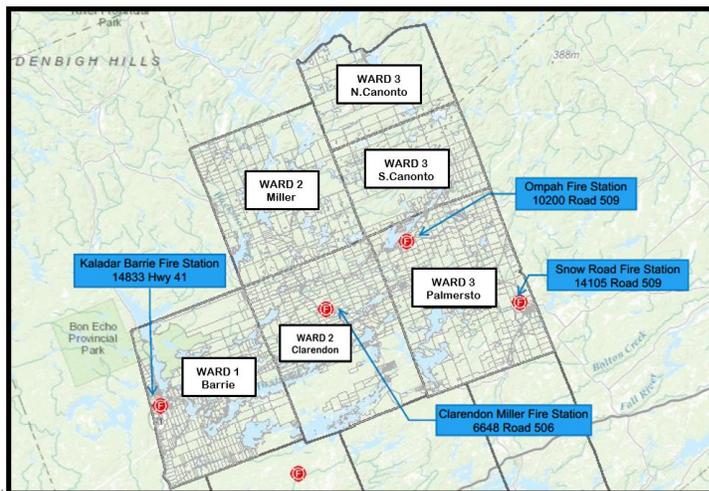
North Frontenac is a Municipality located in eastern Ontario, surrounded by the Townships of Lanark Highlands, Greater Madawaska, Central Frontenac and Addington Highlands.

The Municipality of North Frontenac was amalgamated in 1998, from the former Townships of: Barrie, Clarendon, Miller, Palmerston, and North and South Canonto. As a result of the amalgamation, North Frontenac spans a large geographical area covering 1,164.77 square kilometres, consisting mostly of rural land. This contributes to the success of the municipality's cottage life. There are also several small hamlets within the Township.

The Municipality is surrounded by several notable large waterbodies including rivers that run through the municipality. Natural sites and features include Bon Echo Provincial Park, and the North Frontenac Parklands which is open to the public to book backcountry camping from May through the end of October.

As shown in **Figure 1**, the municipality spans a large geographical area, which could contribute to extended emergency response times.

**Figure 1: Map of North Frontenac divided by Ward**



**Key Finding: The Municipality of North Frontenac spans a large geographical area which could result in extended emergency response times for some areas of the Municipality.**

### 3.1.1.2 Roads and Bridges

#### **Roads**

Road networks provide Fire Service access throughout the Community when responding to emergency calls. It is valuable to consider where there may be a lack of connectivity due to road design as well as other human-made or natural barriers. Human-made barriers can include inadequate road conditions, bridges or narrow private lanes. Natural barriers can include rocky terrain, rivers and lakes which can trace through our hamlets or down roadways along watercourses during flood events.

The Municipal Road network is comprised of Municipal, private roads and crown roads. The Township does not have any major Provincial roadways, but our rural roads do lead into and connect many hamlets. Due to the nature of the road network, there is an increased opportunity for accidents to occur when larger vehicles are delivering to local businesses or to homeowners with goods and/or hazardous materials such as gasoline, propane and oil.

The Municipal Road network contributes to emergency response call volume due to incidents involving motor-vehicle collisions and accidents. Motor-vehicle related incidents (vehicle collisions and vehicle extrication combined), account for 42 (34.9%) of all the Departments calls during a five-year period (2019-2023). Emergency Detour Routes (EDR) are identified by the OPP and the Townships Fire and Public Works Departments, to provide alternative routes for vehicle traffic in the event of a roadway closure. When in use, these EDRs can bring heavier volumes of traffic onto rural roadways. Depending on the road being used for the detour, detours could also contribute to vehicle congestion causing delays in emergency response travel times.

#### **Bridges**

Bridges are identified for two main considerations: load restrictions for fire apparatus due to weight and the potential impact on road network connectivity if a bridge is out of service.

There are approximately 16 bridges and 11 structural culverts that span greater than 3 meters or multiple barrels with spans greater than 3km across the Municipality that overpass creeks, rivers and lakes.

### 3.1.1.3 Conservation Areas and Landforms

Conservation areas are typically included in the assessment of community risk due to the activities that take place within them which may require specialized rescue services. Conservation areas and landforms covering a large area, with few internal roadways, also have the potential to impact emergency response times, as they may require emergency vehicles to travel longer distances around them.

Conservation areas, Bon Echo Provincial Park and the North Frontenac Park Lands offer outdoor recreational activities such as camping, hiking, canoeing, and kayaking in the warmer months and cross-country skiing and snowshoeing in the winter. The presence of water activities at many of these natural areas necessitates consideration of water-related hazards. Emergency response may experience challenges in accessing areas inside of the conservation area and park lands due to their large geographical layout.

### 3.1.1.4 Waterways

#### **Waterbodies**

Waterways are important from a risk perspective, in part, due to the recreational activities that take place in these settings and the natural hazards that they present, which could require specialized technical rescue emergency responses. The municipality is surrounded by several waterbodies.

Due to the large presence of waterways within and surrounding North Frontenac and the high volume of recreational activities that take place within them (such as boating and fishing) there is the potential for ice and water-related incidents requiring specialized technical ice and water rescue response.

#### **Marinas**

Marinas present unique and complex fire safety risks and challenges to any fire department. For example, marinas can present potential fuel load concerns. If boats are placed near one another, a fire aboard one boat can rapidly spread to an adjacent boat if inadequate fire safety measures are in place. Fires can result from the malfunction of electrical devices on the boat itself or from incidents relating to the dispensing of fuel given that many marinas offer on-site fueling.

North Frontenac does not have many, but those that we do have can accommodate a significant amount of boat traffic and storage throughout the year. Some offer storage and on-site fueling services.

NFPA 303 Standard for Marinas and Boatyards includes several important topics related to a safer marine environment and is intended to provide a minimum level of

safety from fire as well as electrical safety at marinas and boatyards. Educating boat owners and marina operators about potential fire and electrical risks will help them identify the hazards in this setting.

**Key Finding: There are properties within the Municipality that have fuel-load related concerns linked to marinas.**

### 3.1.1.5 Wildland Interface

Properties in North Frontenac are in the Wildland Interface. Properties are in either the Crown Protected Area (CPA) or Municipal Protected Area (MPA) and are responded to by either the Ministry of Natural Resources & Forestry (MNRF) or North Frontenac Fire Department (NFFD).

### 3.1.2 Building Stock Profile

The building stock profile assessment includes analysis of the types and uses of the building stock within the municipality. Important considerations include the number of buildings of each type, the number of buildings of each use and any building-related risks known to the fire service. There are potential fire risks associated with different types or uses of buildings given the presence or absence of fire safety systems and equipment at the time of construction and maintenance thereafter. This section considers these building characteristics within the Municipality of North Frontenac.

OFM TG-02-2019 encourages fire departments to consider the potential fire related risks associated with different building occupancy types and building uses. This includes consideration of each occupancy classification's prevalence within a community and the presence of fire and life safety systems and equipment. The Ontario Building Code (OBC) categorizes buildings by major occupancy classification:

- Group A – Assembly
- Group B – Care or Detention
- Group C – Residential
- Group D – Business and Personal Services
- Group E – Mercantile
- Group F – Industrial

The building stock profile should consider the characteristics of the buildings in the community. This can include the use of the buildings, building density, building age and construction, and building height and area. This information can help assist the fire

department to identify the issues/concerns that will impact the delivery of fire protection services.

**Table 1: Building Stock Profile Assessment**

Occupancy Classification		Issues/Concerns (i.e. age of buildings; use of buildings; building density, height, and area; historic and culturally significant buildings; etc.)	Probability	Consequence	Assigned Risk Level
		Refer to Section 5: Table 1 for suggested levels			
<b>Group A</b>	<b>Assembly</b>	<ul style="list-style-type: none"> <li>• Heavy timber construction</li> <li>• High fire load</li> <li>• High occupancy</li> <li>• Historical significance</li> </ul>	Possible	Moderate	Moderate Risk
<b>Group B</b>	<b>Detention Occupancies</b>	<ul style="list-style-type: none"> <li>• There are no detention centres in North Frontenac</li> </ul>	N/A	N/A	N/A
	<b>Care and Treatment Care</b>	<ul style="list-style-type: none"> <li>• There are no Care and Treatment Facilities at this time.</li> </ul>	N/A	N/A	N/A
<b>Group C</b>	<b>Single Family</b>	<ul style="list-style-type: none"> <li>• Lack of smoke and CO alarms</li> <li>• Lack of a home escape plan</li> <li>• Lack of fire extinguishers</li> <li>• Lack of residential sprinklers</li> <li>• Many structures of an older age (balloon construction)</li> <li>• Hoarding or poor housekeeping practices</li> <li>• Many homes in remote areas of the Township</li> </ul>	Possible	Moderate	Moderate Risk
	<b>Multi-unit Residential</b>	<ul style="list-style-type: none"> <li>• High occupancy</li> <li>• Lack of an escape plan</li> <li>• Lack of, or inoperable fire extinguishers, and</li> </ul>	Possible	Moderate	Moderate Risk

<b>Group C</b>	<b>Multi-unit Residential</b>	<ul style="list-style-type: none"> <li>knowledge on their operation</li> <li>• Not constructed to OBC or OFC Standards</li> </ul>			
	<b>Hotel / Motel</b>	<ul style="list-style-type: none"> <li>• Transient population not familiar with the building's safety features (i.e emergency exits, location of pull station, not familiar with location of fire extinguishers)</li> <li>• Include Bed and Breakfast facilities in this category</li> </ul>	Possible	Moderate	Moderate Risk
	<b>Mobile Homes &amp; Trailers</b>	<ul style="list-style-type: none"> <li>• High combustibility due to construction materials</li> <li>• High fire loads and in some cases hoarding.</li> <li>• Over 300 trailers in the township housing seasonal residents</li> <li>• Seasonal usage</li> <li>• Trailer parks with limited access routes</li> </ul>	Possible	Moderate	Moderate Risk
<b>Group D &amp; E</b>	<b>Business &amp; Personal Service &amp; Mercantile</b>	<ul style="list-style-type: none"> <li>• Small local business</li> <li>• Possibly heavy timber construction or common basements</li> </ul>	Possible	Major	Moderate Risk
<b>Group F</b>	<b>Industrial</b>	<ul style="list-style-type: none"> <li>• Unknown</li> <li>• chemicals on-site</li> <li>• Lack of current emergency plan</li> <li>• High fire loads</li> <li>• Lack of sprinklers and alarm</li> </ul>	Possible	Major	Moderate Risk

<b>Group F</b>	<b>Industrial</b>	systems (not required by code) <ul style="list-style-type: none"> <li>• Quarries with high explosives on-site</li> </ul>			
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### 3.1.2.2 Building Age and Construction

The OBC was adopted in 1975, and the Ontario Fire Code (OFC) was adopted in 1981. Together, these two codes have provided the foundation for eliminating many of the inconsistencies in building construction and maintenance that were present before adoption.

The OBC and the OFC were developed to ensure that uniform building construction and maintenance standards are applied for all new building construction. The codes also provide for specific fire and life safety measures depending on the use of the building.

In many situations the construction of a building can be directly associated with whether the building was built prior to, or after the introduction of these codes. For example, during the late 19th century and early 20th century, balloon frame construction was a common wood framing technique that was used in both residential and small commercial construction. The OBC implemented requirements to change this construction method and introduce additional requirements to mitigate the potential of fire spread through wall cavities.

Similarly, the new codes have recognized new construction techniques such as light weight wood frame construction. This includes the use of wood trusses to replace conventional wood frame roofing techniques and new construction materials including Laminated Veneer Lumber (LVL) that is a high strength engineered wood product now used commonly in residential and commercial buildings. Although these techniques and materials have enhanced the efficiency and cost of construction, this construction presents very different challenges to firefighters from those of historical construction methods.

In addition to building construction, fire growth rate depends on the flammability of the materials and contents within the building which introduces variances into the growth rates. The impact of increasing fire growth rates is directly related to the time lapse from ignition to flashover when the combustible items within a given space reach a temperature that is sufficiently high for them to auto-ignite.

Understanding building construction and building materials is a critical component for firefighters in determining the appropriate type of fire attack and safety measures that need to be in place. As such, having knowledge of the age of a building may be directly

related to the type of construction methods and materials used to build it, making building age and construction an essential component of this Community Risk Assessment.

### 3.1.2.3 Potential High-Fire Risk Occupancies

Potential high-fire risk occupancy is something to consider within a municipality’s building stock. High fire risk can be linked to a combination of factors such as building density (exposures), low density, building age, and construction. Fuel load typically refers to the amount and nature of combustible content and materials within a building. This can include combustible contents, interior finishes as well as structural materials. Combustible content tends to create the greatest potential fire loss risk.

Buildings with potential fuel load concerns as identified by NFFD are presented in **Table 2**.

**Table 2: Potential High-Fire Risk Occupancies**

Occupancy Classification	Facility Type	Risk Description	Example Facilities
Group F	Lumber Yards	Fuel loads – wood, in large volumes	Lookout Home Hardware Building Centre
Group F	Fuel Depots and Suppliers	Fuel loads – fuels and combustibles	North of 7 Market, Cloyne Shell, Nowell Motors, <b>Palmerston Lake Marina</b>
Group F	Marina	Fuel loads – fuels and combustibles	Palmerston Lake Marina, Smart’s Marina, Brown’s Bay, Camp’s Bay Cottages, Fenleigh Lodge Resort

### 3.1.2.4 Occupancies with Potential High Fire Life-Safety Risk

Fire risk does not affect all people equally. Those who are at an increased risk of fire injury or fatality are known as vulnerable individuals. In the event of a fire, these individuals may be unable to self-evacuate and/or require assistance in their evacuation efforts. Identifying the location and number of vulnerable individuals or occupancies

within the community provides insight into the magnitude of this demographic within a community.

From an occupancy perspective, vulnerable occupancies contain vulnerable individuals who may require assistance to evacuate in the event of an emergency due to cognitive or physical limitations, representing a potential high-life safety risk. As part of its registry of vulnerable occupancies, the OFM defines vulnerable occupancy as any care occupancy, care and treatment occupancy, or retirement home regulated under the Retirement Homes Act.

These occupancies house individuals such as seniors or people requiring specialized care. It is important to note, however, that **not all vulnerable individuals live in vulnerable occupancies, such as the case here in North Frontenac**; for example, some seniors who are vulnerable due to physical limitation can live on their own or in subsidized housing, making them a key demographic to reach.

### 3.1.2.5 Other High Fire Life Safety Risk Occupancies

From the perspective of risk, and for the purposes of the services provided by the fire department, including enhanced and targeted fire inspections and public education programming, it can be valuable for a fire department to identify additional potential high fire life-safety risk considerations, including day care facilities and schools, where due to their age, children may have cognitive or physical limitations to preventing or delaying self-evacuation in the event of an emergency. For the purposes of this CRA, potential high life-safety risk occupancy consideration includes our Public School with grades from Junior Kindergarten to grade Eight.

### 3.1.3 Critical Infrastructure Profile

Critical Infrastructure profile refers to the facilities or services that contribute to the interconnected networks, services, and systems that meet vital human needs, sustain the economy, and protect public safety and security (i.e. electricity distribution, water distribution, telecommunications, hospitals, and airports).

Consideration of the presence, availability, capacity, and stability of infrastructure elements can help identify potential impacts that may result if any of these systems are compromised. Understanding how infrastructure impacts things like emergency services dispatch, communications, fire department emergency operations, overall health care or transportation can assist in determining preferred treatment options to address specific risks.

### 3.1.3.1 Critical infrastructure in North Frontenac

Infrastructure is a complex system of interconnected elements whereby failure of one could lead to the failure of others. The vulnerability of infrastructure is often connected to the degree to which one infrastructure component depends upon another. Therefore, it is critical that these elements be viewed in relation to one another and not in isolation.

Community identification of critical infrastructure is a key step toward the protection and preservation of public health and safety, the local economy, and the continuity of government at all levels. It is the assists or systems that, if disrupted or destroyed, could have a critical impact on the health, safety, security and economic well-being of the citizens and visitors of North Frontenac Township.

#### Critical Infrastructure Sectors:

1. Transportation
2. Food & Water
3. Electricity
4. Continuity of Municipal Government Services
5. Public Safety & Security
6. Tele-communications
7. Dams / Water Control

**Table 3: Critical Infrastructure Sectors**

CI Sector	Fire Related Issues / Concerns
<b>Transportation</b>	<p><b>Roads</b></p> <ul style="list-style-type: none"> <li>❖ Road 38, Highways 41 and 7 are critical to access North Frontenac Township.</li> <li>❖ Roads 506, 509, Buckshot Lake Road, Ardoch Road, Harlowe Road, Henderson Road, Elphin-Maberly Road and Mountain Chute Road that provide access to our smaller villages for the delivery of goods and services.</li> <li>❖ Other roads and private lanes within the municipality, if damaged, will isolate many of our citizens and visitors to the area.</li> </ul> <p><b>Bridges &amp; Culverts</b></p> <ul style="list-style-type: none"> <li>❖ Bridges, if destroyed, will limit access to villages and isolate citizens.</li> <li>❖ Culverts within the municipality, if damaged may isolate citizens.</li> </ul> <p><b>Public Works</b></p>

	<ul style="list-style-type: none"> <li>❖ Municipal garages and sheds where trucks, loaders and other equipment for road maintenance are stored – Hwy. 41/Road 506, Plevna and at Road 509 near South Lavant Road. These facilities are essential for road maintenance and repair.</li> </ul> <p><b>Evacuation</b></p> <ul style="list-style-type: none"> <li>❖ School buses required for evacuation are stationed in Cloyne, Plevna, Ompah and Clarendon.</li> </ul>
<b>Food and Water</b>	<ul style="list-style-type: none"> <li>❖ <b>Food</b> – All essential survival supplies are trucked into the area via road transportation. Food stores are located in the villages of Cloyne and Plevna. A limited supply is on hand and communities outside, but adjacent to North Frontenac, will be called upon to supply our community with food essentials if required.</li> <li>❖ <b>Water</b> – Most residents rely on private wells or purchased water at retail outlets for drinking water. Large scale contamination of well water will necessitate the bringing in of massive amounts of drinking water or putting a boil water advisory in effect.</li> </ul>
<b>Electricity</b>	<ul style="list-style-type: none"> <li>❖ One of Ontario’s major distribution systems runs through the Township of North Frontenac. Damage or disruption to these high voltage transmission lines will affect many Ontario citizens. The lines are owned by Hydro One and a 24-hour emergency contact number is listed under the Vital Services Directory in the Townships Emergency Plan Appendix.</li> </ul>
<b>Continuity of Municipal Government Services</b>	<ul style="list-style-type: none"> <li>❖ North Frontenac Municipal Government operates out of the municipal office building situated at 6648 Road 506. During an emergency and the recovery period, it is essential the local government continues to function and operate efficiently.</li> <li>❖ The Municipal Office has an Emergency back-up Power Supply.</li> </ul>
<b>Public Safety &amp; Security</b>	<ul style="list-style-type: none"> <li>❖ The Emergency Operations Centre is in the Municipal Complex at 6648 Road 506. The Alternate Centre is designated as the Barrie Community Hall 14225 Highway 41, Cloyne Ontario K0H 1K0.</li> </ul>

<p><b>Public Safety &amp; Security</b></p>	<p><b>Evacuation Centre</b></p> <ul style="list-style-type: none"> <li>❖ All Community Halls are primary evacuation centers: Barrie Hall 14225 Highway 41 Cloyne, Clar/Mill Community Hall 6598 Buckshot Lake Road in Plevna, Harlowe Hall 1047 Gull Lake Road Harlowe, Ompah Hall 10200 Road 509 Ompah; and Snow Road Hall 14073 Road 509 Snow Road. The alternate is the Clarendon Central Public School located at 7356 Road 506 in Plevna or North Addington Education Centre 14196 Highway 41 in Cloyne.</li> </ul> <p><b>Fire Department</b></p> <ul style="list-style-type: none"> <li>❖ Fire stations are located in Snow Road – 14105 Road 509, Ompah – 10200 Road 509, Plevna – 6648 Road 506 and Cloyne – 14833 Highway 41 and all will respond to emergencies. For emergencies call 911.</li> </ul> <p><b>Police Services</b></p> <ul style="list-style-type: none"> <li>❖ Provided to the Municipality by the OPP. Call 911.</li> </ul> <p><b>Paramedic</b></p> <ul style="list-style-type: none"> <li>❖ Provided through the Central Ambulance Communication Centre (C.A.C.C.), located in Kingston and Renfrew. Call 911.</li> <li>❖ Municipal Helipads are located at 5816 Road 506 in Plevna and 10155B Road 509 in Ompah.</li> </ul> <p><b>Hospitals &amp; Medical Centre’s</b></p> <ul style="list-style-type: none"> <li>❖ There are no hospitals located within North Frontenac Township. Hospitals are in Bancroft, Belleville, Kingston, Napanee, Perth, Renfrew and Smiths Falls to serve the citizens and visitors of North Frontenac.</li> <li>❖ There are no Medical Centre’s within North Frontenac Township. Medical Centre’s are in Sharbot Lake, Northbrook and Perth.</li> </ul>
<p><b>Tele-communications</b></p>	<ul style="list-style-type: none"> <li>❖ Cell phone reception is available in many areas of the Township.</li> <li>❖ The Fire Department and the Public Works’ radios and portables are essential lines of communication.</li> <li>❖ Fire Emergencies are dispatched from Kingston and Smiths Falls is the backup.</li> <li>❖ Emergency Radio Communication Towers are in Ompah, Plevna, Snow Road and Cloyne.</li> </ul>
<p><b>Dams / Water Control</b></p>	<ul style="list-style-type: none"> <li>❖ These structures are controlled by Mississippi Valley Conservation and/or Hydro One.</li> </ul>

### 3.1.4 Demographic Profile

As referenced in **O. Reg. 378/18**, the demographic profile assessment includes analysis of the composition of the community’s population, respecting matters relevant to the community such as population size and dispersion, age, gender, cultural background, level of education, socioeconomic make-up, and transient population. The following consider these demographic characteristics within the Municipality of North Frontenac sections consider these demographic characteristics within the Municipality of North Frontenac.

#### 3.1.4.1 Population and Dispersion

Between 2001 and 2006, the Municipality of North Frontenac’s population slightly increased, followed by two consecutive census periods of decrease.

**Table 4: Historic Growth in Population and Households – North Frontenac**

Year	Population	Total Private Dwellings	% Change
2001	1,801	2,739	1.6
2006	1,904	3,107	5.7
2011	1,842	2,823	-3.3
2016	1,903	2,966	2.2
2021	2,285	2,798	20.1

Source: 2021, 2016, 2011, 2006, 2001 Census, Statistics Canada

#### 3.1.4.2 Population Age and Sex

A community’s population by age is an important factor in identifying specific measures to mitigate the risks associated with a specific age group. Canada’s aging population has been recognized as one of the most significant demographic trends. According to Statistics Canada, from 2011 to 2016 Canada experienced “the largest increase in the proportion of senior since Confederation” due to the baby boomer generation reaching that age of 65. There are now more Canadians over the age of 65 (16.9% of the population) than there are children ages 14 years or younger (16.6%).

Seniors (those 65 years and over) are considered to represent one of the highest fire risk groups across the province of Ontario based on residential fire death rate (fire deaths per million of population). Seniors are at an increased risk of fatality in residential occupancies compared to other age groups. However, the first death rate for seniors

has been generally decreasing since 1997 according to the Ontario residential fatal fire reporting.

Data shows that Canada’s population grew by 5.2% from 2016 to 2021. Most of the increase came in the first four of those years. The final year, during the pandemic, had the largest growth since the First World War. While there was a record-high rate of growth from 2016 to 2019, population growth in 2020 was at a record low.

The 2021 Census identifies a total population of 2,285 for the Municipality of North Frontenac. The age distribution of the Municipality’s population and the Province of Ontario’s population are summarized and compared in **Table 5**.

**Table 5: Population by Age Group – North Frontenac and Ontario**

Age	Population	Population %	Ontario Population	Ontario %
0 to 4 years	40	7.7%	683,515	15.8%
5 to 9 years	70		764,430	
10 to 14 years	60		803,850	
15 to 19 years	75	53.0%	801,455	65.6%
20 to 24 years	45		895,600	
25 to 29 years	50		975,400	
30 to 34 years	60		981,210	
35 to 39 years	80		948,030	
40 to 44 years	80		890,160	
45 to 49 years	95		894,580	
50 to 54 years	140		941,270	
55 to 59 years	260		1,040,160	
60 to 64 years	325	966,575	18.5%	
65 to 69 years	285	813,215		
70 to 74 years	295	691,280		

65 to 69 years	285	39.4%	813,215	18.5%
70 to 74 years	295		691,280	
75 to 79 years	155		469,485	
80 to 84 years	90		325,110	
85 years and over	70		338,620	
Total	2,285	100%	17,223,942	100%

Source: 2021 Census, Statistics Canada

The youngest demographic (those 14 years of age and under) represents 7.7% of the Municipality's total population, which is half in comparison to the province (15.8%). While at a lower risk of fatality in residential occupancies overall when compared to seniors or adults, youth (aged 14 years and under) represent an important demographic for the purposes of public education. Structured education programs consistently provided to children and youth can help to engrain fire and life safety awareness and knowledge into future generations.

The percentage of the population aged 65 years and older in North Frontenac represents 39.4% of the total population, which is higher than the province (18.5%) by 20.9%. An additional 820 residents of the Municipality's population fall between the age group of 45 and 64, who are aging towards the senior's demographic of 65 years of age and older. Based on historic residential fire fatality data, this population will become seniors who will be at greater risk. These demographic trends are important considerations for the development of informed targeted public education programs and risk reduction strategies within the community.

**Key Finding: Of the Municipality's total population, 53.0% (2,285) fall into the age range of 15 to 64, representing a cohort aging towards the senior's demographic of 65 years or older.**

**Identified Risk: Seniors (those 65 years and over) are considered to represent one of the highest fire risk groups across the province based on residential fire death rate. According to the 2021 Census, seniors represent 39.4% (825) of the Municipality's total population.**

### 3.1.5 Hazard Profile

As referenced in the **O. Reg. 378/18**, the hazard profile assessment includes analysis of the hazards within the community, including natural hazards, hazards caused by humans, and technological hazards to which fire departments may be expected to

respond to. Hazardous incidents may have significant impact within the community. This section considers such hazards within the Municipality of North Frontenac.

### 3.1.5.1 Hazard Identification and Risk Assessment in Ontario (HIRA) and the Community Risk Assessment

A hazard is defined as a phenomenon, substance, human activity or condition that may cause loss of life, injury or other health impacts, property damage, loss of livelihoods and services, social and economic disruption, or environmental damage. Under the Emergency Management and Civil Protection Act (EMCPA), municipalities are required to ‘identify and assess the various hazards and risks to public safety that could give rise to emergencies and identify the facilities and other elements of the infrastructure that are at risk of being effected by emergencies’. 2002, c. 14, s.4. Currently legislation required an annual review and update of the municipal developed HIRA.

The OFM TG-02-2019 acknowledges that the processes of developing the HIRA and a CRA are separate, but complementary. The OFM “Questions and Answers” states that the CRA process “may result in decisions about the Fire Department responses to various types of emergencies identified in a completed HIRA”. For the purpose of this CEA, “fire presentation services” lens will be applied to the top hazards as identified through the municipal led HIRA.

**Table 6: Hazard Profile Risks (2023 HIRA)**

Identified Hazard	Probability (refer to Table 1 for suggested probability levels)	Consequence (refer to Table 2 for suggested consequence levels)	Assigned Risk Level (refer to the Risk Level Matrix for
Winter storm (Power interruptions/ disruptions in communications/ delayed access)	Almost Certain	Minor	Moderate
Flood (Obstructed access/increased calls for rescue/assistance)	Likely	Minor	Moderate
Extreme Temperatures	Likely	Moderate	Moderate
Wildland Urban-Interface Fires	Almost Certain	Moderate	High
High Wind	Possible	Catastrophic	High

Hazardous Materials Event	Possible	Moderate	Moderate
Dam Failure	Unlikely	Moderate	Moderate
Critical Infrastructure Failure	Possible	Moderate	Moderate
Influenza Outbreak	Possible	Moderate	Moderate
Road Incident - Mass Casualty	Possible	Moderate	Moderate
Cyber Attack	Likely	Minor	Moderate
Tornado	Possible	Moderate	Moderate
Plant Disease or Infestation	Almost Certain	Moderate	High
Civil Disorder	Possible	Minor	Moderate
Active Threat	Rare	Medium	Moderate
Thunderstorm	Almost Certain	Minor	Moderate

### 3.1.5.2 Impacts of Hazards on Fire Protection Services

The Municipality’s HIRA was last updated in 2023 and we are working on updating it for 2024 at this time. As a component of the risk assessment and risk analysis process, the top risks in North Frontenac were identified. The HIRA assigns likelihood and consequence levels to a list of hazards based on the potential for impacts to people, property and the environment.

To better understand the risks of hazards as they pertain to fire protection services, the Municipality’s top hazards have been assessed to identify potential impacts on fire protection services. The results of this review as they pertain to the top hazards in the Municipality of North Frontenac are presented in **Table 7**.

**Table 7: Impacts of Hazards on Fire Protection Services (2023 HIRA)**

Hazard (Municipality HIRA)	Possible Impact on Fire Protection Services
Infectious Disease	This could have a huge effect on the Municipality’s Fire Protection Services if the members become ill, depleting the complete Department.
Infectious Disease	An infectious disease outbreak is defined generally as a widespread incident of disease or other situation that presents a danger to the general health and well-being of the human population.

<b>Wildland Fire</b>	<p>A Wildland Fire is any fire in forests, shrub lands and grasslands. Some are uncontrolled wildfires and or started by lightning or humans.</p> <p>Wildland firefighters do not wear respiratory protection while working long hours and can be exposed to elevated concentrations of smoke.</p>
<b>High Wind</b>	<p>High wind events can be defined as strong, non-tornadic winds that have the potential to cause damage in Ontario.</p> <p>High winds create hazardous conditions for firefighters, making it more dangerous for them to work near the fire. The combination of strong winds, smoke, and intense heat can jeopardize the safety of firefighting personnel, limiting their ability to directly engage with a fire.</p>
<b>Extreme Heat</b>	<p>Extreme heat is when:</p> <ul style="list-style-type: none"> <li>a) the temperature for a region is significantly above the average high for an extended period.</li> <li>b) the average daytime high and nighttime minimums are expected to be above a certain temperature; or</li> <li>c) there is a high humidex.</li> </ul> <p>Extreme heat could impact Fire Protection Services by reducing work cycle duration responders can perform, increasing the risk of cardiac stress and other heat related illnesses.</p>
<b>Winter Weather</b>	<p>Winter weather is a severe weather event with varieties of precipitation that can form only at low temperatures, such as a snow, freezing rain and ice.</p> <p>Winter weather could impact Fire Protection Services by increasing or delaying response time due to poor road conditions and by creating a harsh outdoor work environment.</p>
<b>Flood</b>	<p>The Municipality’s HIRA indicates that flooding is a top hazard for North Frontenac. Flooding can occur when municipal stormwater systems cannot accommodate increased precipitation resulting in flash flooding. Similarly, flooding can occur due to the overflow of water from a river or other body of water overland or ponding in low-lying areas due to heavy rainfall. The impacts of a flooding event could include</p>

<b>Flood</b>	property or structural damage, resulting in disruptions to the transportation network. Depending on the severity of the flooding, access to various sections of the road network can impact fire department response, resulting in extended emergency travel times. In instances of long-term flooding, there could be impacts to human health, as an increase in water and moisture could promote the prevalence of pests that thrive in wetter environments.
<b>Tornado</b>	Tornado events can cause varying levels of property or structural damage; disrupt transportation services and interfere with the delivery of utilities (e.g. hydro) or other critical infrastructure (e.g. telecommunications). The damage to property and infrastructure caused by tornadoes and high winds can obstruct first responder access to the road network, leading to a delay in emergency response times.

Source: Municipality of North Frontenac’s 2023 Hazard Identification and Risk Assessment

**Key Finding: The Municipality’s 2023 HIRA identifies hazards that could impact the ability of the Municipality to deliver fire protection services.**

**3.1.6 Public Safety Response Profile**

As required by **O. Reg. 378/18**, the Public Safety Response Profile includes analysis of the types of incidents responded to by other entities in the community, and those entities’ responsibilities. These entities could include police, ambulance, fire and other entities that may be tasked with or able to assist in some capacity with the collective response to an emergency. The following sections consider these public safety response characteristics within the Municipality of North Frontenac.

**3.1.6.1 Public Safety Response Agencies**

Public safety and response agencies refer to agencies and organizations that respond to specific types of incidents within a community that provide trained personnel and resources critical to upholding public safety. Each of these entities offer specialized skillsets in support of front-line operations. The types of response services offered might include fire protection, medical attention, rescue operations, policing activities or hazardous materials response. In addition to responding individually to certain types of incidents, these entities work closely with one another in the event of major emergencies through a structured standardized response approach to ensure effective coordination among all response agencies.

**Table 8** lists the public safety response agencies within North Frontenac that will be able to assist in a collective emergency response effort and may contribute to the mitigation of risk within the community. Identifying the public safety response agencies within the community can help the fire service become familiar with other public safety response agencies and each agency’s specific response capabilities.

**Table 8: Public Safety Response Agencies**

Identified Public Safety Response Agency	Types of Incidents They Respond To	Agency Role in Incident
<b>Frontenac Ontario Provincial Police</b>	<ul style="list-style-type: none"> <li>• Motor vehicle collisions</li> <li>• Medical incidents</li> <li>• Fire incidents.</li> <li>• False fire incidents</li> <li>• Public assistance</li> </ul>	<ul style="list-style-type: none"> <li>• Traffic control, scene stabilization, investigation</li> <li>• Patient contact, initial first aid, scene stabilization, investigation</li> <li>• Scene stabilization, evacuation, investigation</li> <li>• Scene stabilization, investigation</li> <li>• Assist in coordinating public information.</li> </ul>
<b>Emergency Medical Services – Kingston Frontenac Lennox &amp; Addington (KFL&amp;A) Paramedics</b>	<ul style="list-style-type: none"> <li>• Motor vehicle collisions</li> <li>• Medical incidents</li> <li>• Fire incidents.</li> <li>• False fire incidents</li> <li>• Public assistance</li> </ul>	<ul style="list-style-type: none"> <li>• Patient stabilization, extrication, reporting</li> <li>• Patient stabilization, transport, reporting</li> <li>• Standby for firefighter safety, patient stabilization, transport, reporting</li> <li>• Standby for firefighter safety, patient stabilization, transport, reporting</li> <li>• Assist in coordinating public information.</li> </ul>
<b>Hydro One</b>	<ul style="list-style-type: none"> <li>• Power supply incident</li> <li>• Distribution emergency</li> <li>• Customer and emergency personnel notification</li> <li>• Service restoration.</li> </ul>	<ul style="list-style-type: none"> <li>• Customer and emergency personnel notification</li> <li>• Service restoration.</li> </ul>

<b>Provincial Emergency Operations Centre (PEOC)</b>  <b>Hazardous Urban Special Response Team</b>	<ul style="list-style-type: none"> <li>• Hazardous materials incident response</li> <li>• Tank truck rollovers</li> <li>• Marine or waterway spills</li> <li>• Chemical attacks</li> </ul>	<ul style="list-style-type: none"> <li>• Responds to any stage of a spill incident.</li> <li>• Comprehensive site remediation and decontamination</li> </ul>
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### 3.1.6.2 Mutual Aid and Automatic Aid Agreements

#### **Mutual Aid Agreements**

Mutual Aid Agreements can provide additional depth of resources and response that may not have been dispatched as part of a municipality’s initial response. These agreements establish a mutual relationship between multiple public safety and response agencies whereby emergency services and resources are shared to promote a more effective response and strengthen the depth of emergency response provided by a fire department.

#### **Automatic Aid Agreements**

Automatic Aid Agreements between public safety and response agencies such as fire departments can also provide for initial or supplemental emergency response services. Automatic aid agreements are programs designed to provide and/or receive assistance from the closest available resource, regardless of municipal boundaries, on a day-to-day basis.

The Municipality of North Frontenac assists with providing fire protection services to surrounding municipalities when needed including:

- Addington Highlands
- Greater Madawaska
- Central Frontenac
- Lanark Highlands

Mutual Aid and Automatic Aid Agreements are discussed further within the Fire Master Plan.

### 3.1.7 Community Services Profile

As referenced in **O. Reg. 378/18**, the community service profile assessment includes analysis of the types of services provided by other entities in the community, and those entities’ service capabilities. This includes the presence or absence and potential abilities of other agencies, organizations, or associations to provide services that may

assist in mitigating the impacts of emergencies to which the fire department responds. The following sections consider these community service characteristics within the Municipality of North Frontenac.

**3.1.7.1 Community Services in North Frontenac**

Fires and other emergency events can have devastating effects on a community, and at times, can overwhelm public safety and security agencies’ capability to respond. In an emergency event, community-based agencies, organizations, and associations can provide surge capacity to the response and recovery efforts of first responders and a useful resource to call upon if integrated into the emergency management framework of a municipality early on. These types of affiliations can contribute a variety of capabilities essential to response and recovery efforts including support in the areas of communications, health care, logistics, shelter, food and water supply, emergency clothing, and more specialized skillsets.

Investigating new community partnerships and strengthening existing ones may be an effective strategy for consideration towards enhancing the current public fire and life safety education program, fire inspection efforts and emergency response and recovery capabilities of the NFFD. **Table 9** identifies community agencies, organizations and associations within or in neighbouring municipalities to North Frontenac.

**Table 9: Community Service Agencies, Organizations and Associations**

Community Service Agency	Types of Assistance Provided
<p><b>Canadian Red Cross</b></p>	<p>In the event of a fire incident or emergency, the Canadian Red Cross can provide temporary lodging, clothing and food to persons who cannot return to their homes or, who cannot find alternate accommodations. In larger emergencies requiring evacuation, the organization has the capability to set up reception and information services to greet evacuees, provide information, provide family reunification, and control facility access. The NFFD has an agreement in place with the Red cross to provide the Municipality with assistance should the need arise.</p>
<p><b>Salvation Army – Kingston</b></p>	<p>The Salvation Army is capable of providing both immediate and long-term recovery assistance in cooperation with fire and police services. The Salvation Army’s Emergency Disaster Services program can provide food and hydration resources, emotional and spiritual care, donations</p>

<b>Salvation Army – Kingston</b>	management, social services, long-term recovery, training, and volunteers.
<b>Health Emergencies (KFL&amp;A Public Health)</b>	<p>North Frontenac can contact the Kingston Frontenac Lennox and Addington (KFL&amp;A) Public Health center for assistance in any emergency matter.</p> <p>The local office for non-emergency situations is located on highway 41, Cloyne.</p>
<b>Hospitals</b>	The North Frontenac community is fortunate to be within 90 minutes of four large, accredited hospitals. Through the efforts of teams of interdisciplinary professionals, each hospital provides surgical, medical and Long-Term Care Convalescent Care inpatient services and are dedicated to delivering the best care possible.
<b>Limestone District School Board</b>	As reported in Section 3.1.4.2 – Population Age and Sex, the 2021 Census data indicates that children aged 14 and under, represent 7.7% of the Municipality’s total population. The proportion of children in North Frontenac is moderate, especially when considering the opportunity for public education. This percentage supports the development of enhanced public education programming that targets children/youth of all ages. Partnering with school boards and other agencies that work with children can provide opportunity for fire and life safety education.
<b>Community Services Rural Frontenac -Sharbot Lake</b>  <b>Land O’Lakes - Northbrook</b>	North Frontenac is assisted by a network of government-financed community support organizations such as the Sharbot Lake-based Rural Frontenac Community Services and Northbrook-based Land O’Lakes Community Services. Many programs are offered free of-charge and are offered to anyone in the community who may benefit from them.

**3.1.8 Economic Profile**

As referenced in **O. Reg. 378/18**, the economic profile assessment includes analysis of the economic sectors affecting the community that are critical to its financial sustainability. This involves economic drivers in the community that have significant

influence on the ability of the community to provide or maintain service levels. The following sections consider these economic characteristics within the Municipality of North Frontenac.

**Table 10: Economic Profile Assessment**

<b>Identified Occupancy</b>	<b>Key Risk</b>	<b>Probability (refer to Table 1 for suggested probability levels)</b>	<b>Consequence (refer to Table 2 for suggested consequence levels)</b>	<b>Assigned Risk Level (refer to the Risk Level Matrix for suggested risk levels)</b>
Vulnerable Occupancies	Fire	Possible	Minor	Moderate
Vulnerable Occupancies	Weather Event	Possible	Moderate	Moderate
Grocery Stores	Fire	Possible	Major	Moderate
Grocery Stores	Weather Event	Possible	Minor	Moderate
Grocery Stores	Power Outage	Likely	Major	High
Grocer Stores	Telecommunications Disruption	Possible	Moderate	Moderate
Trucking Firms	Fire	Possible	Minor	Moderate
Trucking Firms	Weather Event	Possible	Moderate	Moderate
Restaurants/Fast Food Outlets	Weather Event	Possible	Minor	Moderate
Restaurants/Fast Food Outlets	Telecommunications Disruption	Possible	Moderate	Moderate
Restaurants/Fast Food Outlets	Power Outage	Likely	Moderate	Moderate
Restaurants/Fast Food Outlets	Fire	Possible	Major	Moderate
Small Business	Fire	Possible	Major	Moderate
Small Business	Weather Event	Possible	Minor	Moderate

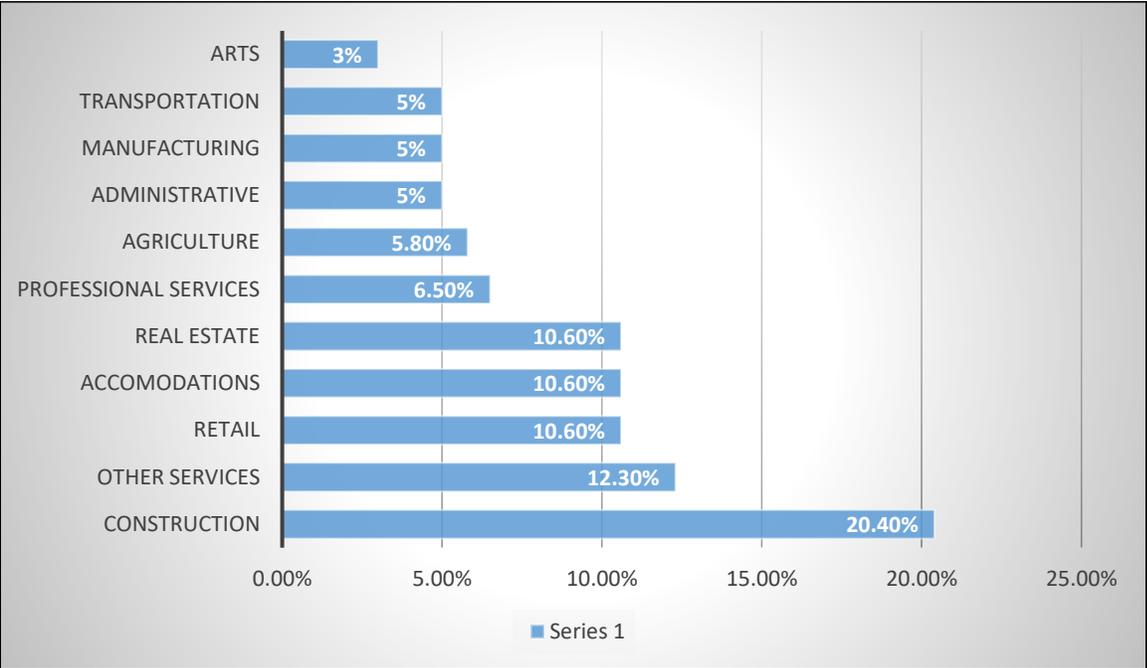
Small Business	Power Outage	Likely	Moderate	Moderate
Small Business	Telecommunications Disruption	Likely	Minor	Low
Municipal Operations	Weather Event	Possible	Major	Moderate
Municipal Operations	Flooding	Likely	Major	High
Municipal Operations	Power Outage	Likely	Major	High
Municipal Operations	Cyber Attack	Possible	Catastrophic	High
Municipal Operations	Fire	Possible	Major	Moderate
Municipal Operations	Wildland Fires	Likely	Moderate	Moderate
Municipal Operations	Road Closure of Long Duration	Possible	Insignificant	Low
Municipal Arena	Power Outage	Possible	Insignificant	Low
Municipal Arena	Weather Event	Possible	Moderate	Moderate
Schools	Fire	Possible	Major	Moderate
Schools	Weather Event	Possible	Moderate	Moderate
Schools	Power Outage	Likely	Moderate	Moderate
Schools	Potable Water Emergency	Unlikely	Moderate	Moderate
Schools	Influenza Outbreak	Possible	Moderate	Moderate
Municipality	Hazardous Materials Incident	Possible	Possible	Moderate

### 3.1.8.1 Economic Sectors and Employers in North Frontenac

Certain industries, employers and events contribute to the financial sustainability and economic vitality of a community. A fire or other emergency at key sectors and employment facilities within a community could have significant impacts on local economy and employment.

North Frontenac’s workforce features over 150 business in diverse industries and are characterized by Construction, Retail, Real Estate, Accommodations, Professional Services, Agriculture, as shown in **Figure 2**.

**Figure 2: Industry in North Frontenac**



Source: Municipality of North Frontenac’s 2024 Community Profile.

North Frontenac features over 150 businesses in diverse industries, the largest being Construction. The economy is primarily service-based and heavily reliant on tourism. One of North Frontenac’s Strategic priorities is Economic Prosperity, which include the potential for development opportunities which could increase the tourism rate

North Frontenac features over 150 businesses in diverse industries, the largest being Construction. The economy is primarily service-based and heavily reliant on tourism. One of North Frontenac’s Strategic priorities is Economic Prosperity, which include the /5potential for development opportunities which then could increase the tourism rate.5

The Township of North Frontenac offers ‘Back-Country Camping’ and the Program has been growing for several years. This brings many tourists to our area which increases the number of vehicles on our roads and the watercraft on our lakes. Our small businesses thrive in the in Spring and Summer months supplying our tourists with retail goods, gas, and food.

The Municipality has identified top employers that contribute to the economic vitality of the community. If a fire were to occur at one of their facilities it could have a negative impact on the financial well-being of the Municipality.

### 3.1.9 Past Loss and Event History Profile and Data

The past loss and event history profile assessment includes analysis of the community’s past emergency response experience, including an analysis of the number and types of emergency responses, injuries, deaths and dollar losses, and a comparison of the community’s fire loss statistics with provincial fire loss statistics. Evaluation of previous response data will inform decisions on fire protection services delivery including public fire safety education and inspection programs. The following sections consider these past loss and event history characteristics within the Municipality of North Frontenac.

#### 3.1.9.1 Past Loss

Analysis of historical data provides valuable insight into understanding the specific trends within a community. Assessing the key factors of life safety risk and fire risk in relation to provincial statistics provides a foundation for evaluating where specific programs or services may be necessary. The analysis within this section is based on the OFM’s Standard Incident Reporting for the period of January 1, 2019 to December 31, 2023.

##### a. Total Fire Loss

Analysis of the total fire loss within the Municipality over the five-year period from January 1, 2019 to December 31, 2023 as displayed in **Table 11**, includes two categories representing the primary types of fires and the total amount of dollar loss associated with these fires. This includes 44 structure fires and 11 outdoor fires representing \$2,950,000.00 in total dollar loss.

Over this five-year period, the Municipality averaged 8.8 fires and \$2,950,000.00 in property loss per throughout the period.

**Table 11: Total Fire Loss – Municipality of North Frontenac**

Year	Structure # of Fires	Structure Loss (\$)	% of Year	Outdoor # Fires	% of Year	Total # of Fires	Total Loss (\$)
2019	7	\$329,000	5.74	2	1.64	9	\$329,000
2020	12	\$1,081,000	10.81	2	1.80	14	\$1,081,000
2021	10	\$974,000	8.13	1	0.81	11	\$974,000
2022	9	\$86,000	5.77	3	1.92	12	\$86,000
2023	6	\$480,000	5.61	3	1.92	9	\$480,000

<b>Total (2019-2023)</b>	44	\$2,950,000	7.2%	11	1.6%	55	\$2,950,000
<b>% of All Fires (2019-2023)</b>	80%			20%			
<b>Average (2019-2023)</b>	8.8			2.2			

Source: OFM Standard Incident Reporting (2019 to 2023 data)

**Key Finding: Over the five-year period from January 1, 2019 to December 31, 2023, the Municipality averaged 8.8 structure fires per year.**

### **b. Fires by Occupancy Type**

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This section assesses the fires that occurred over the period from January 1, 2019 to December 31, 2023 based on the OBC occupancy type. OFM’s Standard Incident Reporting data was utilized to inform this analysis.

North Frontenac experienced a total of 52 fires over these five years, with 19 of these fires, or 36.5% occurring in Group C – Residential occupancies.

### **c. Fire Fatalities and Injury**

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According to OFM Standard Incident Reporting, over the five-year period from January 1, 2019, to December 31, 2023, there were 5 reported injuries and no reports of fire fatalities within the Municipality of North Frontenac. Most injuries within the Municipality occurred in Group C – Residential occupancies. This finding is consistent with the fire loss statistics by occupancy type, whereby most fire losses within the Municipality occurred in Group C – Residential occupancies.

### **d. Reported Fire Cause**

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The NFPA 2021 Glossary of Terms defines fire cause as “the circumstances, conditions, or agencies that bring together a fuel, ignition source, and oxidizer (such as air or oxygen) resulting in a fire or a combustion explosion”<sup>6</sup>. Assessing the possible cause of the fires reported is an important factor in identifying potential trends or areas that may be considered for introducing additional public education or fire prevention initiatives. Within OFM fire loss reporting, there are numerous categories of cause used to classify the cause of a fire.

**Table 10** presents the reported fire causes for the Municipality over the five-year period from January 1, 2019, to December 31, 2023.

An intentional fire cause recognizes that the fire would have been started for a specific reason. These are typically classified as arson fires, acts of vandalism, or to achieve personal gain through insurance payment for example.

An unintentional fire cause recognizes that fires could be started for a number of common causes that can represent both human behavioural causes (e.g., playing with matches) and equipment failures (e.g., mechanical failure).

**Table 12: Reported Fire Cause – Municipality of North Frontenac**

Fire Cause	# of Fires	% of Fires
Undetermined	12	39%
Improper Handling of Ignition Source	2	6.4%
Routine Maintenance – Creosote Buildup	1	3.2%
Electrical Fire	5	16%
Unattended	2	6.4%
Hot Ashes Improperly Discarded	4	13%
Improper Storage	1	3.2%
Natural Cause	1	3.2%
Rekindle	2	6.4%
Suspected Arson	1	3.2%

Source: OFM Standard Incident Reporting (2019 to 2023 data)

**Identified Risk:** Of the fires occurring in the Municipality over the five-year period from January 1, 2019, to December 31, 2023, the leading cause of set fires was due undetermined at 39% (31 fires).

**Identified Risk:** Of the fires occurring in the Municipality over the five-year period from January 1, 2019, to December 31, 2023, the second most common cause of unintentionally set fires was due to electrical failure at 16% (5 fires).

**Key Finding:** Of the fires occurring in the Municipality over the five-year period from January 1, 2019, to December 31, 2023, the cause of 39% of fires was ‘undetermined’.

## e. Ignition Source

According to the 2021 NFPA Glossary of Terms, ignition source is defined as “any items or substance of an energy release of type or magnitude significant to ignite any flammable mixture of gases or vapors that could occur at the site or onboard the vehicle”<sup>7</sup>.

For the period January 1, 2019, to December 31, 2023, the most common reported ignition sources within the Municipality were ‘undetermined’ at 39%, and ‘hot ashes, embers or a spark’ at 16.1% and ‘vehicles – Electrical’ at 9.7%. This presents the opportunity to incorporate key messages relating to basic safety at home and how to properly dispose of ashes in public education materials.

**Table 13: Source of Ignition - Municipality of North Frontenac**

Reported Ignition Source	2019-2023 # of Fires	2019-2023% of Fires
Undetermined	12	39%
Exposure Source, Open Fire (campfire, rubbish)	1	3.2%
Space Heater Portable	1	3.2%
Vehicle - Electrical	3	9.7%
Vehicle - Mechanical	1	3.2%
Hot Ashes, Embers, Spark	5	16.1%
Exposure Source, Structure Detached	1	3.2%
Other, not classified	1	3.2%
Meter	1	3.2%
Open Fire (campfire, rubbish)	1	3.2%
Exposure, source grass, shrubs	1	3.2%
Flue Pipe	1	3.2%
Matches or Lighters	1	3.2%
Incinerator	1	3.2%

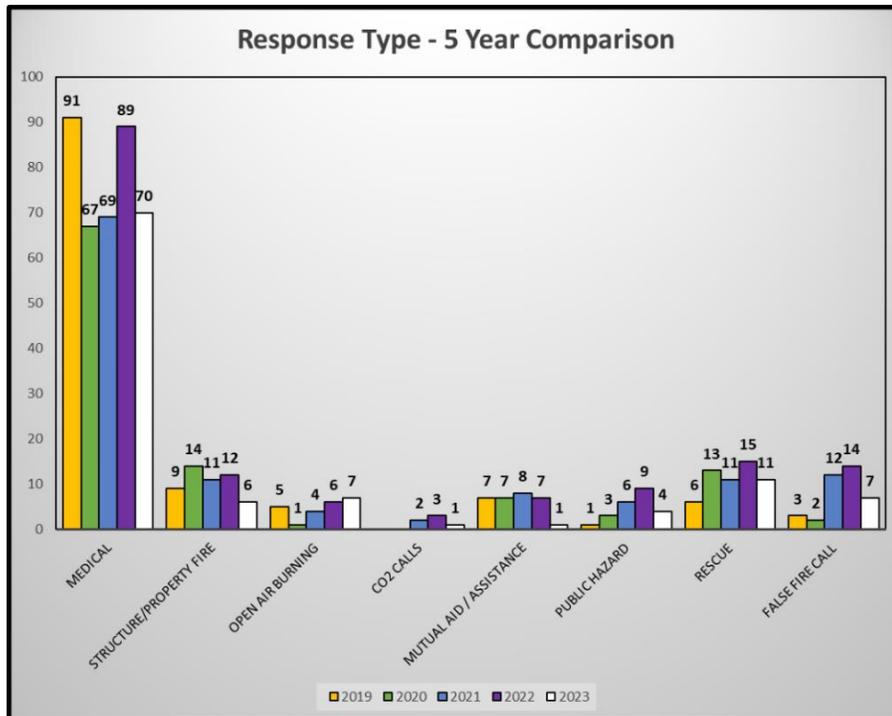
Source: OFM Standard Incident Reporting (2019 to 2023 data)

**Key Finding: Of the fires occurring in the Municipality over the five-year period from January 1, 2019, to December 31, 2021, 39% of fires reported undetermined ignition sources.**

### 3.1.9.2 Event History

Event history seeks to apply the NFFD’s historic emergency call data to develop an understanding of community risk. The OFM provided the data used in this analysis for all historical calls for the five-year period from January 1, 2019, to December 31, 2023. This section provides a statistical assessment of historic emergency call volumes for the Municipality as a whole.

#### Emergency Call Volume Analysis 2019 – 2023



## Section 4.0

### 4.0 Prioritizing Risks

The mandatory profiles allow fire departments to identify the features and characteristics of their community that may impact fire and life safety risks. Once risks have been identified they should be prioritized. This section discusses how risks can be prioritized based on the probability of the risk happening and the consequence if the risk occurs. **Table 1: Probability Levels** and **Table 2: Consequence Levels** can be used to help determine the probability and consequence of each risk identified.

As noted in the introduction, risk is defined as a measure of the probability and consequence of an adverse effect to health, property, organization, environment, or community because of an event, activity or operation.

## 4.1 Probability

The probability or likelihood of a fire or emergency within a community is often estimated based on the frequency of previous experiences. A review of past events involves considering relevant historical fire loss data, learning from the experiences of other communities, and consulting members of the community with extensive historical knowledge. Professional judgment based on experience should also be exercised in combination with historical information to estimate probability levels. The probability of an event can be categorized into five levels of likelihood:

**Table 1: Probability Levels**

Description	Specifics
Rare	<ul style="list-style-type: none"> <li>• may occur in exceptional circumstances</li> <li>• no incidents in the past 15 years</li> </ul>
Unlikely	<ul style="list-style-type: none"> <li>• could occur at some time, especially if circumstances change</li> <li>• 5 to 15 years since the last incident</li> </ul>
Possible	<ul style="list-style-type: none"> <li>• might occur under current circumstances</li> <li>• 1 incident in the past 5 years</li> </ul>
Likely	<ul style="list-style-type: none"> <li>• will probably occur in most circumstances unless circumstances change</li> <li>• multiple or recurring incidents in the past 5 years</li> </ul>
Almost Certain	<ul style="list-style-type: none"> <li>• expected to occur in most circumstances unless circumstances change</li> <li>• multiple or recurring incidents in the past year</li> </ul>

## 4.2 Consequence

The consequence of a fire or emergency is the potential losses or negative outcomes associated with the event. The application of professional judgment and reviews of past occurrences are important methods used for determining consequence levels. Estimating the consequence level of an incident or event should involve an evaluation of four components:

- ❖ **Life Safety:** Injuries or loss of life due to occupant and firefighter exposure to life threatening fire or other situations.
- ❖ **Property Loss:** Monetary losses relating to private and public buildings, property content, irreplaceable assets, significant historic/symbolic landmarks and critical

infrastructure.

- ❖ **Economic Impact:** Monetary losses associated with property income, business closures, a downturn in tourism and/or tax assessment value, and employment layoffs.
- ❖ **Environmental Impact:** Harm to human and non-human (i.e. wildlife, fish and vegetation) species of life and a general decline in quality of life within the community due to air/water/soil contamination as a result of the incident and response activities.

The consequence of an event can be categorized into five levels based on severity:

**Table 2: Consequence Levels**

Description	Specifics
Insignificant	<ul style="list-style-type: none"> <li>• no life safety issue</li> <li>• limited valued or no property loss</li> <li>• no impact to local economy, and/or</li> <li>• no effect on general living conditions</li> </ul>
Minor	<ul style="list-style-type: none"> <li>• potential risk to life safety of occupants</li> <li>• minor property loss</li> <li>• minimal disruption to business active, and/or</li> <li>• minimal impact on general living conditions</li> </ul>
Moderate	<ul style="list-style-type: none"> <li>• threat to life safety of occupants</li> <li>• moderate property loss</li> <li>• poses threat to small local businesses, and/or</li> <li>• could pose a threat to the quality of the environment</li> </ul>
Major Major	<ul style="list-style-type: none"> <li>• potential for a large loss of life</li> <li>• would result in significant property damage</li> <li>• significant threat to large businesses, local economy and tourism, and/or</li> <li>• impact to the environment would result in a short term, partial evacuation of local residents and businesses</li> </ul>
Catastrophic	<ul style="list-style-type: none"> <li>• significant loss of life</li> <li>• multiple property damage to a significant portion of the municipality</li> <li>• long-term disruption of businesses, local employment, and tourism, and/or</li> <li>• environmental damage that would result in long-term evacuation of residents and businesses</li> </ul>

## Section 5.0

### 5.0 Assigning Risk Level

Assigning a risk level assists fire departments in prioritizing risks, which helps to determine how to address or treat each risk. The Risk Level Matrix in this section can assist fire departments to determine risk levels based on the probability and consequence levels of each identified risk. Risks can be assigned as low risk, moderate risk or high risk. The risk levels for each risk can be noted in the Assigned Risk Level column on the relevant worksheets in Appendix A.

The matrix below can be used to determine the assigned risk level.[1] Plot the assigned probability and consequence levels on the relevant worksheets in Appendix A to assign a risk level for each identified risk.

**Table 1: Risk Level Matrix**

**Risk Level Matrix**

ALMOST CERTAIN	Moderate Risk	Moderate Risk	High Risk	High Risk	High Risk
LIKELY	Moderate Risk	Moderate Risk	Moderate Risk	High Risk	High Risk
POSSIBLE	Low Risk	Moderate Risk	Moderate Risk	Moderate Risk	High Risk
UNLIKELY	Low Risk	Low Risk	Moderate Risk	Moderate Risk	Moderate Risk
RARE	Low Risk	Low Risk	Low Risk	Moderate Risk	Moderate Risk
	INSIGNIFICANT	MINOR	MODERATE	MAJOR	CATASTROPHIC

## Section 6.0

### 6.0 Risk Treatment Options

Once risk levels have been assigned, fire departments can determine how best to treat each risk and the resources required to do so.

Options for treating risks include the following:

- ❖ Avoid the Risk
- ❖ Mitigate the Risk
- ❖ Accept the Risk
- ❖ Transfer the Risk

## **Avoid the Risk**

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Avoiding the risk means implementing programs and initiatives to prevent a fire or emergency from happening.

For example, public fire safety education initiatives aim to change people's behaviours so that fires may be prevented, and people react appropriately when fires do occur. Fire Code inspections and enforcement help to ensure that buildings are in compliance with the Ontario Fire Code.

## **Mitigate the Risk**

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Mitigating the risk means implementing programs and initiatives to reduce the probability and/or consequence of a fire or emergency.

For example, a routine Fire Code inspection and enforcement program to ensure Fire Code compliance helps to reduce the probability and consequence of a fire.

A pre-planning program involving fire suppression crews allows the fire department to gain knowledge about specific buildings in the community and their contents, fuel load, fire protection systems, etc. This information can be provided to the fire inspection staff who can ensure the building is compliant with the Fire Code. Also, it can assist suppression crews to plan fire suppression operations should a fire occur in a building. These activities can reduce the probability and consequence of a fire.

## **Accept the Risk**

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Accepting the risk means that after identifying and prioritizing a risk, the fire department determines that no specific programs or initiatives will be implemented to address this risk. In this treatment option, the fire department accepts that the potential risk might happen and will respond if it occurs.

For example, typically fire departments do not implement programs to prevent motor vehicle collisions. Yet it is generally accepted that collisions will happen and that the fire department will respond when they do. Similarly, environmental hazards (e.g. ice storms) and medical calls cannot be prevented by a fire department program or initiative, yet fire departments typically respond when these emergencies occur.

When accepting risks, fire departments should consider their capacity (i.e. equipment, personnel, training, etc.) to respond.

## **Transfer the Risk**

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Transferring the risk means the fire department transfers the impact and/or management of the risk to another organization or body. Contracting public fire safety education, Fire Code inspection and enforcement, or emergency response services

to a neighbouring municipality or another organization are examples of transferring the management of risks to another body. For example, a community may enter into a fire protection agreement with a neighbouring community with respect to any or all of the three lines of defence.

**Table 1: Identifying Treatment Options for the Top Risks in the Community**

Mandatory Profiles	Top Risk or Issues/Concerns	Preferred Treatment Options
Geographic Profile	Body of water impacts training, equipment for response	<b>Avoid and Mitigate Risk</b> – Enter into automatic aid agreements with partnering agencies that provide ice water and water rescue services.
	Body of water impacts response time	<b>Accept Risk</b> - Implement appropriate response protocols, SOGs, and activities
	Body of water – recreational/tourist activities  Body of water – recreational/tourist activities	<b>Avoid and Mitigate Risk</b> – Public education programs required. Install signage at key locations of bodies of water identifying the risks of thin ice. Have pamphlets available at lodging locations warning of the dangers of thin ice and how a person may self-rescue. List items people should have when going on the ice such as ice picks, throw rope, whistle or a loud horn, cell phone in a waterproof kit. The use of social media networks will assist in educating the public on the dangers of being near/on water in both the summer and winter months. Educate seasonal residents on the importance of knowing their exact address as by not doing so delays the fire services response.
	Bodies of Water – Marine firefighting, remote island Bodies of Water – Marine firefighting, remote island	<b>Accept and Transfer Risk</b> – Review the required equipment, legislation and regulations for the implementation of a summer water marine response. Also explore opportunities with neighboring fire services if they have marine response capabilities to enter into an automatic aid agreement for their responding and mitigating such emergencies.
Geographic Profile	Wildland and Rock High Grounds	<b>Avoid Risk</b> - Implement appropriate public education on the dangers of climbing on rock high grounds and hiking in the wildlands. This could include signage, social media and pamphlets. Place information ads in local papers.
	Grass / Wildland / Forests	<b>Avoid and Mitigate Risk</b> – Promote no burning fire bans and the outdoor burning by-law. Educate residents on the importance of maintaining access routes into their property. Control vegetation growth along roadways. Promote safe campfire practices.

<b>Geographic Profile</b>	Grass / Wildland / Forests	Partner with MNRF on safe burning practices, through public education opportunities.
	Road Network	<b>Avoid Risk</b> – The network and condition of the roads hampers the fire service from arriving at a fire call in a timely manner. Some roads may cause damage to fire apparatus that is driven too fast. Control vegetation growth along roads. Some roads are closed for long duration due to extreme weather events. Landowners should be made aware of their responsibility in maintaining any private roads. A long-term road improvement strategy would improve the quality of the roads and improve fire service response times.
<b>Building Stock Profile</b>	Fires	<b>Avoid and Mitigate Risk</b> - Increase public education on preventive maintenance due to design/construction/maintenance deficiencies, mechanical/electrical. fires, misuse of ignition source/materials first ignited.
	Fires	<b>Avoid and Mitigate Risk</b> – Industrial/commercial i.e. fires and the major impact they may cause to ongoing commerce in the area. Staff out of work, loss of business, other businesses see downturn in sales as residents could be out of work. Increase frequency of fire inspections, enforcement and public education may assist in reducing the risk of fire occurring.
	Fires	<b>Avoid and Mitigate Risk</b> – Older buildings within older areas of rural communities. Heavier timber construction. Should be fire inspected annually and public education opportunities for building owners and staff on fire prevention, fire extinguisher use etc.
<b>Building Stock Profile</b>	Residential Dwellings – lack of smoke and CO alarms, home escape plans, fire extinguishers, vacant and derelict structures, poor	<b>Avoid and Mitigate Risk</b> – Implement aggressive public education initiatives promoting smoke /CO alarms, escape plans to the school children, fire extinguishers and residential sprinklers. Promote the need for well maintained wood burning chimneys and their cleaning before the season begins.
	Farmland – Vacant structures	<b>Avoid Risk</b> – Contact property owners to establish what the plans are for unused structures.
	Heritage Structures	<b>Avoid Risk</b> – Conduct fire inspections on an annual basis if structure is occupied. Promote smoke alarms and fire extinguishers. Contact property owners to establish what the plans are for the vacant designated heritage structures. Promote the need to securing and making safe, any vacant structures.

<b>Building Stock Profile</b>	Vulnerable Occupancies	<b>Avoid Risk</b> – Implement public education on safe cooking and smoking practices. Know and practice escape routes out of their building. Address the needs of those that may have mobility and cognitive behavioral issues, in escaping a fire.
<b>Critical Infrastructure Profile</b>	Electricity	<b>Accept Risk</b> – Loss of power will adversely affect all forms of daily life. Businesses, schools, industries, residences, emergency services all rely heavily on power.
	Telecommunications	<b>Accept Risk</b> – Loss of cell coverage throughout the township or poor/no coverage in other areas. Township should work with cell phone communication companies to explore opportunities of improving coverage.
	Continuity of Government	<b>Avoid and Mitigate</b> – During implementation of the emergency plan. Staff unable to attend work locations due to weather events, do they have access to the township’s computer network from home and are able to work from home. Emergency Operations Centre activated, but in the event of a power outage, delay in obtaining back-up power as no on-site generator.
	Food & Water Food & Water	<b>Accept Risk</b> - Failure of maintaining potable drinking water from water supply system. Failure due to mechanical or human means will place the community at risk for public safety. Will affect health care, schools, commerce etc. If not corrected in a timely manner could lead to diseases or death.
	Roads and Transportation	<b>Accept Risk</b> - Impacted by weather events, traffic accidents, volume of traffic, damaged due to significant environmental events.
<b>Demographic Profile</b>	Senior Citizens	<p><b>Avoid and Mitigate Risk</b> – Through continued public education opportunities at Fairs, club meetings, promotional events such as fire prevention week. Further Public Education opportunities should discuss the following topics of interest that relate to seniors.</p> <ul style="list-style-type: none"> <li>• Importance of working smoke and CO alarms;</li> <li>• Safe cooking practices, dangers of using oils and grease for cooking;</li> <li>• Develop and practice an escape plan for their place of residency;</li> <li>• How to extinguish a cooking related fire;</li> <li>• How to operate a fire extinguisher,</li> </ul>

<b>Demographic Profile</b>	Senior Citizens	<p>conduct clinics;</p> <ul style="list-style-type: none"> <li>• Prevent burns by not carrying burning pots and pans outside; and</li> <li>• Prevent clothing from catching fire by not wearing flowing styled clothing near open flames.</li> </ul>
	Youth	<p><b>Avoid and Mitigate</b> - Initiate a junior fire fighter program. May reduce the risk of youth becoming junior fire starters.</p> <p>Explore opportunities for youth in high school to complete their required community service hours by assisting the fire service in some manner.</p>
	Schools	<p><b>Avoid and Mitigate</b> – Promote fire safety, develop and practice escape plans, not to play with ignition sources, conduct fire drills in the schools, promote fire prevention week through a contest for the best fire prevention poster or family escape plan. NFFD should develop and review pre-incident plan for the school.</p>
	Seasonal Residents	<p><b>Avoid and Mitigate Risk</b> – Aggressive public education initiative promoting smoke and CO alarms, escape plans, fire extinguishers. Residents not aware of the address they are at, suggest it be written out and posted near a phone.</p>
	Residents – lines of Communications	<p><b>Avoid and Mitigate</b> – Enhance lines of communication regarding open air burning permits, fireworks by-laws, public education and fire prevention topics of interest. Provide updates on FD activities. Provide public Education literature within the tax bills when they are sent out or via social media.</p>
<b>Public Safety Response Profile</b>	Fires	<p><b>Avoid and Mitigate Risk</b> – Through public education opportunities in schools by having children work on developing an escape plan in the home. Educating them on what to do when smoke alarms are activated. How to crawl on the floor through smoke.</p>
	Fires	<p><b>Avoid and Mitigate Risk</b> – Due to the time it will take to respond to areas furthest from the fire stations, the department should promote the three lines of defense to those residents. This could be done through public educations means along with the distribution of fire prevention educational material.</p>
	Fires	<p><b>Avoid and Mitigate Risk</b> – The department should promote the value of residential sprinklers especially when new or major renovation construction takes</p>

<b>Public Safety Response Profile</b>		place. Residential sprinklers save lives and property and will increase the value of one's property and save money on fire insurance.
	Explosives Depot/Storage	<b>Avoid Risk</b> – Ensure safe storage and usage practices are in place. Develop and review pre-incident plans for each location. Request communication on when large quantities are being transported through the township.
	Weather Event	<b>Accept Risk</b> – Tornadoes, Ice and snowstorms, extreme heat and cold events, intense rainstorms, flooding. Although these cannot be completely avoided, they can, in most cases be predicted, which will allow for public awareness releases.
	Motor Vehicle Collisions	<b>Accept Risk</b> – Mass casualties, road closures of long durations. Fire service to assess roads and frequency of events to ensure they are prepared for any type of event.
	Outside Fire Services	<b>Transfer Risk</b> - NFFD does not provide advanced hazardous materials or technical rescue response and mitigation. As such the department should enter into response agreements with outside fire services that do provide such service(s). Technical rescues could include confined space, high angle rope, trench etc.
	North Frontenac Fire Department (NFFD)	<b>Avoid and Mitigate Risk</b> - Like so many other fire services in Ontario, NFFD has concerns with personnel being available to respond Monday to Friday from 8 a.m.to 5 P.M. Some employers do not permit an employee that belongs to the local fire department to leave work to attend a call.
	North Frontenac Fire Department – Fire Training	<b>Avoid and Mitigate Risk</b> – provide life fire training to all suppression members of the department on an annual basis to keep related skills up to an acceptable level.
<b>Public Safety Response Profile</b>	Frontenac Paramedic Service	<b>Avoid and Mitigate Risk</b> – Fire chief should monitor response/arrival times of paramedic services and communicate concerns to the Paramedic Chief. The tiered medical agreement between the Paramedic Service should be reviewed. NFFD should promote and take advantage of any joint training opportunities.
<b>Community Services Profile</b>	No concerns	<b>Accepted risk</b> – There are many community groups who would be more than willing to assist at an incident if requested.

<b>Economic Profile</b>	Electricity	<b>Accepted risk</b> – There are many community groups who would be more than willing to assist at an incident if requested.
	Fires	<b>Accepted Risk</b> – Loss of business commerce and income to families due to fires. There is also the spinoff is loss of commerce to other non-affected businesses.
<b>Past Loss and Event History Profile</b>	Fires	<b>Avoid and Mitigate Risk</b> – Through public education on dangers of unattended cooking, uncleaned chimneys, older electrical and mechanical equipment not upgraded and lack of good housekeeping practices.
	Undetermined Causes for Fires	<b>Avoid and Mitigate</b> – Ensure members of the department have been trained to the National Fire Protection Associated Standard on Fire Cause Determination. Utilize the resources available through the OFMEM to determine causes. Note if there is a trend developing and act accordingly.

**6.1 The ‘Five Es’ of Community Risk Reduction**

NFPA 1300 - Standard on Community Risk Assessment and Community Risk Reduction Plan Development (2020 Edition) defines a Community Risk Reduction Plan as a “document that outlines the goals, objectives, programs, and resources used to reduce the risks identified by the community risk assessment”. Establishing service levels regarding programs and resources in alignment with a CRA is required of Ontario municipalities as part of **O. Reg. 378/18**. As such, the recommendations of the FMP if implemented can be considered a part of community risk reduction plan since it includes a review of Fire Prevention and Public Education.

To apply the risk conclusions to the FMP, each risk conclusion (‘key finding’ or ‘identified risk’) will be reviewed through the lens of the “Five Es”. The Five Es is a framework outlined in NFPA 1300 - Standard on Community Risk Assessment and Community Risk Reduction Plan Development (2020 Edition), and the Institution of Fire Engineers’ Vision 20/20 National Strategy for Fire Loss Prevention. The Five Es are summarized in **Table 2**. They include:

1. Increasing awareness (Education)
2. Changes to the physical environment (Engineering)
3. Influencing change through economic incentives (Economic Incentives)
4. Enforcing legislation through inspection programs (Enforcement)
5. Mitigating injury, illness and saving lives (Emergency Response)

**Table 2: Overview of the NFPA 1300 – Standard on Community Risk Assessment and Community Risk Reduction Plan Development (2020 Edition) Five “Es”**

Five E’s	Description
<b>Education</b>	Education influences audiences to refrain from risky or unhealthy behavior or take positive action to reduce risk.
<b>Enforcement</b>	Enforcement reduces risks through enforcing legislation through inspections and fines for noncompliance.
<b>Engineering</b>	Engineering includes incorporating new products and technology to modify the environment to prevent or mitigate injuries and deaths.
<b>Economic Incentives</b>	Economic incentives are typically offered to encourage better choices and changes in behaviour.
<b>Emergency Response</b>	Effective emergency response can mitigate the effects of unintentional injuries and save lives.

Source: Community Risk Reduction: Doing More with More, the NFPA Urban Fire and Life Safety Task Force, June 2016.

It is important to note that NFPA 1300 - Standard on Community Risk Assessment and Community Risk Reduction Plan Development (2020 Edition) discusses the application of the Five Es to develop specific goals and objectives to reduce risk. It also acknowledges that some strategies may require policy advocacy or legislative work. These are important considerations for a department but are beyond the purview of the recommendations found within Fire Master Plan. As a result, the recommendations of the FMP will focus on ways to reduce risk from the perspective of the typical suppression and public education/prevention operations of the department. This includes a focus on a proactive reduction of risk through education, prevention, and enforcement with fire suppression as the fail-safe.

## 6.2 Risk Conclusion, Treatment Options, and the Five Es

When it comes to aligning service levels with risks that define local needs and circumstances, it is important to recognize that not all risk conclusions align with the services provided by a fire department in the same way. For this reason, the risk conclusions are categorized based on the identified treatment options and how they can be used to inform the activities, strategies, and services provided by the department through the lens of the Five Es. This categorization will then be used to inform the Fire Master Plan. The purpose of the Five Es as they pertain to this study is shown in **Table 3**.

**Table 3: Risk Analysis Conclusions – 5 E’s Categorization**

<b>Five E’s</b>	<b>Description</b>	<b>Purpose</b>
<b>Education</b>	Education influences audiences to refrain from risky or unhealthy behavior or take positive action to reduce risk.	For consideration within the proposed Public Education Program
<b>Enforcement</b>	Enforcement reduces risks through enforcing legislation through inspections and fines for noncompliance.	For consideration within the proposed Inspection/Enforcement Program
<b>Engineering</b>	Engineering includes incorporating new products and technology to modify the environment to prevent or mitigate injuries and deaths.	For consideration within the proposed Fire Inspection and Enforcement Program
<b>Economic Incentives</b>	Economic incentives are typically offered to encourage better choices and changes in behaviour.	For consideration within the proposed Inspection/Enforcement Program
<b>Emergency Response</b>	Effective emergency response can mitigate the effects of unintentional injuries and save lives.	For consideration within the proposed Emergency Response Deployment Options

## Section 7.0

### 7.0 Setting the Type and Level of Fire Protection Services

When setting the type and level of fire protection services, all Three Lines of Defence should be considered in terms of the impact each will have on the probability or consequence of identified risks. Once fire departments have determined the preferred treatment option for each risk, they can plan and implement activities that address those risks. Things to consider include the fire department’s current resources, staffing levels, training, equipment, and authority versus those that may be required to implement the preferred treatment options, ‘avoid the risk’, ‘mitigate the risk’, ‘accept the risk’, or ‘transfer the risk’.

Fire departments should also ensure that operational policies and standard operating guidelines address the levels of service and activities required to address each risk. This includes setting goals and objectives, and determining resources, training, equipment, activities, and programs required across each of the Three Lines of Defence.

The process of making informed decisions about the provision of fire protection services should include careful consideration of the following:

- ❖ Implementation of public fire safety education,
- ❖ Fire Code inspections and enforcement, and
- ❖ Emergency response activities that are appropriate to address the causes, behaviours or issues associated with identified risks.
- ❖ Capabilities and capacity of the fire department (e.g. financial and staffing resources, training, equipment, authority, etc.) that may be required to implement preferred treatment options.
- ❖ Strategic partners with common interests, available resources, or skill sets that could assist in addressing risks using the applicable risk assessment profiles.
- ❖ Establishing and Regulating By-laws, operational policies and standard operating guidelines that reflect the fire protection services to be provided to address the identified risks.
- ❖ Establishment of goals and objectives, strategies, timelines, and evaluation for the proposed fire protection services to be provided.
- ❖ Communication with municipal council and the public to outline the types and levels of fire protection services that will be provided.

## Section 8.0

### 8.0 Review

O. Reg. 378/18 requires fire departments to complete a new community risk assessment at least every five years. The regulation also requires that fire departments review their community risk assessment at least once every 12 months to ensure it continues to accurately reflect the community and its fire and emergency risks. The purpose of this review is to identify any changes in the mandatory profiles that may result in a change in risk level, or a change in the type or level of fire protection services the fire department determines necessary to address the risks. This review is intended to ensure that the fire protection services provided continue to be evidence-based and linked to the identified risks. This review process may or may not involve a close examination of all of the nine

community profiles, depending on whether any changes related to the profiles have occurred since the completion of the risk assessment or the last review. For example, changing demographic profiles (e.g. an aging population or an increase in the number of immigrants) or changing geographic profiles (e.g. the planned construction of a new highway) may impact the risks identified in the community risk assessment and the fire department activities and resources required to address them. A review may or may not result in any changes to the assigned risk levels or fire protection services. However, a review can provide evidence-based justification for decisions that may impact the delivery of fire protection services.

Fire departments should maintain documentation that the reviews required by O. Reg. 378/18 have been conducted. This documentation should include:

- Any changes to any of the mandatory profiles
- Any changes to assigned risk levels or fire protection services that occur because of the review, and
- Any other information the fire department deems appropriate to the review or any resultant changes to fire protection services.
- If no significant changes occur in the community within a 12-month period, and no changes are required to the profiles or fire protection services, then a review could simply consist of documentation to that effect.

### References

- ❖ Dillon Consulting, The Corporation of the Municipality of Chatham-Kent, Community Risk Assessment, July 2022
- ❖ Lanark Highlands, Community Risk Assessment, 2020
- ❖ Government of Ontario, [\*\*Fire Protection and Prevention Act, 1997, S.O. 1997, c. 4\*\*](#)
- ❖ Government of Ontario, [\*\*Ontario Regulation 378/18: Community Risk Assessments\*\*](#), May 2018
- ❖ NFPA 1300 - Standard on Community Risk Assessment and Community Risk Reduction Plan Development (2020 Edition)

**To:** Mayor and Members of Council  
**From:** Darwyn Sproule, Public Works Manager, P. Eng.  
**Approved by:** Corey Klatt, Chief Administrative Officer  
**Date of Meeting:** 27 Jun 2024  
**Re:** Watershed Signage - Mountain Road

### Recommendation:

**Be It Resolved That** Council receives for information the Public Works Manager’s (PWM) Administrative Report entitled “Watershed Signage - Mountain Road”;

**And That** Council approves installation of the signage on Mountain Road at a location to be confirmed with the Mississippi Valley Conservation Authority with the purchase of the signage to come from the 2024 roads budget for signage.

### Background:

At a meeting on June 6, 2024 Council passed Resolution #208-24:

**Be It Resolved That** Council receives for information an email dated May 13, 2024 from Sue Barone, Resident, advising the terrain at Mackie appears to be significantly different from much of the rest of the Township; and requesting the Township put up a sign along Mountain Road indicating the split between the Madawaska and Mississippi Watersheds;

**And That** Council instructs the Public Works Manager to look into the installation of sign(s) to indicate the boundary of the watersheds and provide Council with pricing for potential signage at a future meeting for consideration.

### Researched By:

Darwyn Sproule

### Comments:

Signage of primary watershed boundaries, such as Hudson Bay and the Great Lakes / St Lawrence River, is common along roadways. Signage of smaller (Tertiary) watersheds may not be as common but it can be of interest to many local travelers and visitors to our area.

The proposed signage would identify the boundary between the Madawaska River and Mississippi River Watersheds. The Mississippi Valley Conservation Authority would be consulted to determine the appropriate location.

The estimated cost of the signage including the post and hardware would be \$200.

I recommend we proceed with one sign on Mountain Road for those travelling northbound to visit the North Frontenac Parklands or local accommodations . The two watersheds have significant local history.

**Financial Impact:**

The cost of the signs is estimated at \$200 and this would be addressed within the local Roads budget for Signs.

**To:** Mayor and Members of Council  
**From:** Kelly Watkins, Treasurer, Dipl. M.A., M.M,  
**Approved by:** Corey Klatt, Chief Administrative Officer  
**Date of Meeting:** 27 Jun 2024  
**Re:** Update and Review of the Strategic Asset Management Policy - 5 Year Review

### Recommendation:

**Be It Resolved That** Council receives for information the Treasurer's Administrative Report entitled "Update and Review of the Strategic Asset Management Policy - 5 Year Review".

**And That** Council will consider later in the meeting a By-law to adopt the Strategic Asset Management Policy 2024.

### Background:

On June 19, 2019 Council passed Resolution #352-19; Be It Resolved That Council receives for information the Treasurer's Administrative Report entitled "Strategic Asset Management Policy"; And That Council will consider later in the meeting a By-law to adopt the Strategic Asset Management Policy." Carried

On June 19, 2019 Council approved By-law #48-19, "Being a By-law to Adopt a Strategic Asset Management Policy for the Corporation of the Township of North Frontenac.

### Researched By:

Kelly Watkins, Dipl M.A., M.M., Treasurer

### Comments:

Ontario Regulation 588/17 Section 3, details the requirements for the Strategic Asset Management Policy and Section 4 of the Regulation identifies that the Strategic Asset Management Policy must be reviewed at minimum every five(5) years.

A redlined Policy is attached with the changes made from the Policy approved in 2019. All of the changes were to incorporate information from the Townships 2024-2028 Strategic Plan.

The following is the excerpt pertaining to the Strategic Asset Management Policy from O.Reg 588/17.  
Strategic Asset Management Policies

Strategic Asset Management Policy

3. (1) Every municipality shall prepare a strategic asset management policy that includes the following:

1. Any of the municipality's goals, policies or plans that are supported by its asset management plan.
  2. The process by which the asset management plan is to be considered in the development of the municipality's budget or of any long-term financial plans of the municipality that take into account municipal infrastructure assets.
  3. The municipality's approach to continuous improvement and adoption of appropriate practices regarding asset management planning.
  4. The principles to be followed by the municipality in its asset management planning, which must include the principles set out in section 3 of the Act.
  5. The municipality's commitment to consider, as part of its asset management planning,
    - i. the actions that may be required to address the vulnerabilities that may be caused by climate change to the municipality's infrastructure assets, in respect of such matters as,
      - A. operations, such as increased maintenance schedules,
      - B. levels of service, and
      - C. lifecycle management,
    - ii. the anticipated costs that could arise from the vulnerabilities described in subparagraph i,
    - iii. adaptation opportunities that may be undertaken to manage the vulnerabilities described in subparagraph i,
    - iv. mitigation approaches to climate change, such as greenhouse gas emission reduction goals and targets, and
    - v. disaster planning and contingency funding.
  6. A process to ensure that the municipality's asset management planning is aligned with any of the following financial plans:
    - i. Financial plans related to the municipality's water assets including any financial plans prepared under the Safe Drinking Water Act, 2002.
    - ii. Financial plans related to the municipality's wastewater assets.
  7. A process to ensure that the municipality's asset management planning is aligned with Ontario's land-use planning framework, including any relevant policy statements issued under subsection 3 (1) of the Planning Act, any provincial plans as defined in the Planning Act and the municipality's official plan.
  8. An explanation of the capitalization thresholds used to determine which assets are to be included in the municipality's asset management plan and how the thresholds compare to those in the municipality's tangible capital asset policy, if it has one.
  9. The municipality's commitment to coordinate planning for asset management, where municipal infrastructure assets connect or are interrelated with those of its upper-tier municipality, neighbouring municipalities or jointly-owned municipal bodies.
  10. The persons responsible for the municipality's asset management planning, including the executive lead.
  11. An explanation of the municipal council's involvement in the municipality's asset management planning.
  12. The municipality's commitment to provide opportunities for municipal residents and other interested parties to provide input into the municipality's asset management planning.
- (2) For the purposes of this section,
- "capitalization threshold" is the value of a municipal infrastructure asset at or above which a municipality will capitalize the value of it and below which it will expense the value of it. ("seuil de capitalisation")

#### Update of asset management policy

4. Every municipality shall prepare its first strategic asset management policy by July 1, 2019 and shall review and, if necessary, update it at least every five years.

**Financial Impact:**

There is no direct Financial Implications to approving the Strategic Asset Management Policy.

**Attachments:**

[Strategic Asset Management Policy redlined 2024](#)

[Strategic Asset Management Policy 2024 Final](#)



# Strategic Asset Management Policy 2024

# Strategic Asset Management Policy

## 1.0 Purpose

The purpose of this policy is to provide leadership in the commitment to the development and implementation of the Township's Asset Management Plan. It is intended to guide the consistent use of Asset Management across the organization, to facilitate logical and evidence based decision-making for the management of Municipal Infrastructure Assets and to support the delivery of sustainable community services now and in the future.

By using sound Asset Management practices, the Township will work to ensure that all Municipal Infrastructure Assets meet expected performance levels and continue to provide desired service levels in the most efficient and effective manner. Linking service outcomes to infrastructure investment decisions will assist the Township in focusing on service, rather than budget driven asset management approaches.

The Policy demonstrates an organization-wide commitment to the good stewardship of municipal infrastructure assets, and improved accountability and transparency to the community through the adoption of best practices regarding asset management planning.

## 2.0 Background

The Township is responsible for providing a range of essential services to the community, including transportation networks; emergency services; fire services; public facilities; recreation; and more. To deliver these services, it owns and manages a diverse municipal infrastructure asset portfolio of roads, bridges, culverts, vehicles, machinery, facilities and much more. As the social, economic and environmental well-being of the community depends on the reliable performance of these municipal infrastructure assets it is critical to implement a systemic, sustainable approach to their management.

Asset Management is such an approach, and refers to the set of policies, practices and procedures that allow an organization to realize maximum value from its municipal infrastructure assets. An asset management approach allows organizations to make informed decisions regarding the planning, building, operating, maintaining, renewing, replacing and disposing of municipal infrastructure assets through a wide range of lifecycle activities. Furthermore, it is an organization-wide process that involves the coordination of activities across multiple departments and service areas. As such, it is useful to adopt a structured and coordinated approach to outline the activities, roles and responsibilities required of organizational actors, as well as the key principles that should guide all asset management decision-making.

A comprehensive and holistic asset management approach will support efficient and effective delivery of expected levels of service and ensure that due regard and process are applied to the long-term management and stewardship of all municipal infrastructure assets. In addition, it will align the Township with provincial and national standards and Regulations such as the *Infrastructure for Jobs and Prosperity Act, 2015* and Ontario Regulation 588/17, enabling the organization to take full advantage of available grant funding opportunities.

The approval of this Policy is an important step towards integrating the Township's strategic mission, vision and goals with its Asset Management Plan, and ensuring that critical municipal infrastructure assets and vital services are maintained and provided to the community in a reliable, sustainable manner.

### **3.0 Definitions**

As used herein the following definitions shall apply unless otherwise indicated

- i. Asset Management (AM) – is an integrated approach, involving all municipal departments, to planning for and managing existing and new assets in order to maximize benefits, reduce risk and provide satisfactory levels of service to the community in a sustainable manner. Good AM practices are fundamental to achieving sustainable and resilient communities.
- ii. Asset Management Plan (AMP) – Documented information that specifies the activities, resources, and timescales required for an individual asset, or a grouping of assets, to achieve the organizations asset management objectives.
- iii. Capitalization Threshold – The value of a municipal infrastructure asset at or above which a municipality will capitalize the value of it and below which it will expense the value of it as included in the Townships Tangible Capital Asset (TCA) Policy.
- iv. Municipal Infrastructure Asset– means an infrastructure asset, including a green infrastructure asset, directly owned by a municipality or included on the consolidated financial statements of a municipality.

### **4.0 Roles and Responsibilities**

The Policy requires the commitment of key stakeholders within the Township's organizational structure to ensure the Policy contains a clear plan that can be implemented, reviewed and updated. The development and continuous support of the Township's AMP requires a wide range of duties and responsibilities from key stakeholders as defined below.

#### A. Council

- Approve the AMP and its updates at least every five years in accordance with O.Reg 588/17 requirements.
- Support ongoing efforts to continuously improve and implement the AMP.
- Establish Levels of Service.

#### B. Chief Administrative Officer (CAO)

- Maintain compliance with the Asset Management Policy and Provincial Asset Management Regulation.
- Provide corporate oversight to goals and directions and ensure the AMP aligns with the Township's Strategic Plan.

#### C. Executive Lead (Treasurer)

- Manage policy and policy updates.
- Provide organization-wide leadership in AM practices and concepts.
- Coordinate and track AMP implementation and progress.
- Track, analyze and report on AMP progress and results.

#### D. Department Managers

- Oversee asset management planning activities that fall within their service area and support of others.
- Provide departmental staff coordination.
- Develop and monitor levels of service and make recommendations to Council.
- Provide input/support to Executive Lead (Treasurer) in the tracking, analyzing and reporting on AMP progress and results.

#### E. Department Staff

- Implement and maintain levels of service.
- Provide support and direction for AM practices within their department.

### 5.0 Strategic Alignment

Asset Management planning will not occur in isolation from other municipal goals, plans and policies. Rather, an integrated approach will be followed to successfully develop a practical AMP that align with the overarching accountabilities and aspirations of our community. The Council, CAO and Managers will review this Policy and ensure that it is consistent with the other Policies, Plans, By-laws and Regulations -currently in place such as but not limited to the following:

- The Official Plan – To ensure that public service facilities are adequate and have the capacity to support further growth and development (e.g. schools, fire and police services, social and medical, ambulance, air ambulance and leisure services). To provide for the ongoing maintenance, protection, and where necessary, the replacement of community, and Municipal Capital Assets and to sustain existing public service facilities. In this regard, Council will undertake an ongoing program of capital planning for the replacement of capital assets which have reached the end of their life cycle.
- Strategic Plan – Which provides for the Township’s Mission, ~~and~~ Vision and Values  
 Current statements:
  - ~~Mission – The Township of North Frontenac’s mission is the effective, efficient and sustainable delivery of services to its citizens. Committed to our community’s well-being by delivering efficient, sustainable, and inclusive services that enrich lives while protecting the environment.~~
  - ~~Vision – The Township of North Frontenac will preserve our unique and pristine natural environment to promote a strong, resilient rural community. Empowering our community, protecting our environment.~~
  - ~~Values – Progressive, Inclusive, Transparent, Accountable and Sustainable.~~
- Capital Budget – The decision framework and infrastructure needs identified in the AMP form the basis on which future capital budgets are prepared.
- By-Laws, standards, and policies – The AMP will influence and utilize policies and By-laws related to infrastructure management practices and standards.
- Regulations – The AMP shall recognize and abide by industry and senior government Regulations.

## 6.0 Guiding Principles

- A. Forward looking – The Township shall take a long-term view while considering demographic and economic trends in the Region.
- B. Budgeting and planning – The Township shall take into account any applicable budgets or fiscal plans, such as fiscal plans released under the *Fiscal and Transparency Act, 2004* and Budget adopted under Part VII of the *Municipal Act, 2001*.

- C. Prioritizing – The Township shall clearly identify infrastructure priorities which will drive investment decisions.
- D. Economic Prosperity development – The Township shall promote economic competitiveness, productivity, job creation, ~~and~~ training opportunities, enhance and support the local economy, prepare for potential development opportunities and identify opportunities for efficiencies.
- E. Transparency – The Township shall be evidence-based and transparent. Make decisions with respect to infrastructure based on information that is publicly available or made available and share information with implications on infrastructure and investment decisions with the government and broader public sector, in accordance with the Township’s Communication Plan as amended, to enhance communications mechanisms and information to reach all Public.
- F. Consistency – The Township shall ensure the continued provision of core public services, such as roads and emergency services.
- G. Environmental ~~Stewardshiply conscious~~ – The Township shall minimize the impact of infrastructure on the environment by respecting and helping maintain ecological and biological diversity; augmenting resilience to the effects of climate change. The Township will establish an Environmental Task Force and communicate directly with the Province whenever available and keep lines of communication open at all times.
- H. Health and Safety – The Township shall ensure that the health and safety of workers involved in the construction and maintenance of infrastructure assets is protected.
- I. ~~Community Focused~~ Vibrant and Inclusive Community – The Township shall promote community benefits, being the supplementary social and economic benefits arising from an infrastructure project that are intended to improve the well-being of the community affected by the project, such as:
- Local job creation and training opportunities;
  - Improvement of public space within the community;
  - Promoting accessibility for persons with disabilities;
  - Promote a healthy lifestyle
  - Support Inclusivity

J. Innovation – The Township shall create opportunities to make use of innovative technologies, services, and practices, particularly where doing so would utilize technology, techniques and practices developed in Ontario.

K. Integration – The Municipality shall where relevant and appropriate, be mindful and consider the principles and content of non-binding provincial or municipal plans and strategies established under an Act or otherwise, in planning and making decisions surrounding the infrastructure that supports them.

K.L. Sustainable Core Services – This will be achieved through continued investment in municipal infrastructure, enhancing Township services, being “shovel-ready” for projects when funding becomes available, optimize waste management practices through diversion, recycling and repurposing and establishing the Township as an employer of choice.

## 7.0 Policy Statement

- The Asset Management Plan and progress made on the plans will be considered annually in the creation of the municipalities capital budgets, operating budgets and long term financial plans.
- Climate change will be considered as part of Municipality’s risk management approach embedded in local asset management planning methods. This approach will balance the potential cost of vulnerabilities to climate change impacts and other risks with the cost of reducing these vulnerabilities. The balance will be struck in the levels of service delivered through operations, maintenance schedules, disaster response plans, contingency funding and capital investments.
- The Municipality recognizes the residents and businesses as stakeholders and neighbouring municipal bodies, provincial agencies and regulated utilities partners in service delivery. Accordingly, the municipality will foster informed dialogue with these parties using the best available information and engage with them by providing opportunities for residents and other stakeholders served by the municipality to provide input in asset management planning and coordinating asset management planning with other infrastructure asset owning agencies such as municipal bodies.
- The Township will explore innovative funding and service delivery opportunities including but not limited to grant programs, Public-Private Partnerships (P3), alternative financing and procurement approaches, and shared provision of services, as appropriate.

- The Township will align all asset management planning with the Province of Ontario's land-use planning framework, including and relevant policy statements issued under section 3(1) of the Planning Act; shall conform with the provincial plans that are in effect on that date; and, shall be consistent with the Township's Official Plan. The Asset Management Plans will reflect how the community is projected to change and the related asset impacts.



# Strategic Asset Management Policy 2024

# Strategic Asset Management Policy

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with the provincial plans that are in effect on that date; and, shall be consistent with the Township's Official Plan. The Asset Management Plans will reflect how the community is projected to change and the related asset impacts.

**To:** Mayor and Members of Council  
**From:** Kelly Watkins, Treasurer, Dipl. M.A., M.M,  
**Approved by:** Corey Klatt, Chief Administrative Officer  
**Date of Meeting:** 27 Jun 2024  
**Re:** Treasurers Potential Participation on Municipal Finance Officers Association (MFOA) Board

**Recommendation:**

**Be It Resolved That** Council receives for information the Treasurer’s Administrative Report entitled “Treasurers Potential Participation on Municipal Finance Officers Association (MFOA) Board”;

**And That** Council approves Kelly Watkins to submit her name for nomination to the MFOA Board for the term of January 1, 2025 to December 31, 2027.

**Background:**

The Municipal Finance Officer Association (MFOA) is seeking nominations for Board Directors for the term of January 1, 2025 to December 31, 2027.

The Role of Board Members plays an important role in the affairs of the Association; therefore, it is important for volunteers serving on the Board of Directors to commit to the process during their term of office. The level of contribution to this process will have considerable bearing on the success of the Association. Duties include:

- Approve the Association’s strategic direction including short- and long-term plans.
- Approve Association goals and objectives and prioritize issues.
- Approve work delegated to individuals or committees.
- Approve policy positions for submission to the provincial and/or federal governments that pertains to municipal finance.
- Ensure safeguards on financial management principles and controls for CHUMS and the ONE Investment program.
- Communicate with staff on issues pertaining to municipal finance.

**Researched By:**

Kelly Watkins, Dipl M.A., M.M., Treasurer

**Comments:**

MFOA is accepting nominations until Wednesday July 3, 2024 at 4:00pm for the term of January 1, 2025 to December 31, 2027.

If successful in obtaining a position on the board, there is some time and financial (salary only) commitment for the Municipality, therefore I am seeking approval from Council.

If elected to the board it will allow me to provide a voice for rural municipalities, stay on top of the complex world of finance with the continually changing legislation and be a part of a group that will help advocate and guide others in being successful in navigating the day to day of Municipal Finance.

I believe this opportunity will also provide me a networking and learning opportunity that would benefit the Municipality.

### **Financial Impact:**

As a Board Member, the MFOA will pay mileage, meals, hotel etc. for all in person meetings. The Township would continue to pay the Treasurers salary when attending meetings. Reading of agendas and minutes would be completed on the Treasurers own time after hours.

The time commitment is as follows:

- a one hour meeting monthly (online).
- a half day meeting quarterly in which two of them are held in person in Markham and two are held online.
- a full day of planning (in person).
- Encouraged to attend the annual conference (I already attend the conference annually).

**To:** Mayor and Members of Council  
**From:** Kelly Watkins, Treasurer, Dipl. M.A., M.M,  
**Approved by:** Corey Klatt, Chief Administrative Officer  
**Date of Meeting:** 27 Jun 2024  
**Re:** OMERS for Volunteer Fire Fighters

### Recommendation:

**Be It Resolved That** Council receives for information the Treasurer's Administrative Report entitled "OMERS for Volunteer Fire Fighters";

**And That** Council approves offering the North Frontenac Fire Department Fire Fighters OMERS as non-full-time (NFT) Employees;

**And That** Council will support the same decision for the Kaladar Barrie Fire Department if it is deemed they are also eligible to enroll with OMERS as an NFT Employee.

### Background:

Effective January 1, 2023 all non-full-time(NFT) employees were to be offered enrolment to OMERS as of their start date. When this new change was announced in 2022 and in preparation for the January 1, 2023 requirement, we inquired with OMERS if this included the Volunteer Fire Fighters. At that time OMERS responded that it would not apply to them.

However, OMERS issued the attached bulletin March 26, 2024 regarding OMERS being applicable to non-full time firefighters and paramedics and that Municipalities need to answer the following questions and seek a Legal opinion to determine eligibility.

Questions to consider:

- How was the position described and agreed to?
  - There is a hiring process that includes signing a Offer Letter and being provided a copy of the Townships Personnel Policies.
- How is the person paid? Taxable wages (i.e., fixed payments at regular intervals) may signal that a person is an employee.
  - VFFs are Paid hourly for calls and training outside of Municipality. Payments are made on a quarterly basis. Any earnings over \$1,000 is taxable earnings, the first \$1,000 is exempt from taxation per Canada Revenue Agency.
- How much is the person paid? Is the pay nominal or less than what a regular employee would be provided as minimum wage? Small payments (sometimes referred to as honorariums or stipends) can signal that the individual is not an employee.
  - The hourly wage for calls and outside training (based on a tiered system). There is a stipends for inhouse training nights as well some positions receive an honorarium over and above the hourly wage, all VFF receive Vacation Pay on their earnings.

- Are Employment Insurance (EI) premiums and Canada Pension Plan (CPP) contributions deducted from payments in accordance with relevant legislation?
  - EI and CPP fall under Federal Legislation and at this time VFF are exempt per the legislation.
- Does the person receive the same benefits and/or WSIB coverage as regular employees? Would the person's benefit from a work-related injury be based on deemed employment income?
  - The VFF receive WSIB coverage, Council approves annually to insure for WSIB at the maximum earnings. VFF are provided Volunteer Firefighter Insurance Services (VFIS) for injuries on duty with option to purchase Insurance for off duty paid by the VFF.
- Does the employer have the power to schedule, discipline or suspend the person?
  - There is a requirement to attend a percentage of calls and training annually to remain an active member of the Fire Department. However, the volunteer has the ability to choose which calls and training they attend. VFF can be disciplined or suspended.

### Researched By:

Kelly Watkins, Dipl M.A., M.M., Treasurer

### Comments:

In collaboration with the other Frontenac municipalities, staff sought information from OMERS, other municipalities and from our lawyers Cunningham Swan LLC.

The CAO & Treasurer did contact the CAO/Clerk/Treasurer and Deputy Treasurer for Addington Highlands(AH) to discuss our findings. AH will be reaching out to their County Municipalities and seek legal opinion to determine the eligibility for the Kaladar Barrie Fire Department. Determination of KB Fire eligibility is not known at the time of this report.

Based on the legal opinion, the North Frontenac Volunteer Firefighters (VFFs) are eligible to participate in the OMERS pension plan. The employer must match contributions for those who opt to enroll in the pension plan.

The OMERS bulletin aims to identify individuals who became eligible between January 1, 2023, and the present. As a result, Volunteer Firefighters (VFFs) will have the opportunity to retroactively enroll starting from January 1, 2023, requiring them to make corresponding contributions, matched by the Township. Alternatively, VFFs can choose to enroll effective immediately, without retroactive enrolment to January 1, 2023.

The Frontenac Municipalities are working together to send out a coordinated message to the volunteer firefighters regarding these changes.

### Financial Impact:

The cost in 2024 if all Volunteers choose to register for OMERS would be estimated at \$11,000 based on our 2023 payroll. As the Volunteers will be eligible back to January 1, 2023, there is a potential of an additional \$11,000 for matching contributions for 2023.

Depending on the number that choose to enroll, there is an expectation that it will create an over budget at the end of the year, as this was not anticipated. If there is an overbudget within the Salary accounts the difference will be taken from the Emergency Services Reserve Fund per our current policy for any overbudgets within Fire payroll (Purpose per the Reserve Fund Policy: "To Fund

unexpected costs due to wildfires, unforeseen weather events and salary – fire suppression over budget at year end").

**Attachments:**

[OMERS Bulletin March 26, 2024](#)

**From:** OMERS Employers <employer@digital.omers.com>  
**Sent:** March 26, 2024 4:46 PM  
**To:** Michael McGovern  
**Subject:** Enrolment of non-full-time (NFT) firefighters and paramedics



## Employer Bulletin

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### **Enrolment of non-full-time (NFT) firefighters and paramedics**

OMERS has recently received a number of inquiries from employers and individuals regarding whether volunteer firefighters or volunteer paramedics should be offered enrolment in the OMERS Plan as non-full-time (NFT) employees.

As you know, effective January 1, 2023, all NFT employees (also referred to as other-than-continuous-full-time or OTCFT employees) are eligible to join the OMERS Plan without meeting any additional eligibility criteria. Our employers have been key to the successful implementation of this Plan change and we want to say thank you for all the work that you have done to help with this success.

This year, we will be running a special project focused on “volunteer” firefighters and paramedics who may be considered NFT employees for OMERS purposes. It is important that we ensure that the OMERS Plan is administered correctly for all individuals who are considered employees for OMERS purposes, including everyone who receives taxable income from an OMERS employer for the work that they perform.

As such, OMERS will be sending your organization’s OMERS Senior Management Official (SMO) an email requiring an attestation regarding whether there are any “volunteer” firefighters or paramedics who should be offered enrolment as part of the NFT Plan change.

**Please review the information below carefully and share it within your organization as necessary.**

## Who is impacted?

Only employees of participating OMERS employers can enrol in the OMERS Plan. This means that an individual who is performing services on a purely volunteer basis without employment income is not eligible to participate. However, in some sectors (particularly the fire sector), a job title including “volunteer” or “on call” may include workers who receive income for the work that they perform.

This income would be considered contributory earnings under the OMERS Plan and these individuals should be offered enrolment. The employer must follow the applicable enrolment rules regardless of the job title (i.e., the continuous full-time or NFT enrolment rules).

The same rules would apply if there are other employees in your organization who have “volunteer” in their title (for example, volunteer paramedics) who receive income for the work they perform.

---

## Why is this special project taking place?

OMERS is responsible for ensuring all eligible employees receive an enrolment opportunity in accordance with the OMERS Plan terms. Typically, OMERS does not get involved in the determination of employment status but does require yearly attestations confirming OMERS administration (including enrolment) is being completed correctly.

OMERS also understands that there has been confusion regarding the eligibility rules for individuals who may have the term “volunteer” in their job title. As a result, a special attestation will be required to ensure that the NFT Plan change is being implemented correctly.



---

## What should employers consider?

As always, it is up to each employer to determine whether an individual is an employee and to report enrolment eligibility accordingly.

Below we have included some questions that are relevant for determining employment status for the purpose of OMERS eligibility. It should be noted that “yes” or “no” answers are not conclusive but can be used as a guide. Please consult us if you have questions about this. If there remains uncertainty about employment status, employers may wish to speak to their legal counsel.

Questions to consider:

- How was the position described and agreed to?
- How is the person paid? Taxable wages (i.e., fixed payments at regular intervals) may signal that a person is an employee.
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- Are Employment Insurance (EI) premiums and Canada Pension Plan (CPP) contributions deducted from payments in accordance with relevant legislation?
- Does the person receive the same benefits and/or WSIB coverage as regular employees? Would the person’s benefit from a work-related injury be based on deemed employment income?
- Does the employer have the power to schedule, discipline or suspend the person?

---

## How will the special project run?

The special project is aimed at ensuring that employees with “volunteer” in their job title who would have received their first opportunity to enrol as part of the NFT Plan change get the opportunity to do so.



After the SMO has completed the required attestation, OMERS will request employee data to assist with sending out enrolment packages if necessary.

If an individual identified through this project first became eligible to join the OMERS Plan between January 1, 2023 and now, they can retroactively enrol as long as they make their election by fall 2024. Employer contributions will be required if an employee chooses to make their contributions, but no interest charges will apply in 2024 for these individuals.

If your organization has other NFT individuals who may be missing an enrolment package, they will not be part of the special project. Ensuring that you comply with the Plan rules and offer NFT employees enrolment in the Plan is important and will protect against incurring costly omission periods. Please contact your Employer Experience representative as soon as possible for assistance with such cases.

We will continue to provide additional details about this project. If you have any questions, please reach out to your dedicated Employer Experience team. Thank you for partnering with us to administer the OMERS Plan.

---

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Please do not reply to this email. Contact [employerservices@omers.com](mailto:employerservices@omers.com)

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If there is any discrepancy between the information in this newsletter and the *Ontario Municipal Employees Retirement System Act, 2006* (OMERS Act, 2006) and the OMERS Plan text, the OMERS Act, 2006 and the OMERS Plan text will govern.



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**From:** OMERS Employers <employer@digital.omers.com>  
**Sent:** March 26, 2024 4:46 PM  
**To:** Michael McGovern  
**Subject:** Enrolment of non-full-time (NFT) firefighters and paramedics



## Employer Bulletin

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### **Enrolment of non-full-time (NFT) firefighters and paramedics**

OMERS has recently received a number of inquiries from employers and individuals regarding whether volunteer firefighters or volunteer paramedics should be offered enrolment in the OMERS Plan as non-full-time (NFT) employees.

As you know, effective January 1, 2023, all NFT employees (also referred to as other-than-continuous-full-time or OTCFT employees) are eligible to join the OMERS Plan without meeting any additional eligibility criteria. Our employers have been key to the successful implementation of this Plan change and we want to say thank you for all the work that you have done to help with this success.

This year, we will be running a special project focused on “volunteer” firefighters and paramedics who may be considered NFT employees for OMERS purposes. It is important that we ensure that the OMERS Plan is administered correctly for all individuals who are considered employees for OMERS purposes, including everyone who receives taxable income from an OMERS employer for the work that they perform.

As such, OMERS will be sending your organization’s OMERS Senior Management Official (SMO) an email requiring an attestation regarding whether there are any “volunteer” firefighters or paramedics who should be offered enrolment as part of the NFT Plan change.

**Please review the information below carefully and share it within your organization as necessary.**

## Who is impacted?

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**To:** Mayor and Members of Council  
**From:** Kelly Watkins, Treasurer, Dipl. M.A., M.M,  
**Approved by:** Corey Klatt, Chief Administrative Officer  
**Date of Meeting:** 27 Jun 2024  
**Re:** Update and Review of the Asset Management Plan

### Recommendation:

**Be It Resolved That** Council receives for information the Treasurer's Administrative Report entitled "Update and Review of the Asset Management Plan".

**And That** Council approves the Asset Management Plan as provided that meets the requirements of O.Reg. 588/17 before July 1, 2024 for core and non core assets.

### Background:

The Ontario Government introduced O. Reg. 588/17 (as amended by O. Reg 193/21) - Asset Management Planning for Municipal Infrastructure under the Infrastructure for Jobs and Prosperity Act, 2015.

The goal of the regulation is to help improve the way Municipalities plan for their infrastructure. The regulation requirements are being phased in as follows:

2019 - Council to approve a Strategic Asset Management Policy. This was completed and being reviewed at this meeting under a separate Administrative Report.

2022 - Asset Management Plan for Core Assets with the following components;

- Current levels of service
- Inventory analysis
- Lifecycle activities to sustain levels of service
- Cost of lifecycle activities
- Population and employment forecasts
- Discussion of growth impacts

2024 - Asset Management Plan for Core and Non-Core Assets with the same components as 2022 and a Strategic Asset Management Policy Update

2025 - An Asset Management Plan for All Assets with the following additional components;

- Proposed levels of service for next 10 years
- Updated inventory analysis
- Lifecycle management strategy
- Financial Strategy and addressing shortfalls
- Discussion of how growth assumptions impacted lifecycle and financial strategies

On June 30, 2022 Council passed Resolution #251-22; "Be It Resolved That Council receives a presentation from Public Sector Digest regarding the 2022 Asset Management Plan; And That Council approves the Asset Management Plan as provided that meets the requirements of O.Reg 588/17 before July 1, 2022 deadline for core assets." carried

**Researched By:**

Kelly Watkins, Dipl M.A., M.M., Treasurer

**Comments:**

With the approval of the proposed Asset Management Plan today, we will have met the current requirements. To meet the 2025 requirements, the Management team will present a detailed analysis by category spread out throughout the year. This approach will involve focusing on one category at a time. Following the Category reviews all Categories will be brought together into one report and a comprehensive overview to align with the Strategic Goals, Strategic Asset Management Policy, review of proposed dollars and to ensure compliance with the deadline of July 1, 2025.

The Asset Management Plan for consideration today has been up-dated from the 2022 plan to encompass up to date numbers and to add levels of service for the non-core assets. These numbers continue to see significant changes as we enhance the data and pricing that we have. Currently, we do not have dedicated staff to complete this work, resulting in slower progress. We are actively recruiting for a Technical Services Officer (TSO), who will play a key role in managing the technical aspects of the plan under the direction of the Public Works Manager. This support will enable our Treasury department to continue analyzing data accurately and developing policies and strategies to address the infrastructure gap.

It is important to continue to improve and enhance our information on a regular basis as this information is used for our Financial Statements, Grant Opportunities and ultimately Council's ability to make decisions regarding Levels of Service and the applicable costs.

High level comparison from 2022 to 2024

	2022	2024	explanation
Replacement Cost of Asset Portfolio	\$120 Million	\$212 Million	Increase in prices, the addition of non-core assets, enhanced data from 2022.
Replacement cost of infrastructure per household	\$105,633	\$75,817	2022 used Stats Can numbers for households, 2024 we switched to MPAC numbers (same numbers used for OPP billing)
Percentage of assets in fair or better condition	72%	68%	Percentage has gone down but this could be in relation to adding the non-core Assets in which the

			condition currently is calculated just using Age based.
Percentage of assets with assessed condition data	84%	90%	Added condition matrix to some of the non-core assets
Annual Capital Infrastructure Deficit	\$3.13 Million	\$3.73 Million	Deficit has increased from 2022 to 2024 but some of this may be due to the additional life cycle events being added in.
Recommended timeframe for eliminating annual infrastructure deficit	15 years	15 years	No change
Target reinvestment rate	4.68%	3.04%	Percentage change due to change in taxes levied
Actual reinvestment rate	2.08%	1.28%	Percentage changed due to changes in taxes levied. The difference between target and actual net has decreased slightly from 2022 to 2024

When comparing 2022 to 2024, we continue to have a significant Capital Infrastructure Deficit. This can be minimized with a dedicated annual levy increase of 2.7% over the next 15 years.

These numbers are still fluid, as we continue to enhance our data, lifecycle strategies, current replacement costs and input from Council and the Community to understand what Level of Service we are wanting to achieve and the financial implications. We will work through this in more detail leading up to the July 1, 2025 O.Reg 588/17 requirements.

### Financial Impact:

There is no direct Financial Implications to approving the Asset Management Plan. The Plan provides recommendations to close the gap on the infrastructure reinvestment shortfall over a period of time. Council also received a recommendation through the Reserve Reserve Fund Policy, earlier this year that an annual increase of 2% would assist in closing the infrastructure gap.

This plan is meant to guide decision making. Capital replacements will be discussed with the 2025 Draft Budget and future years.

### Attachments:

[2024 AMP Final accessible](#)



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# Township of North Frontenac



Township of  
**North Frontenac**



The 2024 Asset Management Plan was updated by the Treasurer and Management of the Township of North Frontenac with assistance from PSD Citywide.

The 2022 Asset Management Plan was prepared



by:

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

# Key Statistics

Replacement cost of asset portfolio

**\$212 million**

Replacement cost of infrastructure per household

**\$75,817 (2021)**

Percentage of assets in fair or better condition

**70%**

Percentage of assets with assessed condition data

**90%**

Annual capital infrastructure deficit

**\$3.73 million**

Recommended timeframe for eliminating annual infrastructure deficit

**15 Years**

Target reinvestment rate

**3.04%**

Actual reinvestment rate

**1.28%**

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# Executive Summary

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

## Scope

This Asset Management Plan (AMP) identifies the current practices and strategies that are in place to manage public infrastructure and makes recommendations where they can be further refined. Through the implementation of sound asset management strategies, the Township of North Frontenac can ensure that public infrastructure is managed to support the sustainable delivery of municipal services. This AMP includes the following asset categories:

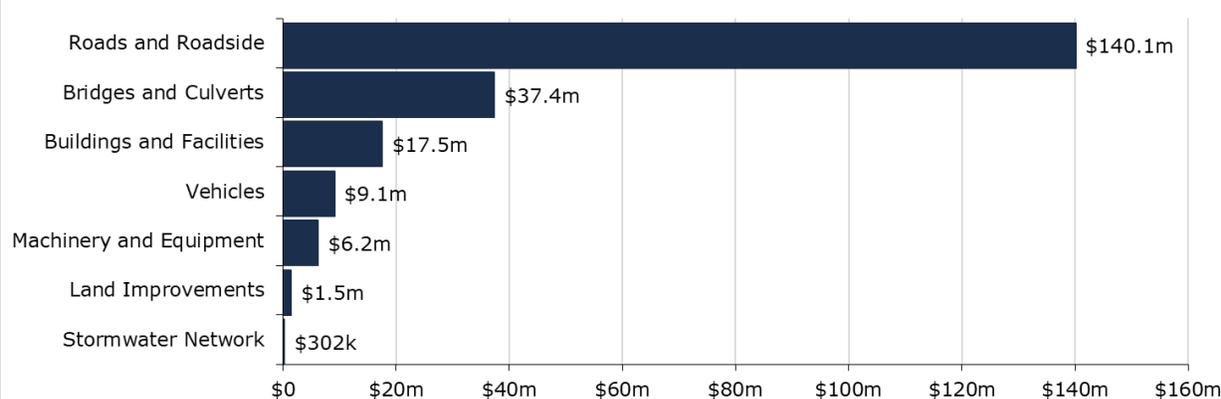
### Asset Category

 Roads and Roadside	 Bridges and Culverts
 Stormwater	 Buildings and Facilities
 Machinery and Equipment	 Vehicles
 Parks and Land Improvements	

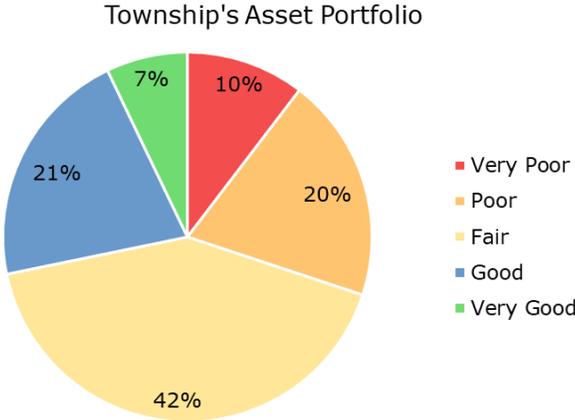
With the development of this AMP, the Township has achieved compliance with O. Reg. 588/17 to the extent of the requirements that must be completed by July 1, 2024. There are additional requirements concerning non-core asset categories, proposed levels of service and growth that must be met by July 1,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

# Findings

The overall replacement cost of the asset categories included in this AMP totals \$212 million and is based on the Township’s tangible capital asset inventory as of December 31<sup>st</sup>, 2023.



Of all assets analysed in this AMP 70% are in fair or better condition and assessed condition data was available for 90% of assets.



The development of a long-term, sustainable financial plan requires an analysis of whole lifecycle costs. This AMP uses a combination of proactive lifecycle strategies (for HCB and LCB roads) and replacement only strategies (all other assets) to determine the lowest cost option to maintain the current level of service.

To meet capital replacement and rehabilitation needs for existing infrastructure, prevent infrastructure backlogs, and achieve long-term sustainability, the Township’s average annual capital requirement totals \$6.4 million. Based on a historical analysis of sustainable capital funding sources, the Township is committing approximately \$2.7 million towards capital projects or reserves per year. As a result, there is currently an annual capital deficit of \$3.7 million.



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

## Recommendations

A financial strategy was developed in the 2022 Asset Management Plan to address the annual capital funding gap. The average annual tax increase was estimated at 2.7% to eliminate the Township's infrastructure deficit based on a 15-year plan for all the assets.

Ongoing efforts to guide continuous refinement of the Township's asset management program includes:

- Reviewing asset data to develop a complete and accurate asset inventory in a centralized database
- Implementing a data governance strategy to increase confidence and continuing to operationalize asset management using the database and database functionality
- Developing a condition assessment strategy with a regular schedule
- Reviewing and updating lifecycle management strategies
- Developing and regularly reviewing short and long-term plans to meet capital requirements
- Continuing to measure current levels of service and identifying sustainable proposed levels of service

# Overview of Asset Management

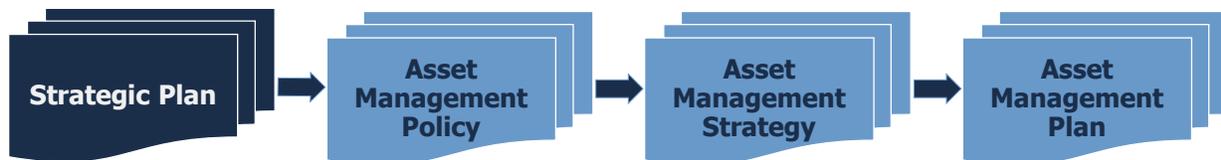
Municipalities are responsible for managing and maintaining a broad portfolio of infrastructure assets to deliver services to the community. The goal of asset management is to minimize the lifecycle costs of delivering infrastructure services, manage the associated risks, while maximizing the value ratepayers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

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



These costs can span decades, requiring planning and foresight to ensure financial responsibility is spread equitably across generations. An asset management plan is critical to this planning, and an essential element of broader asset management program.

The diagram below depicts an industry standard approach and sequence developing a practical asset management program. Beginning 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.

## Strategic Asset Management Policy

A Strategic Asset Management Policy represents a statement of the principles guiding the Township’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 Township of North Frontenac adopted By-law No. 48-19 “Strategic Asset Management Policy” on June 14<sup>th</sup>, 2019 in accordance with Ontario Regulation 588/17, to be reviewed by Council June 27, 2024.

The policy provides a foundation for the development of an asset management program within the Township. It covers key components that define a comprehensive asset management policy:

- The policy’s statements dictate the use of asset management practices to ensure all assets meet the agreed levels of service in the most efficient and effective manner;
- the policy commits to, where appropriate, incorporating asset management in the Township’s other plans;
- there are formally defined roles and responsibilities of internal staff and stakeholders;
- the guiding principles include the use of a cost/benefit analysis in the management of risk; and
- the policy statements are well defined.

This Policy is not a static document, the strategy should not evolve and change frequently—unlike the asset management plan. The strategy provides a long-term outlook on the overall asset management program development and strengthening key elements of its framework.

As per Ontario Regulation 588/17, the Township will be required to review and update its Strategic Asset Management Policy in 2029.

## **Asset Management Plan**

The AMP presents the outcomes of the Township’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 Township to re-evaluate the state of infrastructure and identify how the organization’s asset management and financial strategies are progressing. The Township’s last iteration of the AMP was completed in 2022. Since then, the asset inventory has been consolidated critical asset data and undergone revisions for core assets. This document is an AMP that uses the updated asset inventory and has been prepared in accordance with O. Reg. 588/17.

## Key Concepts in Asset Management

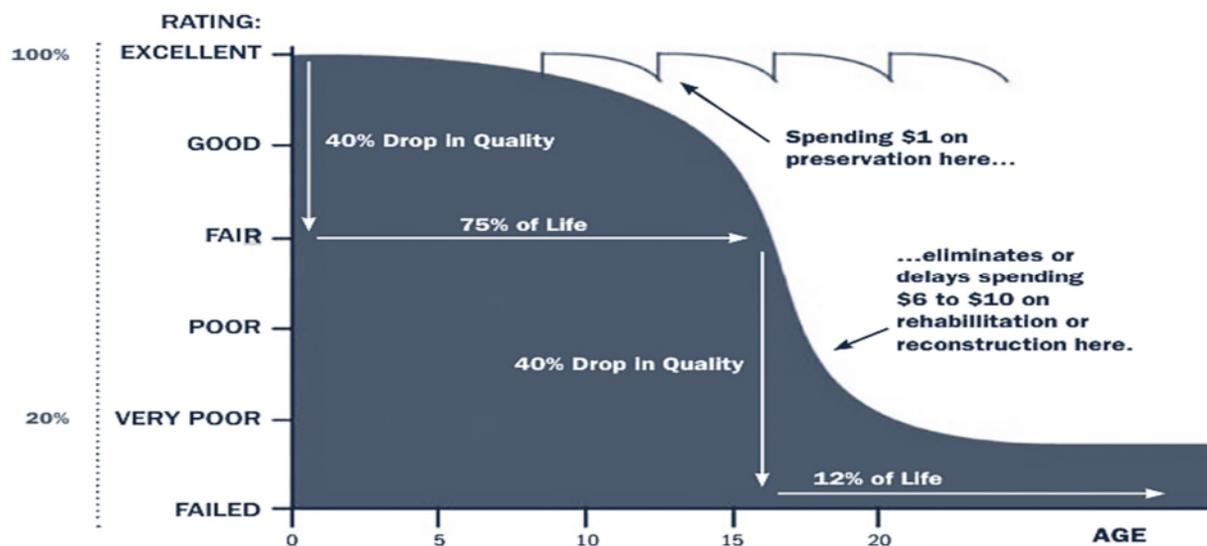
Effective asset management integrates several key components, including lifecycle management, risk management, and levels of service. These concepts are applied throughout this asset management plan and are described below in greater detail.

### Lifecycle Management Strategies

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

To ensure that municipal assets are performing as expected and meeting the needs of customers, it is important to establish a lifecycle management strategy to proactively manage asset deterioration. Since costs to rehabilitate tend to increase towards the end of life of an asset, proactive and timely intervention will lead to lower lifecycle costs.

This concept is further illustrated by the figure below, highlighting the cost impact of a maintenance activity contrasted by the cost impact of a rehabilitative activity later in the life of the asset.



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.

<b>Lifecycle Activity</b>	<b>Description</b>	<b>Example (Roads)</b>	<b>Cost</b>
Maintenance	Activities that prevent defects or deteriorations from occurring	Crack Seal	\$
Rehabilitation/ Renewal	Activities that rectify defects or deficiencies that are already present and may be affecting asset performance	Mill & Re-surface	\$\$
Replacement/ Reconstruction	Asset end-of-life activities that often involve the complete replacement of assets	Full Reconstruction	\$\$\$
Replacement Upgrade	Asset end-of-life activities that involve the replacement of an asset to an 'upgraded' asset	Gravel Road to a Surface Treated Road	\$\$\$

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.

The Township's approach to lifecycle management is described within each core asset category outlined in this AMP. Developing and implementing a proactive lifecycle strategy will help staff to determine which activities to perform on an asset and when they should be performed to maximize useful life at the lowest total cost of ownership.

## **Risk and 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, (low, medium, high) or quantitative measurement (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.

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.

This AMP includes an 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.

## **Levels of Service**

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

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

## **Community Levels of Service**

Community levels of service are a simple, plain language description or measure of the service that the community receives.

For core asset categories (roads, bridges and culverts, water, wastewater, stormwater) and non-core assets, through O. Reg. 588/17, has provided qualitative descriptions that are required to be included in this AMP. These descriptions can be found in the Levels of Service subsection within each asset category.

## Technical Levels of Service

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

For core asset categories (Roads, Bridges & Culverts, Water, Sanitary, Storm Water) and non-core assets, through O. Reg. 588/17, has provided technical key performance indicators (KPIs) that are required to be included in this AMP. These KPIs, along with those that the Township has identified, can be found in the Levels of Service subsection within each asset category.

## Current and Proposed Levels of Service

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

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

## Climate Change

Climate change can cause severe impacts 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 time 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.

## Climate Profile

The Township of North Frontenac 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) – according to the report the Township of North Frontenac will likely experience the following trends:

- Higher Average Annual Temperature:
- Increase in Average Annual Precipitation:
- Increase in Frequency of Extreme Weather Events:

## Integrating Climate Change

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 as a result of 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.

## Ontario Regulation 588/17

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

**2019**

Strategic Asset Management Policy

**2022**

Asset Management Plan for Core Assets with the following components:

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

**2024**

An Asset Management Plan for Core and Non-Core Assets with the same components as 2022 and a Strategic Asset Management Policy Update

**2025**

An Asset Management Plan for **All Assets** with the following additional components:

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

## Scope and Methodology

The scope of this document is to identify the current practices and strategies that are in place to manage public infrastructure and to make recommendations where they can be further refined. Through the implementation of sound asset management strategies, the Township can ensure that public infrastructure is managed to support the sustainable delivery of municipal services.

### Asset categories

This asset management plan for the Township of North Frontenac is produced in compliance with Ontario Regulation 588/17. The July 2024 deadline under the regulation—the second of three AMPs—requires analysis of core assets (roads, bridges and culverts, water, sanitary, and stormwater) and non-core assets (buildings, vehicles, machinery, Parks and Land Improvements).

The AMP summarizes the state of the infrastructure for the Township’s asset portfolio and for all assets it establishes current levels of service and the associated technical and customer oriented KPIs, outlines lifecycle strategies for optimal asset management and performance, and provides financial strategies to reach sustainability for the asset categories listed below.

Asset Category	Source of Funding
Roads and Roadside	Tax Levy and Government Funding
Bridges and Culverts	
Stormwater	
Buildings and Facilities	
Machinery and Equipment	
Vehicles	
Parks and Land Improvements	

### Asset Inventory

The asset information presented in this AMP has been developed from the asset inventory that is stored in the Citywide™ Asset Manager database as of December 31, 2023. This inventory serves as the Township’s tangible capital asset inventory and has been consolidated with additional asset data from the data sources listed below.

Asset Category	Asset Data Sources
Roads and Roadside	2022 Road Needs Study (RNS) Report by D.M. Wills Associates Limited (Surface treated and gravel)
Bridges and Culverts	2022 Ontario Structure Inspection Manual (OSIM) report by D.M. Wills Associates Limited
Stormwater	Staff, Consultant and Market Data
Buildings and Facilities	2022 Building Condition Assessments (BCA) by McIntosh Perry Limited (MPL)
Machinery and Equipment	
Vehicles	Staff, Consultant and Market Data
Parks and Land Improvements	

## Deriving Replacement Costs

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

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

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

## Estimated Useful Life and Service Life Remaining

The estimated useful life (EUL) of an asset is the period over which the Township 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 Township can determine the service life remaining (SLR) for each asset. Using condition data and the asset's

SLR, the Township can more accurately forecast when it will require replacement. The SLR is calculated as follows:

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

## Deriving Annual Capital Requirements

By dividing the replacement cost of an asset with the asset's estimated useful life and factoring in the cost and impact of any lifecycle activities, the average annual capital requirements can be derived. The average annual requirement is calculated as follows:

$$\text{Annual Capital Requirement (Lifecycle Scenario)} = \frac{(\text{Replacement Cost} + \text{Cost of Lifecycle Activities})}{(\text{Estimated Useful Life (EUL)} + \text{Impact of Lifecycle Activities})}$$

$$\text{Annual Capital Requirement (Replacement Only Scenario)} = \frac{\text{Replacement Cost}}{\text{Estimated Useful Life (EUL)}}$$

## 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 Township can determine the extent of any existing funding gap. The reinvestment rate is calculated as follows:

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

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

## 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 Township'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.

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

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

# Portfolio Overview

## Community Profile

Census Characteristic	Township of North Frontenac	Ontario
Population 2021	2,285	14,223,942
Population Change 2016-2021	20%	6%
Total Private Dwellings	2,798	5,929,250
Population Density	2.0/km <sup>2</sup>	15.9/km <sup>2</sup>
Land Area	1,157.97 km <sup>2</sup>	892,411.76 km <sup>2</sup>

The Township of North Frontenac is in Frontenac County in eastern Ontario. It is a rural municipality, with the benefit from the region's proximity to several major urban markets.

The region and the Frontenac County were first established in the 1700s. As with many rural Townships, North Frontenac was created through the amalgamation of different Townships in the late 1990s.

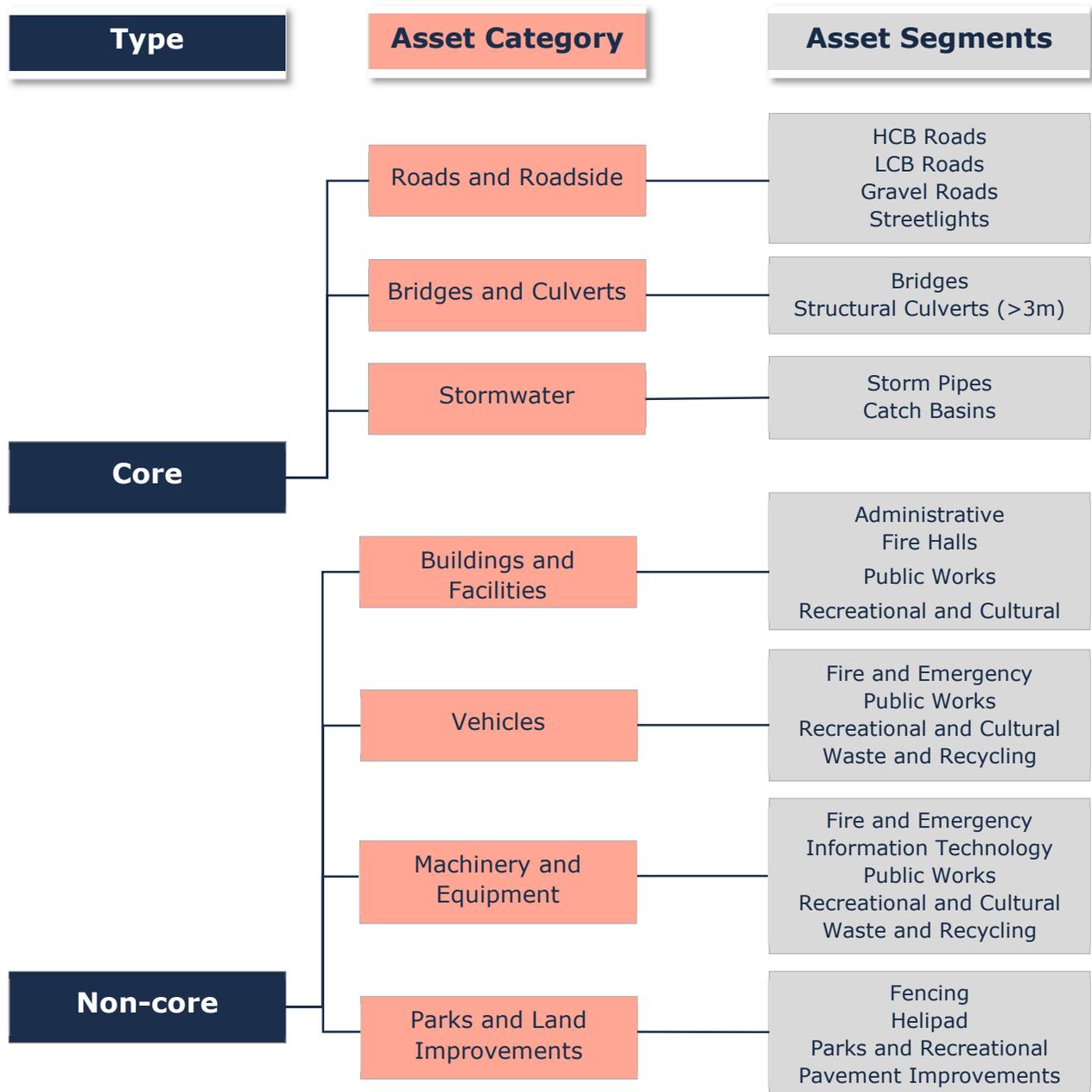
The Township's economy is primarily composed of tourism and service-based businesses. The 2021 Census indicated a 20% increase over the 2016 population, exceeding the forecasts in previous official documents.

Municipal staff have acknowledged the need to operationalize asset management through the establishment of a centralized asset inventory and identifying missing infrastructure data. This will allow for effective decision-making and the use of risk-based project prioritization, which is essential for capital planning since major infrastructure projects are heavily reliant on the availability of grants.

Staff and Council intend to support continuous growth within the Township by investing in critical infrastructure and advancing their asset management program.

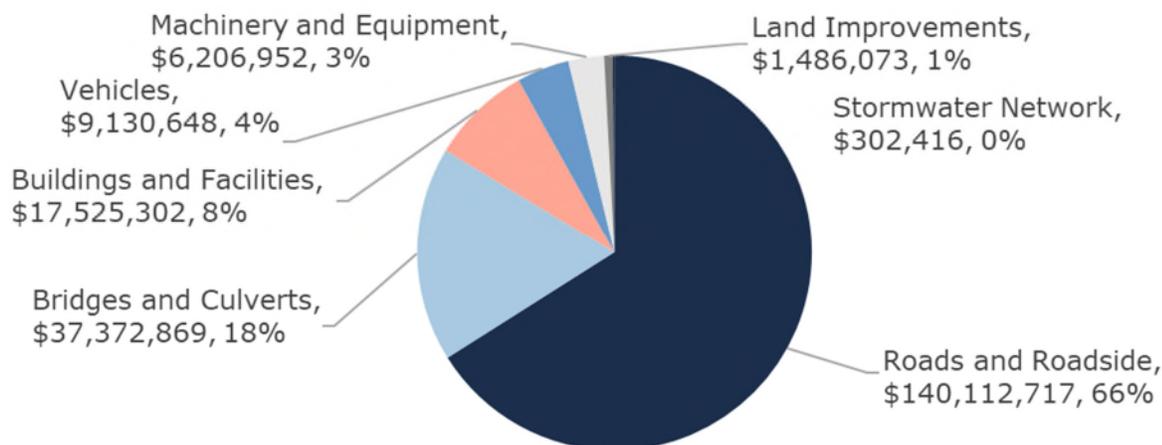
## Asset Hierarchy

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



## Replacement Cost of Asset Portfolio

The asset categories analysed in this AMP have a total replacement cost of \$212 million based on inventory data from 2023. This total was determined based on a combination of user-defined costs and historical cost inflation. This estimate reflects replacement of historical assets with similar, not necessarily identical, assets available for procurement today.



The following table identifies the methods employed to determine replacement costs across each asset category:

Asset Category	Replacement Cost Method		
	Defined Replacement Cost	Historical Cost Indexing	Replacement Cost Source
Roads and Roadside	100%	0%	2022 Roads Needs Study
Bridges and Culverts	100%	0%	2022 OSIM
Stormwater	100%	0%	Staff, Consultant and Market Data Input
Buildings and Facilities	100%	0%	2022 Building Condition Assessment
Machinery and Equipment	0%	100%	Historical Cost Inflation
Vehicles	0%	100%	
Parks and Land Improvements	0%	100%	
<b>Overall</b>	<b>76%</b>	<b>24%</b>	

## Target vs. Actual Reinvestment Rate

The graph below depicts funding gaps or surpluses by comparing target vs actual reinvestment rate. To meet the long-term replacement needs, the Township should be allocating approximately \$6.4 million annually, for a target reinvestment rate of 3.04%. Actual annual spending on infrastructure totals approximately \$2.7 million, for an actual reinvestment rate of 1.28%.



To highlight the monetary magnitude of the reinvestment rates, the graph below compares the annual capital requirements (target reinvestment) versus the current annual capital funding (actual reinvestment) that is available.

## Condition of Asset Portfolio

The current condition of the assets is central to all asset management planning. Collectively, 70% of assets in the Township are in fair or better condition. This estimate relies on both age-based and field condition data.



This AMP relies on assessed condition data for 90% of assets; for the remaining portfolio, age is used as an approximation of condition. Assessed condition data is invaluable in asset management planning as it reflects the true condition of the asset and its ability to perform its functions. The table below identifies the source of condition data used throughout this AMP.

<b>Asset Category</b>	<b>% of Assets with Age-based Condition</b>	<b>% of Assets with Assessed Condition</b>	<b>Source of Condition Data</b>
Roads and Roadside	2%	98%	2022 GRES 2022 RNS
Bridges and Culverts	3%	97%	2022 OSIM
Buildings and Facilities	1%	99%	2022 BCA
Vehicles	95%	5%	Staff Assessment
Stormwater	100%	0%	Age-based
Machinery and Equipment	100%	0%	
Parks and Land Improvements	100%	0%	
<b>Overall</b>	<b>10%</b>	<b>90%</b>	

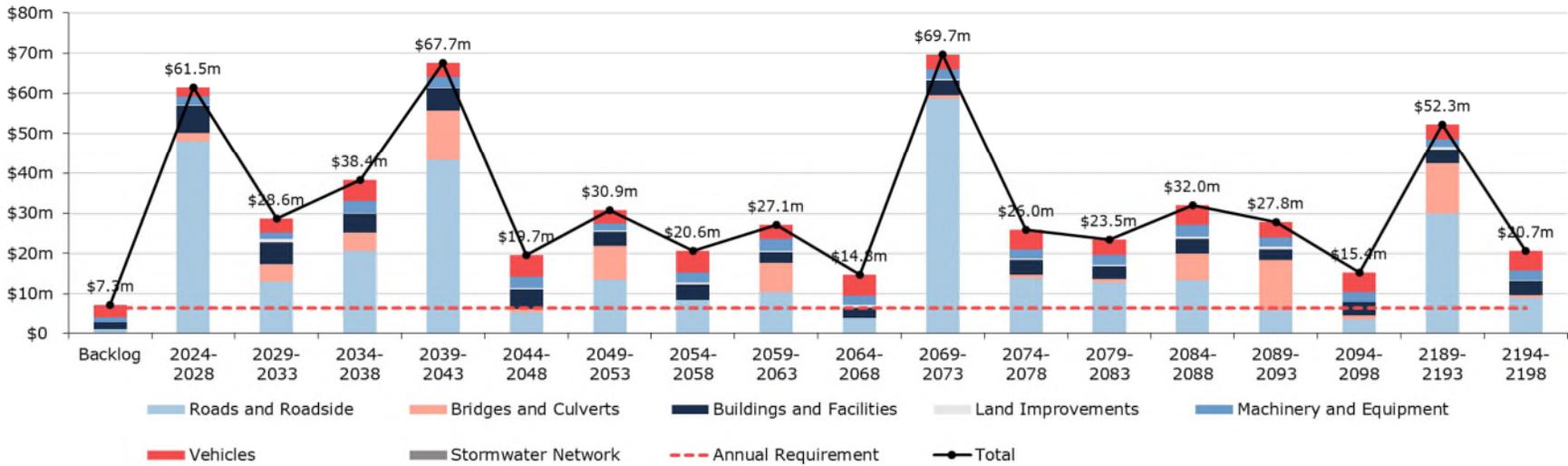
## Service Life Remaining

Based on the asset inventory, asset age, available assessed condition data and estimated useful life, 43% of the Township's assets may require replacement within the next 10 years. Capital requirements over the next 10 years are identified in Appendix B.

## Forecasted Capital Requirements

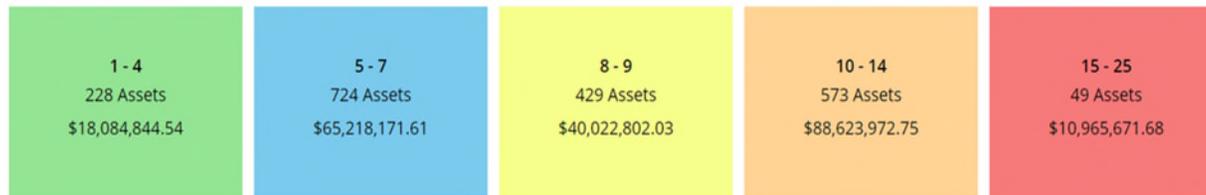
The development of a long-term capital forecast should include both asset rehabilitation and replacement requirements. With the development of asset-specific lifecycle strategies that include the timing and cost of future capital events, the Township can produce an accurate long-term capital forecast.

The specific projected cost of lifecycle activities required over the next 10 years, to maintain the current level of service, can be found in Appendix B. The graph below identifies capital requirements over the next 74 years. This projection is used as it ensures that every asset has gone through one full iteration of replacement. The forecasted requirements are aggregated into 5-year bins, are based on the Township’s asset inventory as of the end of 2023, not including assets that may be required for growth.



## Risk & Criticality

Advanced risk models for core linear assets and high-level risk models for all other assets were developed as part of this asset management plan. The following risk breakdown provides a visual representation of the relationship between the probability of failure and the consequence of failure for the asset portfolio and is based on 2023 inventory data.



## Roads and Roadside

Roads and roadside assets are a critical component of the provision of safe and efficient transportation services, connecting the many hamlets and rural areas that comprise the Township. These assets represent the highest value asset categories in the Township's asset portfolio. It includes all municipally owned and maintained roadways in addition to supporting roadside infrastructure.

The Public Works department manages the Township's roads and roadside assets, through the maintenance, rehabilitation and construction of roads and supporting roadside infrastructure. The department is also responsible for winter snow clearing, ice control and snow removal operations.

A Level of Service Policy was established in 2013 to set the minimum maintenance and repair for roads. The Public Works department aims to conduct its operation activities in an efficient and effective way.

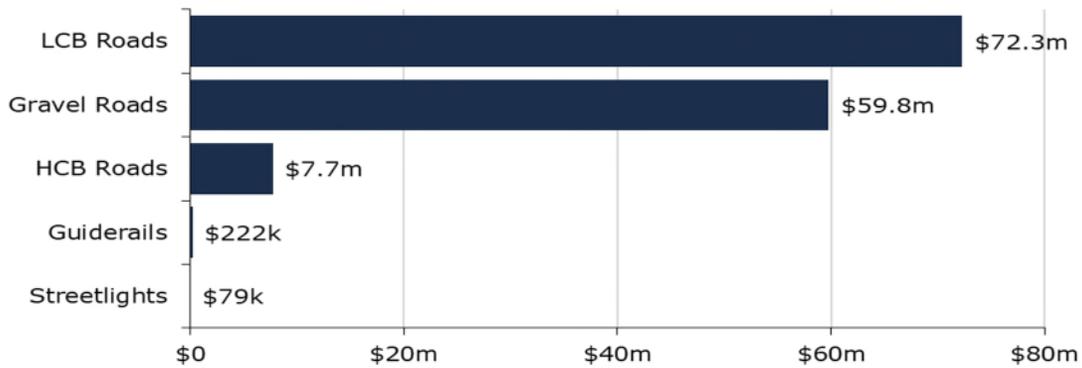
The state of the infrastructure for the road network is summarized in the following table.

Replacement Cost	Condition	Financial Capacity	
\$140 million	Fair (45%)	Annual Requirement:	\$3,586,136
		Funding Available:	\$1,155,081
		Annual Deficit:	\$2,431,055

## Asset Inventory & Costs

The table below includes the quantity, total replacement cost and annual capital requirements of each asset segment in the Township's roads and roadside inventory.

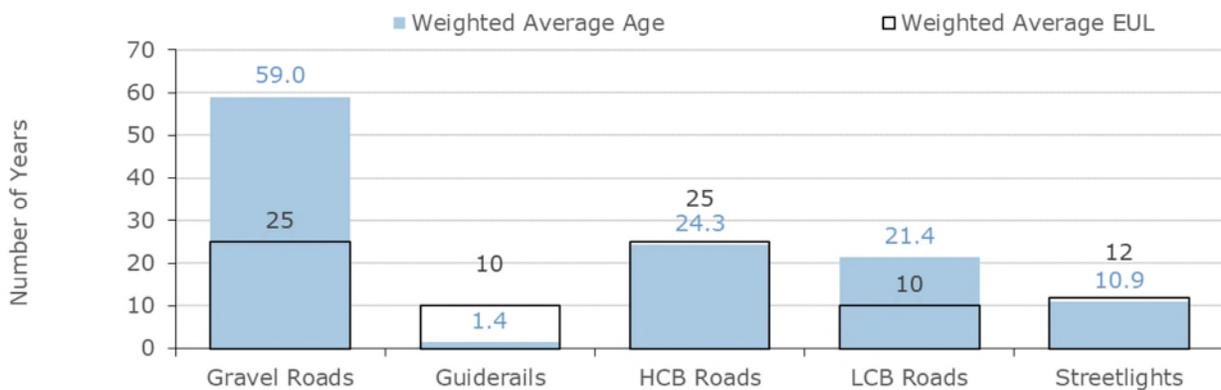
Asset Segment	Quantity	Replacement Cost	Annual Capital Requirement
LCB Roads	184 km	\$72,275,632	\$2,513,298
Gravel Roads	147 km	\$59,790,327	\$809,802
HCB Roads	13 km	\$7,745,232	\$234,175
Guiderails	4 assets(new sections)	\$222,035	\$22,204
Street Lights	86	\$79,491	\$6,657
<b>Total</b>		<b>\$140,112,717</b>	<b>\$3,586,136</b>



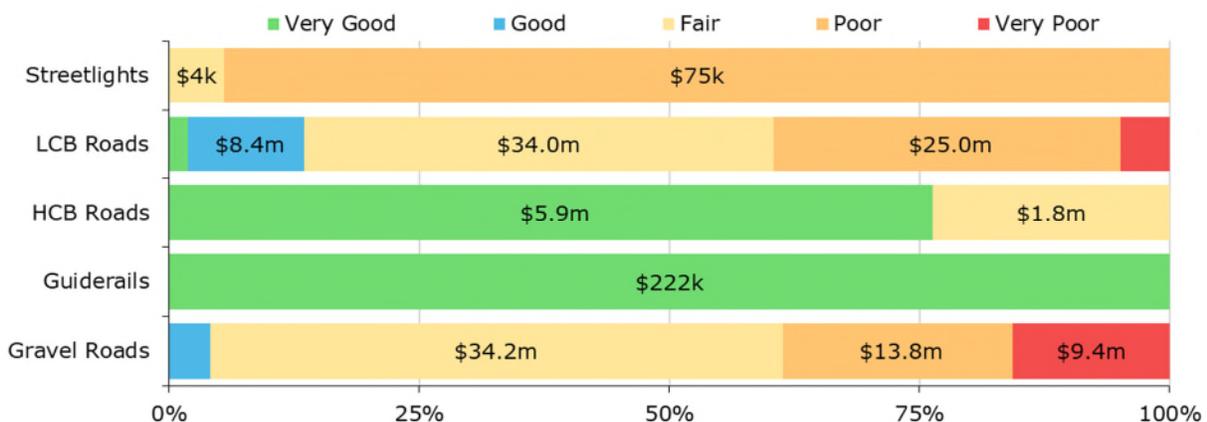
Each asset’s replacement cost should be reviewed periodically to determine whether adjustments are needed to more accurately represent capital requirements.

## Asset Condition & Age

The graph below identifies the average age, and the estimated useful life for each asset segment.



The graph below visually illustrates the average condition for each asset segment on a very good to very poor.



To ensure that the Township’s roads and roadside assets continue to provide an acceptable level of service, the Township should monitor the average condition of

all assets. If the average condition declines, staff should re-evaluate their lifecycle management strategy to determine what combination of maintenance, rehabilitation, replacement activities, and funding is required to increase the overall condition of the roads.

Each asset’s estimated useful life should also be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type.

### Current Approach to Condition Assessment

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

- A road needs study through an external consultant is conducted every 5 years.
- The most recent Road Needs Study was prepared by D.M. Wills Associated Ltd. in 2022.
- Routine road patrols are undertaken weekly, granular roads are also visually inspected during grading activities
- Other road network assets are inspected as per O. Reg. 239/02

In this AMP the following rating criteria is used to determine the current condition of HCB and LCB road segments and forecast future capital requirements:

Condition (Roads)	PCI Rating
Very Good	85-100
Good	70-85
Fair	55-70
Poor	40-55
Very Poor	20-40

For all other assets the following rating criteria is used to determine the current condition and forecast future capital requirements:

Condition	Condition Rating
Very Good	80-100
Good	60-80
Fair	40-60
Poor	20-40

Very Poor	0-20
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## Lifecycle Management Strategy

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

The following table outlines the Township’s current lifecycle management strategy.

Activity Type	Description of Current Strategy
Maintenance	Pothole repairs are completed annually based on deficiencies identified through regular road patrols and feedback from the public.
	Seasonal maintenance activities include asphalt patching, graveling, and tree cutting.
	Summer maintenance activities include sidewalk repairs, grading, re-gravelling, applying dust suppressant, ditching, roadside mowing, tree trimming, brush cleanup, road sign installation/maintenance, and line painting.
	Winter maintenance activities include snow plowing, salting, and snow removal.
	A crack seal program is in place for HCB roads as needed to reduce water infiltration and prevent damage.
	A slurry seal program is in place for LCB Roads.
Rehabilitation	Rehabilitation activities include microsurfacing, surface treatments, asphalt overlay and pulverize and pave.
	Road replacement prioritization is determined by consideration of growth, risk, condition, health and safety, and social impact.
Replacement	Road reconstruction projects (base and surface) are identified based on road condition, risk, and sub-surface asset requirements (storm infrastructure).

The following lifecycle strategies have been developed to formalize the current approach to managing the lifecycle of HCB, LCB, and Gravel roads. Instead of allowing the roads to deteriorate until replacement is required, strategic preventative maintenance and rehabilitation is expected to extend the service life of roads at a lower total cost.

HCB Roads		
Event Name	Event Class	Event Trigger
General Maintenance	Maintenance	As needed
Crack Sealing	Preventative Maintenance	Condition: 89
Microsurfacing	Maintenance	Condition: 80
Asphalt Overlay	Rehabilitation	Condition: 75



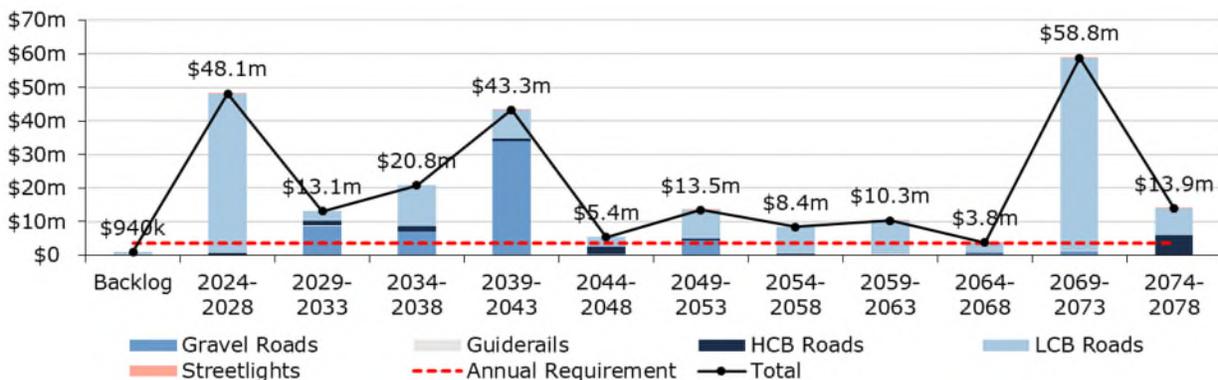
## Forecasted Capital Requirements

Based on the lifecycle strategies identified previously for HCB, LCB and Gravel roads, and assuming the end-of-life replacement of streetlights, the following graphs forecasts short- and long-term capital requirements.

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

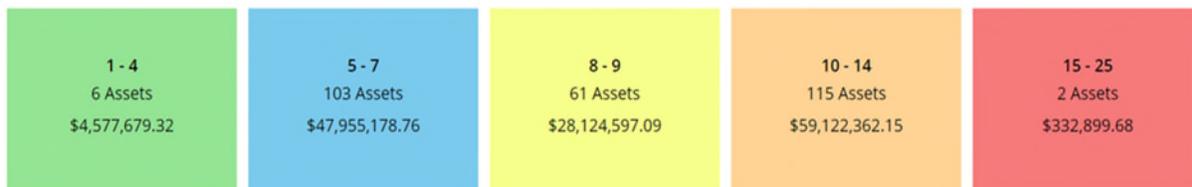
The specific projected cost of lifecycle activities that will need to be undertaken over the next 10 years to maintain the current level of service can also be found in Appendix B.

The graph below identifies capital requirements over the next 55 years. This projection is used as it ensures that every asset has gone through one full iteration of replacement. The forecasted requirements are aggregated into 5-year bins and do not include assets that may be required due to growth.



## Risk & Criticality

The following risk breakdown provides a visual representation of the relationship between the probability of failure and the consequence of failure for the assets within this asset category based on 2023 inventory data.



This is a high-level model developed for the purposes of this AMP and Township staff should review and adjust the risk model to reflect an evolving understanding of both the probability and consequences of asset failure.

The asset-specific attributes that municipal staff utilize to define and prioritize the criticality of the road network are documented below:

Probability of Failure (POF)	Consequence of Failure (COF)
Condition	AMP Segment – Surface Type (Financial)
Service Life Remaining	Functional Class (Operational)
	AADT (Strategic)
	Speed Limit (km/h) (Health and Safety)

The identification of critical assets allows the Township to determine appropriate risk mitigation strategies and treatment options. Risk mitigation may include asset-specific lifecycle strategies, condition assessment strategies, or simply the need to collect better asset data.

## Risks to Current Asset Management Strategies

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

### Climate Change and Extreme Events



An increase in freeze/thaw cycles causes road pavement to heave and settle. This can cause the accelerated deterioration of road surface pavement which leads to an increased need for maintenance and rehabilitation. The uncertainty surrounding the impact of extreme weather events can make changing conditions difficult to plan for.



### Asset Data and Information

Some of the asset data is pooled, missing in the inventory, and/or incomplete. Both short- and long-term planning requires the regular collection, storage and maintenance of infrastructure data to support asset management decision-making.

## Levels of Service

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

### Community Levels of Service

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

Service Attribute	Qualitative Description	Current LOS
Scope	Description, which may include maps, of the road network in the municipality and its level of connectivity	<p>The Township’s road infrastructure system spans a total of 344 km primarily within a rural setting, with small areas of semi-urban development. The road network consists of approximately 147 km of gravel roads, 184 km of low class bituminous (LCB) roads and 13 km of high class bituminous (HCB) roads. The road network also contains other roadside appurtenances such as streetlights.</p>
Quality	Description or images that illustrate the different levels of road class pavement condition	<p>The Township completed a Road Needs Study report in 2022 in coordination with D.M. Wills Associates Limited. In addition to the assessment of roads, surface condition ratings and structural adequacy ratings were also determined for each road section.</p> <p>Every road section received a structural adequacy rating (1-10).</p> <p>(1-5) Road surface exhibits moderate to significant deterioration and requires renewal or full replacement within 1-5 years</p> <p>(6-10) Road surface is in good condition or has been recently re-surfaced. Renewal or reconstruction is not required for 6-10+ years</p>

## Technical Levels of Service

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

Service Attribute	Technical Metric	Current LOS
Scope	Lane-km of arterial roads (MMS classes 1 and 2) per land area (km/km <sup>2</sup> )	0
	Lane-km of collector roads (MMS classes 3 and 4) per land area (km/km <sup>2</sup> )	0.3625
	Lane-km of local roads (MMS classes 5 and 6) per land area (km/km <sup>2</sup> )	0.1998
Quality	Average pavement condition index for paved roads in the municipality	HCB: 82% LCB: 46%
	Average surface condition for unpaved roads in the municipality (e.g., excellent, good, fair, poor)	Fair
Performance	Target reinvestment rate	2.6%
	Capital reinvestment rate	0.80%

## Recommendations

### Asset Inventory

- The current asset inventory does not account for additional roadside assets such as signs.
- The streetlight inventory includes several pooled assets that should be broken down into individual assets to allow for coordinated planning and analysis
- Continue to consolidate critical roads and roadside asset information from other asset data sources into the Township's centralized asset inventory.

### Lifecycle Management Strategies

- Gather unit costs for assets that have relied primarily on historical inflation and review periodically to ensure a higher level of accuracy and within the context of current market condition
- Evaluate the efficacy of the Township's lifecycle management strategies at regular intervals to determine the impact cost, condition and risk.

## **Risk Management Strategies**

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

## **Levels of Service**

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

## Bridges and Culverts

Bridges and culverts are another critical component of the transportation services provided to the community.

The Public Works department is responsible for the planning and managing of all bridges and structural culverts located across municipal roads with the goal of keeping structures in an adequate state of repair and minimizing service disruptions.

Based on the requirements outlined by the Ministry of Transportation, the most recent Ontario Structure Inspection (OSIM) was conducted 2022 by D.M. Wills Associates Limited.

The Township's current bridges and culverts inventory is managed in Citywide™ and consists of 27 structures that have a span of 3 meters or more, categorizing them as either a bridge or a structural culvert asset.

The state of the infrastructure for bridges and culverts is summarized in the following table.

Replacement Cost	Condition	Financial Capacity	
\$37 million	Good (72%)	Annual Requirement:	\$744,093
		Funding Available:	\$434,500
		Annual Deficit:	\$309,593

## Asset Inventory & Costs

The table below includes the quantity, total replacement cost and annual capital requirements of each asset segment in the Township's road network inventory.

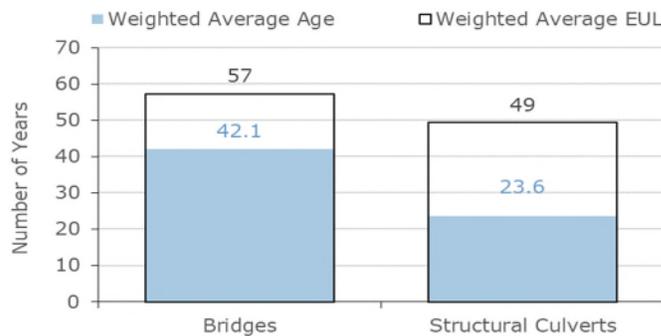
Asset Segment	Quantity	Replacement Cost	Annual Capital Requirement
Bridges	16	\$32,390,795	\$642,752
Structural Culverts	11	\$4,982,074	\$101,341
<b>Total</b>		<b>37,372,869</b>	<b>\$744,093</b>



Each asset’s replacement cost should be reviewed periodically to determine whether adjustments are needed to more accurately represent capital requirements.

## Asset Condition & Age

The graph below identifies the current average age, and the estimated useful life for each asset segment.



Each asset’s estimated useful life should also be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type.

The graph below visually illustrates the average condition for each asset segment on a very good to very poor. The average condition (%) is a weighted value based on replacement cost.



To ensure that the Township’s bridges and culverts continues to provide an acceptable level of service, the Township should monitor the average condition of

all assets. If the average condition declines, staff should re-evaluate their lifecycle management strategy to determine what combination of maintenance, rehabilitation, and replacement activities is required to increase the overall condition of the bridges and culverts.

## Current Approach to Condition Assessment

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

- Condition assessments of all bridges and culverts with a span greater than or equal to 3 meters are completed every 2 years in accordance with the Ontario Structure Inspection Manual (OSIM)
- The most recent bridge and culvert inspection was conducted in 2022 by D.M. Wills Associates Limited.
- Bridge and culvert assets are visually inspected by municipal staff as needed

In this AMP and as per the OSIM reports, the bridge condition index (BCI) rating criteria is used to determine the current condition of assets and forecast future capital requirements:

Condition	
Very Good	90-100
Good	70-89
Fair	50-69
Poor	40-49
Very Poor	0-40

## Lifecycle Management Strategy

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

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

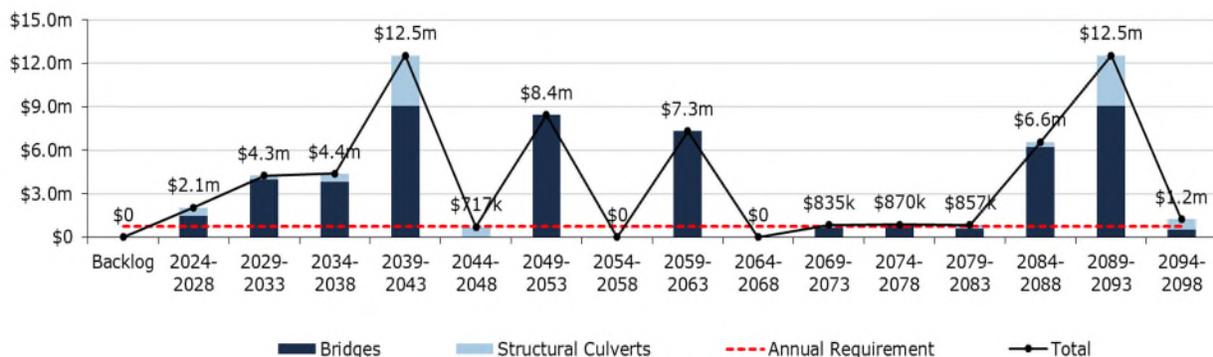
Activity Type	Description of Current Strategy
Maintenance	Typical maintenance includes: <ul style="list-style-type: none"> <li>• Obstruction removal</li> <li>• Cleaning and sweeping</li> <li>• Erosion control</li> <li>• Brush and tree removal</li> </ul>
Rehabilitation	Biennial OSIM based inspections include a list of recommended maintenance activities that the Township considers and completes according to cost and urgency.
Inspection	Biennial OSIM based inspections include a capital needs list identifying recommended rehabilitation and replacement activities with estimated costs and schedule
Inspection	The most recent inspection report was completed in 2020 by D.M. Wills Associates Limited

## Forecasted Capital Requirements

Based on the lifecycle activities identified in the 2022 inspection report, and assuming end-of-life replacement for all assets in this category, the following graphs forecasts short- and long-term capital requirements.

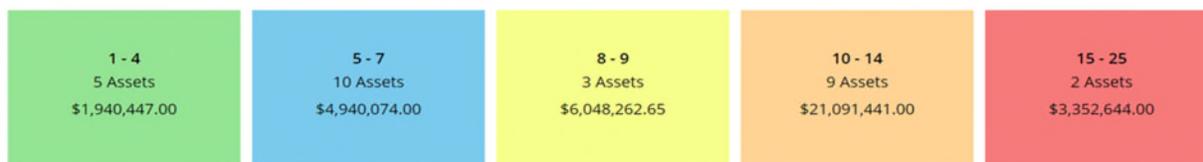
The annual capital requirement represents the average amount per year that the Township should allocate towards funding rehabilitation and replacement needs for bridges and culverts it is \$744k. The specific projected cost of lifecycle activities that will need to be undertaken over the next 10 years to maintain the current level of service can also be found in Appendix B.

The graph below identifies capital requirements over the next 50 years. This projection is used as it ensures that every asset has gone through one full iteration of replacement. The forecasted requirements are aggregated into 5-year bins and do not include assets that may be required due to growth.



## Risk & Criticality

The following risk breakdown provides a visual representation of the relationship between the probability of failure and the consequence of failure for the assets within this asset category based on 2023 inventory data.



This is a high-level model developed for the purposes of this AMP and Township staff should review and adjust the risk model to reflect an evolving understanding of both the probability and consequences of asset failure.

The asset-specific attributes that municipal staff utilize to define and prioritize the criticality of the road network are documented below:

Probability of Failure (POF)	Consequence of Failure (COF)
Condition	Replacement Cost (Direct Financial)
Service Life Remaining	Number of Lanes (Strategic)
	Total Deck Length (Strategic)

The identification of critical assets allows the Township to determine appropriate risk mitigation strategies and treatment options. Risk mitigation may include asset-specific lifecycle strategies, condition assessment strategies, or simply the need to collect better asset data.

## Risks to Current Asset Management Strategies

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

### Climate Change and Extreme Events



Flooding and extreme weather can cause damage to multiple elements of the Township’s bridges including the deck, superstructure, substructure, and approaches. The rising levels of freshwater and the increased frequency and intensity of precipitation events are likely to advance the deterioration of bridge components. Staff should identify and monitor affected bridges and culverts.

### Funding and Staff Capacity



The Township has a sizeable inventory of bridges and structural culverts that require regular maintenance and assessment. It can be challenging for staff to deploy optimal maintenance and assessment strategies. Major capital rehabilitation projects for bridges and culverts may also be deferred depending on the availability of grant funding opportunities. A long-term capital funding strategy can reduce dependency on grant funding and help prevent the deferral of necessary capital works.

## Levels of Service

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

### Community Levels of Service

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

Service Attribute	Qualitative Description	Current LOS
Scope	Description of the traffic that is supported by municipal bridges (e.g., heavy transport vehicles, motor vehicles, emergency vehicles, pedestrians, cyclists).	Bridges and structural culverts are a key component of the municipal transportation network. There are approximately 3 structures with load limits: B19 – Shiner Road Bridge – 15/25/35 tonnes B25 – Folger Road Bridge – 6/12/17 tonnes B26 – Folger Road Bridge – 6/12/17 tonnes

Quality	Description or images of the condition of bridges & culverts and how this would affect use of the bridges & culverts	<p>Good (BCI 70-100): Generally considered to be in good-excellent condition, and repair or rehabilitation work is not usually required within the next 5 years. Routine maintenance, such as sweeping, cleaning, and washing are still recommended.</p> <p>Fair (BCI 50-70): Generally considered to be in good-fair condition. Repair or rehabilitation work recommended is ideally scheduled to be completed within the next 5 years.</p> <p>Poor (BCI Less than 50): Generally considered poor with lower numbers representing structures nearing the end of their service life. The repair or rehabilitation of these structures is ideally best scheduled to be completed within approximately 1 year. However, if it is determined that the replacement of the structure would be a more viable, the structure can be identified for continued monitoring and scheduled for replacement within the short-term.</p>
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## Technical Levels of Service

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

Service Attribute	Technical Metric	Current LOS
Scope	% of bridges in the Municipality with loading or dimensional restrictions	0.11%
Quality	Average bridge condition index value for bridges in the Municipality	71%
	Average bridge condition index value for structural culverts in the Municipality	68%
Performance	Target reinvestment rate	2.0%
	Capital reinvestment rate	1.2%

## Recommendations

### Data Review/Validation

- Continue to review and update the bridges and structural culverts inventory with assessed condition data, asset attribute data and replacement costs upon the completion of the OSIM inspection every 2 years.

### Lifecycle Management Strategies

- Continue to incorporate the recommended maintenance, rehabilitative and renewal activities from OSIM inspections

### Risk Management Strategies

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

### Levels of Service

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

## Stormwater

The Township is responsible for owning and maintaining a stormwater network of around 439 m of storm pipes, catch basins and non-structural culverts.

The Township's Public Works department is responsible for planning and managing stormwater infrastructure.

Stormwater infrastructure generally poses the greatest uncertainty for municipalities, including North Frontenac. Staff have expressed a lack of confidence in the current inventory but are working towards improving the accuracy and reliability to assist with long-term asset management planning.

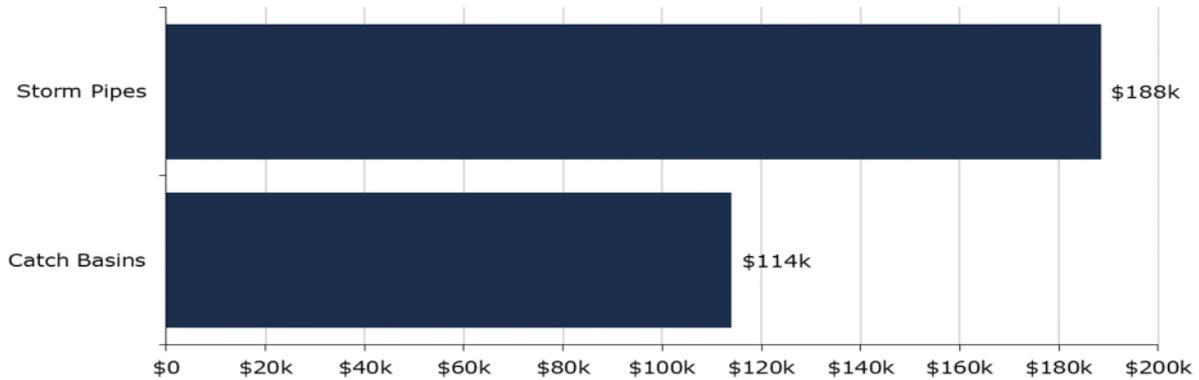
The state of the infrastructure for the stormwater network is summarized in the following table. It is important to acknowledge that the current stormwater inventory is incomplete, and the resulting output values will be revised.

Replacement Cost	Condition	Financial Capacity	
\$0.30 million	Very Poor (0%)	Annual Requirement:	\$6,048
		Funding Available:	\$0
		Annual Deficit:	\$6,048

## Asset Inventory & Costs

The table below includes the quantity, total replacement cost and annual capital requirements of each asset segment in the Township's stormwater inventory.

Asset Segment	Quantity	Replacement Cost	Annual Capital Requirement
Storm Pipes	439 m	\$188,416	\$3,768
Catch Basins	19	\$114,000	\$2,280
<b>Total</b>		<b>\$302,416</b>	<b>\$6,048</b>



Each asset’s replacement cost should be reviewed periodically to determine whether adjustments are needed to more accurately represent realistic capital requirements.

## Asset Condition & Age

The graph below identifies the current average age, and the estimated useful life for each asset segment.



Each asset’s estimated useful life should also be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type.

The graph below visually illustrates the average condition for each asset segment on a very good to very poor. The average condition (%) is a weighted value based on replacement cost.



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

## Current Approach to Condition Assessment

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

- There are no formal condition assessment programs in place for stormwater infrastructure
- Currently age-based estimates are used to determine asset condition, although confidence in the accuracy of these estimates is low
- As the Township refines the available asset inventory for the stormwater network a regular assessment cycle should be established
- 2022 study includes assessment of stormwater infrastructure

In this AMP the following rating criteria is used to determine the current condition of stormwater segments and forecast future capital requirements:

Condition	Rating
Very Good	80-100
Good	60-80
Fair	40-60
Poor	20-40
Very Poor	0-20

## Lifecycle Management Strategy

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

The following table outlines the Township’s current lifecycle management strategy.

Activity Type	Description of Current Strategy
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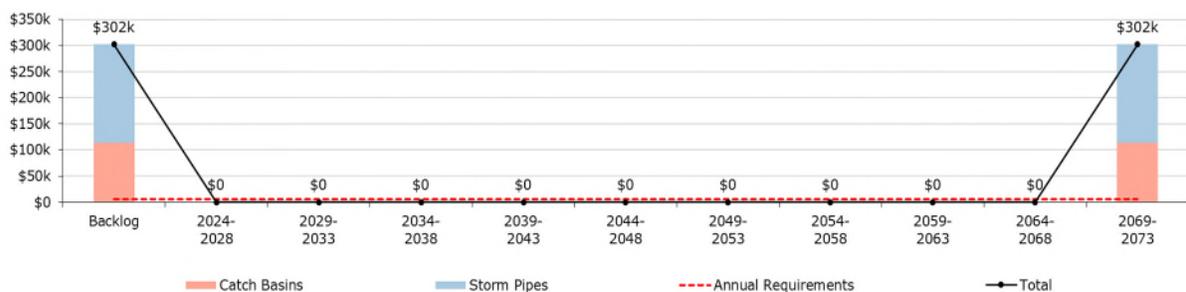
	Maintenance activities are completed to a lesser degree compared to other asset systems
Maintenance	Primary activities include catch basin cleaning and reactive storm main flushing
	All other maintenance activities are completed on a reactive basis when operational issues are identified (e.g., blockages, backups)
Rehabilitation	Trenchless re-lining has the potential to reduce total lifecycle costs but would require a formal condition assessment program to determine viability
Replacement	Without the availability of up-to-date condition assessment information replacement activities are purely reactive in nature

## Forecasted Capital Requirements

Based on the current asset inventory and assuming end-of-life replacement of all assets in this category, the following graphs forecasts short- and long-term capital requirements. The annual capital requirement represents the average amount per year that the Township should allocate towards funding rehabilitation and replacement needs, for stormwater that is \$6k.

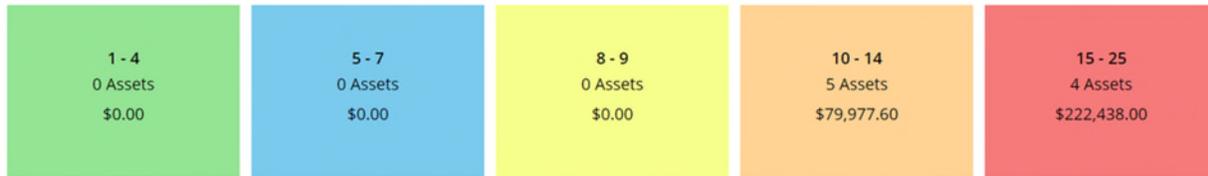
The projected cost of lifecycle activities that will need to be undertaken over the next 10 years to maintain the current level of service can also be found in Appendix B.

The graph below identifies capital requirements over the next 45 years. This projection is used as it ensures that every asset has gone through one full iteration of replacement. The forecasted requirements are aggregated into 5-year bins and do not include assets that may be required due to growth.



## Risk & Criticality

The following risk breakdown provides a visual representation of the relationship between the probability of failure and the consequence of failure for the assets within this asset category based on 2023 inventory data.



This is a high-level model developed for the purposes of this AMP and Township staff should review and adjust the risk model to reflect an evolving understanding of both the probability and consequences of asset failure.

The asset-specific attributes that municipal staff utilize to define and prioritize the criticality of the stormwater network are documented below:

Probability of Failure (POF)	Consequence of Failure (COF)
Condition	Replacement Cost (Direct Financial)
Service Life Remaining	Asset Type (Strategic)

The identification of critical assets allows the Township to determine appropriate risk mitigation strategies and treatment options. Risk mitigation may include asset-specific lifecycle strategies, condition assessment strategies, or simply the need to collect better asset data.

## Risks to Current Asset Management Strategies

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



### Asset Data and Information

There is a lack of confidence in the available inventory data for stormwater infrastructure. Flows can be very unpredictable. This poses a significant risk when trying to manage assets and planning future work.



### Capital Funding Strategies

Partially owing to the lacking asset data, operations tend to be reactive rather than proactive for this category. Problems are generally only known when issues arise, and complaints are made.

## Levels of Service

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

## Community Levels of Service

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

Service Attribute	Qualitative Description	Current LOS
Scope	Description, which may include map, of the relevant areas of the municipality that are protected from flooding, including the extent of protection provided by the municipal stormwater system	Description and/or mapping are not available currently. Staff will have this metric determined for the next iteration of the AMP.

## Technical Levels of Service

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

Service Attribute	Technical Metric	Current LOS
Scope	% of properties in municipality resilient to a 100-year storm	TBD <sup>1</sup>
	% of the municipal stormwater management system resilient to a 5-year storm	TBD <sup>1</sup>
Performance	Target reinvestment rate	2.00%
	Capital reinvestment rate	0.0%

## Recommendations

### Asset Inventory

- The Township's stormwater inventory remains at a basic level of maturity and staff do not have a high level of confidence in its accuracy or reliability. The development of a comprehensive inventory of stormwater assets should be priority.

<sup>1</sup> The Township does not currently have data available to determine this technical metric but will have it for the next iteration of the AMP.

## **Condition Assessment Strategies**

- The development of a comprehensive inventory should be accompanied by a system-wide assessment of the condition of all stormwater assets.

## **Risk Management Strategies**

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

## **Levels of Service**

- Measure current levels of service in accordance with the metrics that the Township has established in this AMP.
- Work towards identifying proposed levels of service as per O. Reg. 588/17 and identify the strategies that are required to close any gaps between current and proposed levels of service.

## Buildings and Facilities

The Township owns and maintains several facilities and recreation centres that provide key services to the community. These include:

- administrative offices
- libraries and community halls
- fire halls and associated offices and facilities
- public works garages and storage sheds

The state of the infrastructure for the buildings and facilities is summarized in the following table.

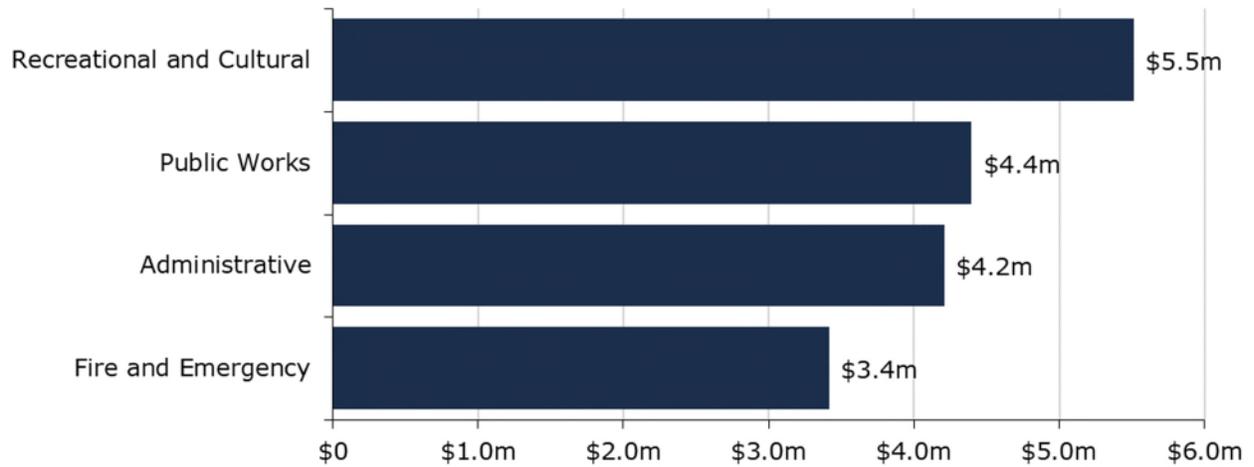
Replacement Cost	Condition	Financial Capacity	
\$17.5 million	Fair (40%)	Annual Requirement:	\$666,567
		Funding Available:	\$180,976
		Annual Deficit:	\$485,591

## Asset Inventory & Costs

The table below includes the quantity, total replacement cost and annual capital requirements of each asset segment in the Township's buildings and facilities inventory.

Asset Segment	Number of Facilities <sup>2</sup>	Replacement Cost	Annual Capital Requirement
Administrative	7	\$4,206,337	\$156,055
Fire and Emergency	6	\$3,413,244	\$130,309
Public Works	2	\$4,395,877	\$172,275
Recreational and Cultural	4	\$5,509,844	\$207,927
<b>Total</b>		<b>\$17,525,302</b>	<b>\$666,567</b>

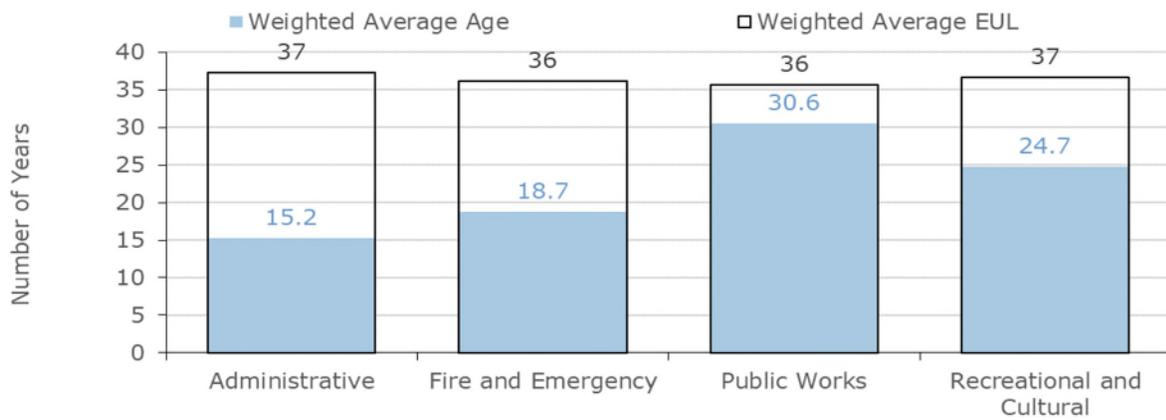
<sup>2</sup> Many of the Township's buildings and facilities are mixed-use and provide multiple services to the community. The current segmentation is based on the primary function of the facility as per staff input.



Each asset’s replacement cost should be reviewed periodically to determine whether adjustments are needed to more accurately represent realistic capital requirements.

## Asset Condition & Age

The graph below identifies the average age, and the estimated useful life for each asset segment.



The graph below visually illustrates the average condition for each asset segment on a very good to very poor. The average condition (%) is a weighted value based on replacement cost.



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

## Current Approach to Condition Assessment

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

- A Building Condition Assessment (BCA) was conducted in 2022 by McIntosh Perry Limited which provided a condition assessment of the Township’s facilities, a componentized inventory of the facilities as well as short- and long-term capital forecasting for repairs or replacements. A prior BCA report was also prepared in 2017.
- Formal workplace inspections conducted every year through the Township’s health and safety program.
- High-level assessments by internal staff are performed annually to determine the condition of facilities and identify deficiencies.

In this AMP the following rating criteria is used to determine the current condition of building and facilities segments and forecast future capital requirements:

Condition	Rating
Very Good	80-100
Good	60-80
Fair	40-60
Poor	20-40
Very Poor	0-20

## Lifecycle Management Strategy

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

Activity Type	Description of Current Strategy
Maintenance/ Rehabilitation	Municipal buildings are subject to regular inspections to identify health and safety requirements as well as structural deficiencies that require additional attention
	The BCA report contains forecasts that provide short- and long-term capital requirements of the inspected facilities. These forecasts are reviewed by municipal staff and integrated into the Township’s budgeting process.
	A Facility Condition Index (FCI) has also been included in the BCA report which provides a rating for each inspected facility based on its total cost of repairs, renewal and upgrade requirements compared to its replacement cost.
Replacement	Assessments are completed strategically as buildings approach their end-of-life to determine whether replacement or rehabilitation is appropriate

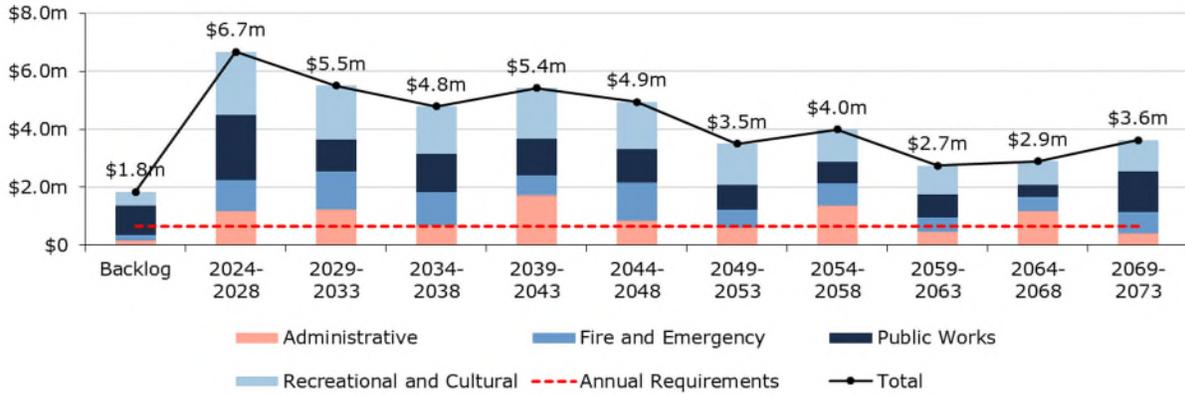
## Forecasted Capital Requirements

Based on the current asset inventory, specific lifecycle activities forecasted in the 2022 BCAs, and assuming end-of-life replacement of all assets in this category the following graphs forecasts short- and long-term capital requirements.

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

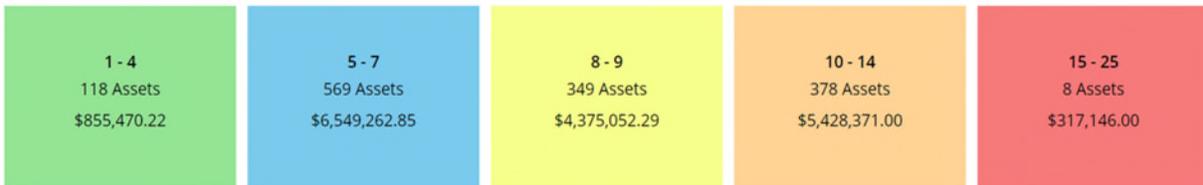
The projected cost of lifecycle activities that will need to be undertaken over the next 10 years to maintain the current level of service can be found in Appendix B.

The graph identifies capital requirements over the next 50 years. This projection is used as it ensures that every asset has gone through one full iteration of replacement. The forecasted requirements are aggregated into 5-year bins and do not include assets that may be required due to growth.



## Risk & Criticality

The following risk breakdown provides a visual representation of the relationship between the probability of failure and the consequence of failure for the assets within this asset category based on 2023 inventory data.



This is a high-level model developed for the purposes of this AMP and Township staff should review and adjust the risk model to reflect an evolving understanding of both the probability and consequences of asset failure.

The asset-specific attributes that municipal staff utilize to define and prioritize the criticality of buildings and facilities are documented below:

Probability of Failure (POF)	Consequence of Failure (COF)
Assessed Condition	Replacement Cost (Direct Financial)
Service Life Remaining	Facility Function / Facility Type (Strategic)
	Component UNIFORMAT Element (Operational)

The identification of critical assets allows the Township to determine appropriate risk mitigation strategies and treatment options. Risk mitigation may include asset-specific lifecycle strategies, condition assessment strategies, or simply the need to collect better asset data.

## Levels of Service

Measure current levels of service in accordance with the metrics that the Township has established in this AMP. Additional metrics can be established as they are determined to provide meaningful and reliable inputs into asset management planning.

Work towards identifying proposed levels of service as per O. Reg. 588/17 and identify the strategies that are required to close any gaps between current and proposed levels of service.

## Community Levels of Service

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

Service Attribute	Qualitative Description	Current LOS
Scope	Description of the current condition of municipal facilities and plans in place to maintain service level	Buildings are, overall, in Good Condition. They are managed cost-effectively to meet the established level of service

## Technical Levels of Service

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

Service Attribute	Technical Metric	Current LOS
Scope	% of facilities that are in good or very good condition	11%
	% of facilities that are in poor or very poor condition	37%
Performance	Target reinvestment rate	3.8%
	Capital reinvestment rate	1.0%

## Recommendations

### Asset Inventory

- Facilities consist of several separate capital components that have unique estimated useful lives and require asset-specific lifecycle strategies.

### Risk Management Strategies

- Review risk models on a regular basis and adjust according to an evolving understanding of the probability and consequences of asset failure.

### Levels of Service

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

## Machinery and Equipment

To maintain the high quality of public infrastructure and support the delivery of core and non-core services, municipal staff own and employ machinery and equipment assets that include:

- Specialized machinery and equipment to maintain parks and recreational facilities
- Tools, shop and garage machinery equipment to ensure proper maintenance of vehicles and machinery
- Emergency service equipment to support first responders and emergency services
- IT equipment for communication and data management
- Waste and recycling equipment to support waste disposal and recycling

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

The state of the infrastructure for machinery and equipment assets is summarized in the following table.

## Asset Inventory & Costs

The table below includes the quantity, total replacement cost and annual capital requirements of each asset segment in the Township’s fleet inventory.

Asset Segment	Number of Assets	Replacement Cost	Annual Capital Requirement
Fire and Emergency	44	\$1,086,651	\$94,338
Information Technology	41	\$1,003,384	\$130,563
Public Works	41	\$3,227,860	\$192,598
Recreational and Cultural	12	\$104,669	\$12,711
Solid Waste	26	\$784,388	\$61,406
<b>Total</b>		<b>\$6,206,952</b>	<b>\$491,616</b>

Each asset’s replacement cost should be reviewed periodically to determine whether adjustments are needed to more accurately represent realistic capital requirements.

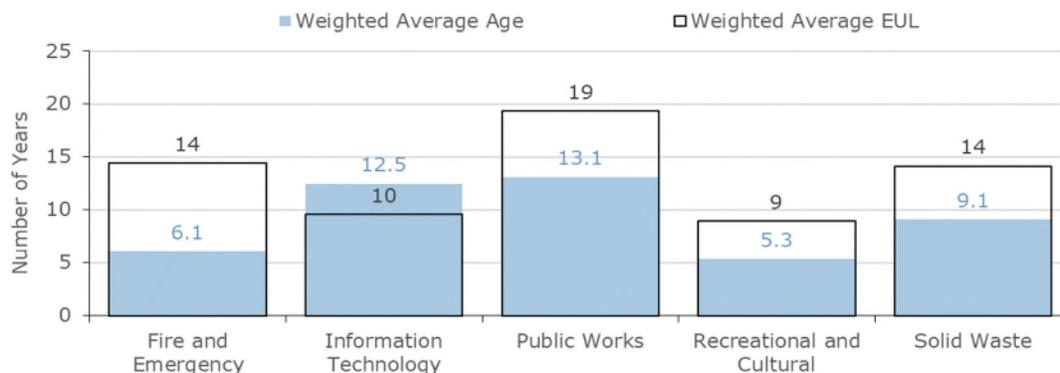
Replacement Cost	Condition	Financial Capacity
\$6.2 million	Fair (53%)	Annual Requirement: \$491,616
		Funding Available: \$313,080
		Annual Deficit: \$178,536

## Asset Condition & Age

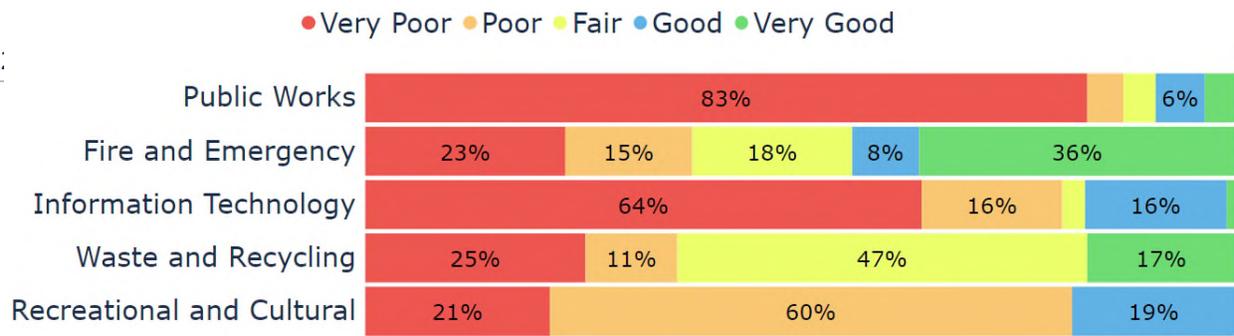
The graph below identifies the average age, and the estimated useful life for each asset segment.

Each asset’s estimated useful life should also be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type.

The graph below visually illustrates the average condition for each asset segment



on a very good to very poor. The average condition (%) is a weighted value based on replacement cost.



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

## Current Approach to Condition Assessment

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

- Staff complete regular visual inspections of machinery and equipment assets to ensure they are structurally and functionally sound. Assets typically stay true to their estimated useful life and are replaced at end of life.
- Condition assessments are conducted on fire and emergency assets in accordance with regulations for health and safety regulations including National Fire Protection Association (NFPA) codes and standards for fire service-related machinery and equipment assets

In this AMP the following rating criteria is used to determine the current condition of fleet segments and forecast future capital requirements:

Condition	
Very Good	80-100
Good	60-80
Fair	40-60
Poor	20-40
Very Poor	0-20

## Lifecycle Management Strategy

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

proactively manage asset deterioration. The following table outlines the Township’s current lifecycle management strategy.

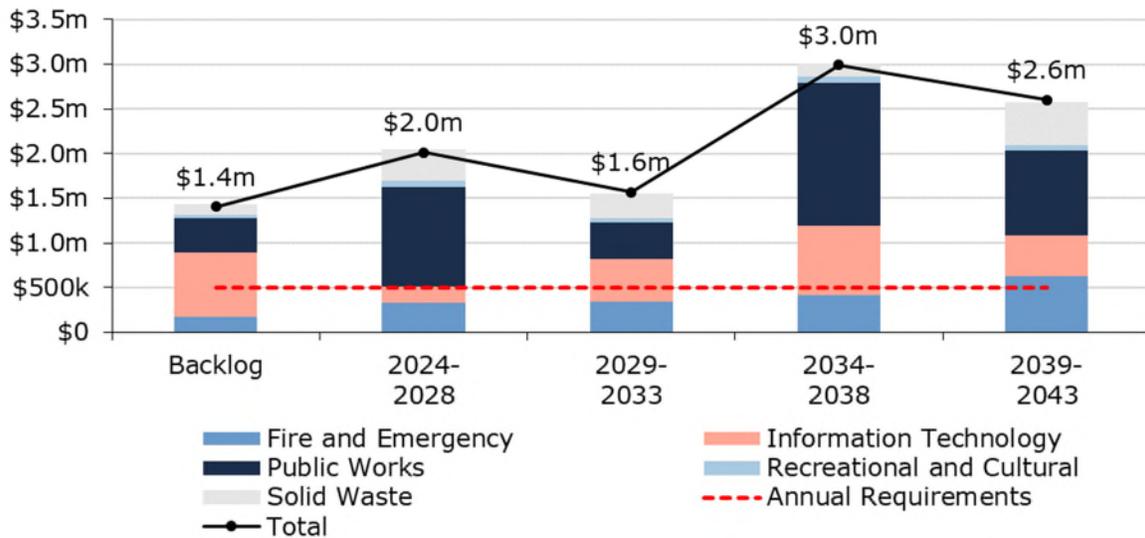
Activity Type	Description of Current Strategy
Maintenance / Rehabilitation	Maintenance program varies by department
	Fire and Emergency assets are subject to a much more rigorous inspection and maintenance program compared to most other departments
	Annual preventative maintenance activities include system components check and additional detailed inspections
	Machinery and equipment assets are maintained according to manufacturer recommended actions and supplemented by the expertise of municipal staff
Replacement	The replacement of machinery and equipment assets depends on deficiencies identified by operators that may impact their ability to complete required tasks

### Forecasted Capital Requirements

Based on the current asset inventory and assuming end-of-life replacement of all assets in this category, the following graphs forecasts short- and long-term capital requirements. The annual capital requirement represents the average amount per year that the Township should allocate towards funding rehabilitation and replacement needs.

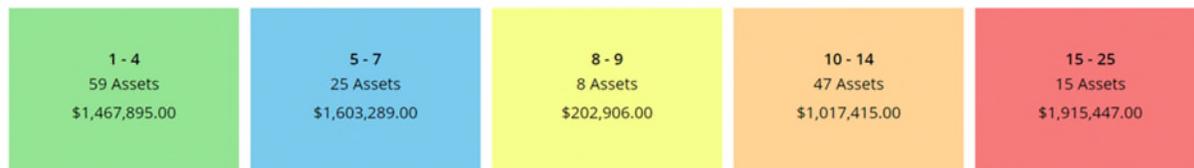
The projected cost of lifecycle activities that will need to be undertaken over the next 10 years to maintain the current level of service can also be found in Appendix B.

The graph below identifies capital requirements over the next 20 years. This projection is used as it ensures that every asset has gone through one full iteration of replacement. The forecasted requirements are aggregated into 5-year bins and do not include assets that may be required due to growth.



## Risk & Criticality

The following risk breakdown provides a visual representation of the relationship between the probability of failure and the consequence of failure for the assets within this asset category based on 2023 inventory data.



This is a high-level model developed for the purposes of this AMP and Township staff should review and adjust the risk model to reflect an evolving understanding of both the probability and consequences of asset failure.

The asset-specific attributes that municipal staff utilize to define and prioritize the criticality of vehicles are documented below:

### Probability of Failure (POF)

Condition	Replacement Cost (Financial)
Service Life Remaining	Machinery and Equipment Function/ Department (Strategic)

The identification of critical assets allows the Township to determine appropriate risk mitigation strategies and treatment options. Risk mitigation may include asset-specific lifecycle strategies, condition assessment strategies, or simply the need to collect better asset data.

## Levels of Service

### Community Levels of Service

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

Service Attribute	Qualitative Description	Current LOS
Scope	Description of the current condition of Machinery & Equipment and plans in place to maintain service level	Machinery & Equipment are safe for operation and all operators have completed necessary training

### Technical Levels of Service

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

Service Attribute	Technical Metric	Current LOS (2021)
Scope	% of Machinery & Equipment that are in good or very good condition	52%
	% of Machinery & Equipment that are in poor or very poor condition	42%
Performance	Target reinvestment rate	7.9%
	Capital reinvestment rate	5.0%

## Recommendations

### Replacement Costs

- All replacement costs used in this AMP were based on the inflation of historical costs.

### Condition Assessment Strategies

- Age-based condition was used within this AMP, but actual assessed condition by a mechanic is ideal for a more accurate depiction of the assets' functionality.
- Review assets that have surpassed their estimated useful life to determine if immediate replacement is required or whether these assets are expected to remain in-service while taking into account repair costs.

## **Risk Management Strategies**

- Implement risk-based decision-making as part of asset management planning and budgeting processes.
- Review risk models on a regular basis and adjust according to an evolving understanding of the probability and consequences of asset failure.

## **Levels of Service**

- Begin measuring current levels of service in accordance with the metrics that the Township has established in this AMP. Additional metrics can be established as they are determined to provide meaningful and reliable inputs into asset management planning.
- Work towards identifying proposed levels of service for the 2025 deadline as per O. Reg. 588/17 and identify the strategies that are required to close any gaps between current and proposed levels of service.

## Vehicles

Similar to machinery and equipment assets, vehicle assets support staff in the efficient delivery of municipal services and personnel. These assets include

- Light-duty and heavy-duty vehicles to support the maintenance of municipal infrastructure and address service requests
- Emergency service vehicles and equipment to support first responders
- Vehicles dedicated to supporting recreational and cultural services
- Vehicles dedicated to supporting waste and recycling services

Keeping vehicle assets in an adequate state of repair is important to maintain a high level of service.

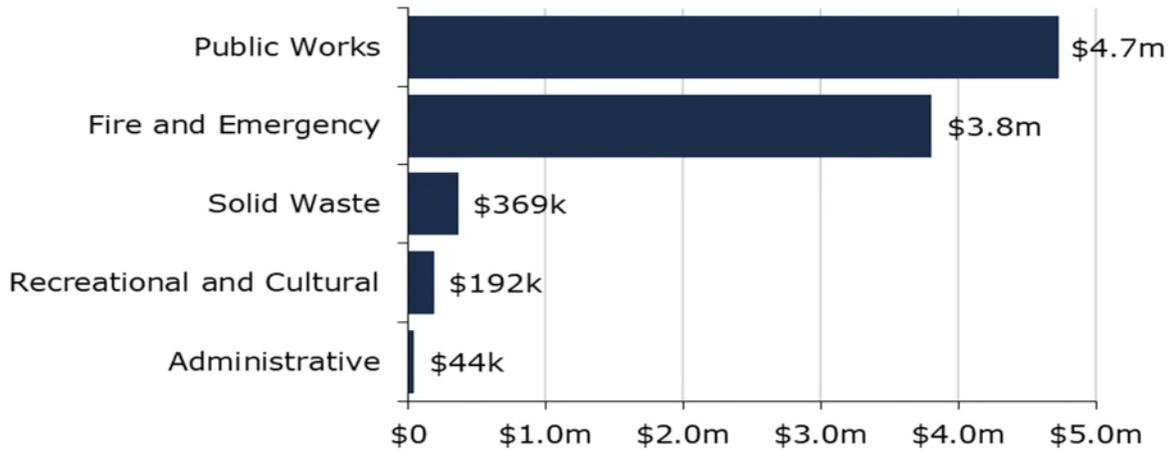
The state of the infrastructure for fleet assets is summarized in the following table.

Replacement Cost	Condition	Financial Capacity	
\$9.13 million	Fair (41%)	Annual Requirement:	\$871,103
		Funding Available:	\$619,931
		Annual Deficit:	\$251,172

## Asset Inventory & Costs

The table below includes the quantity, total replacement cost and annual capital requirements of each asset segment in the Township's fleet inventory.

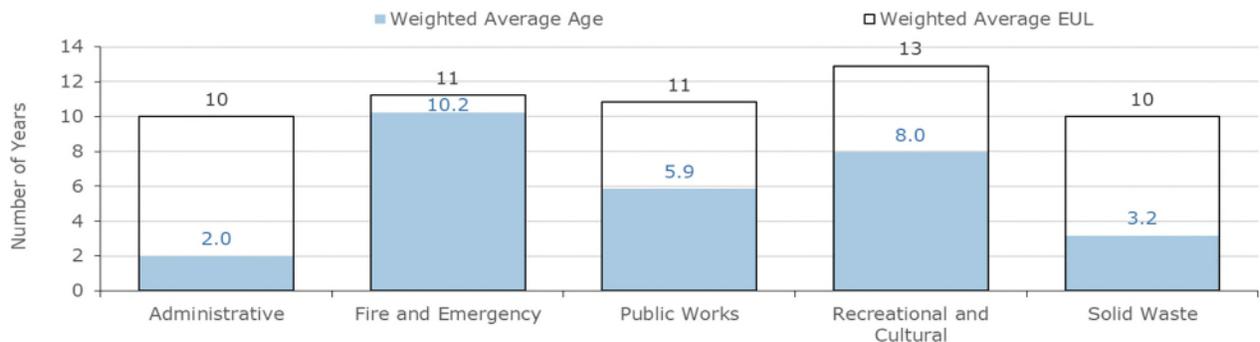
Asset Segment	Number of Assets	Replacement Cost	Annual Capital Requirement
Administrative	1	\$43,831	\$4,383
Fire and Emergency	16	\$3,802,040	\$357,000
Public Works	22	\$4,723,964	\$453,639
Recreational and Cultural	6	\$191,516	\$19,152
Solid Waste	2	\$369,297	\$36,930
<b>Total</b>		<b>\$9,130,648</b>	<b>\$871,103</b>



Each asset’s replacement cost should be reviewed periodically to determine whether adjustments are needed to more accurately represent realistic capital requirements.

## Asset Condition & Age

The figure below identifies the average age, and the estimated useful life for each asset segment.



Each asset’s estimated useful life should also be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type.

The graph below visually illustrates the average condition for each asset segment on a very good to very poor. The average condition (%) is a weighted value based on replacement cost.



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

## Current Approach to Condition Assessment

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

- Staff complete regular visual inspections of vehicle assets to ensure they are in state of adequate repair prior to operation
- The mileage of vehicles is used as a proxy to determine remaining useful life and relative vehicle condition
- Condition assessments are conducted on fire and emergency vehicle assets in accordance with regulations for health and safety regulations including National Fire Protection Association (NFPA) codes and standards for fire service-related vehicle assets

In this AMP the following rating criteria is used to determine the current condition of fleet segments and forecast future capital requirements:

Condition	
Very Good	80-100
Good	60-80
Fair	40-60
Poor	20-40
Very Poor	0-20

## Lifecycle Management Strategy

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

Activity Type	Description of Current Strategy
Maintenance / Rehabilitation	Maintenance program varies by department
	Visual inspections on some vehicle assets completed and documented daily; fluids inspected at every fuel stop; tires inspected monthly
	Every 4-7000km includes a detailed inspection; tires are rotated and oil changed
	Annual preventative maintenance activities include system components check and additional detailed inspections
Replacement	Age, kilometres and annual repair costs are taken into consideration when determining appropriate treatment options for vehicle assets

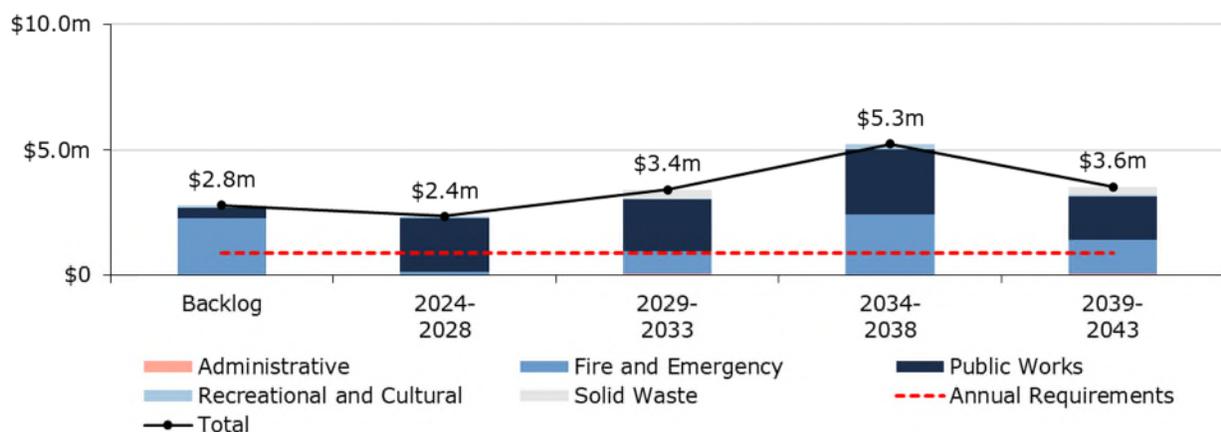
## Forecasted Capital Requirements

Based on the current asset inventory and assuming end-of-life replacement of all assets in this category, the following graphs forecasts short- and long-term capital requirements.

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

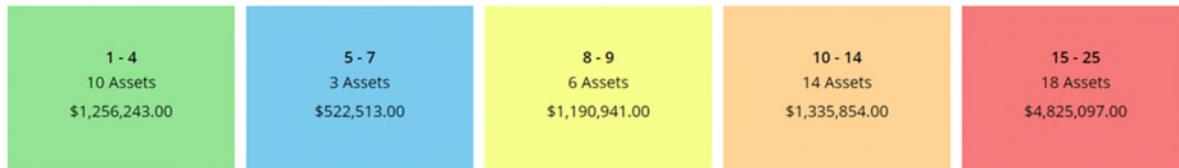
The projected cost of lifecycle activities that will need to be undertaken over the next 10 years to maintain the current level of service can be found in Appendix B.

The graph below identifies capital requirements over the next 20 years. This projection is used as it ensures that every asset has gone through one full iteration of replacement. The forecasted requirements are aggregated into 5-year bins and do not include assets that may be required due to growth.



## Risk & Criticality

The following risk breakdown provides a visual representation of the relationship between the probability of failure and the consequence of failure for the assets within this asset category based on 2023 inventory data.



This is a high-level model developed for the purposes of this AMP and Township staff should review and adjust the risk model to reflect an evolving understanding of both the probability and consequences of asset failure.

The asset-specific attributes that municipal staff utilize to define and prioritize the criticality of vehicles are documented below:

Probability of Failure (POF)	Consequence of Failure (COF)
Condition	Replacement Cost (Financial)
Service Life Remaining	Vehicle Asset Function/Department (Strategic)

The identification of critical assets allows the Township to determine appropriate risk mitigation strategies and treatment options. Risk mitigation may include asset-specific lifecycle strategies, condition assessment strategies, or simply the need to collect better asset data.

## Levels of Service

### Community Levels of Service

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

Service Attribute	Qualitative Description	Current LOS (2021)
Scope	Description of the current condition of Vehicles and plans in place to maintain service level	Vehicles are safe for operation

## Technical Levels of Service

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

Service Attribute	Technical Metric	Current LOS
Scope	% of Vehicles that are in good or very good condition	35%
	% of Vehicles that are in poor or very poor condition	55%
Performance	Target reinvestment rate	9.5%
	Capital reinvestment rate	6.8%

## Recommendations

### Replacement Costs

- All replacement costs used in this AMP were based on the inflation of historical costs.

### Condition Assessment Strategies

- Age-based condition was used within this AMP, but actual assessed condition by a mechanic is ideal for a more accurate depiction of the assets’ functionality.
- Review assets that have surpassed their estimated useful life to determine if immediate replacement is required or whether these assets are expected to remain in-service while taking into account repair costs.

### Risk Management Strategies

- Implement risk-based decision-making as part of asset management planning and budgeting processes.
- Review risk models on a regular basis and adjust according to an evolving understanding of the probability and consequences of asset failure.

### Levels of Service

- Begin measuring current levels of service in accordance with the metrics that the Township has established in this AMP. Additional metrics can be established as they are determined to provide meaningful and reliable inputs into asset management planning.
- Work towards identifying proposed levels of service for the 2025 deadline as per O. Reg. 588/17 and identify the strategies that are required to close any gaps between current and proposed levels of service.

## Land Improvements

The Township of North Frontenac owns several assets that are grouped under the land improvements category and assist in providing the Township with community recreation, boat launches and natural outdoor space. Keeping these assets in an adequate state of repair is important to providing a high level of service.

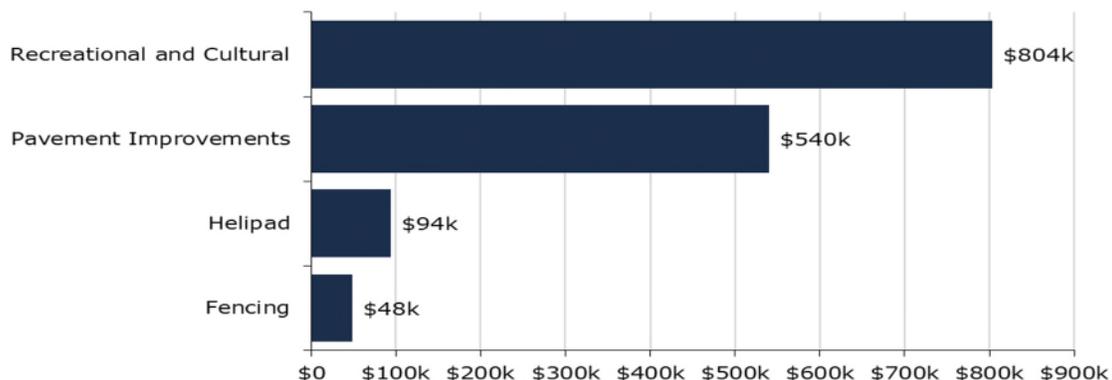
The state of the infrastructure for the land improvements is summarized in the following table.

Replacement Cost	Condition	Financial Capacity	
\$1.49 million	Good (78%)	Annual Requirement:	\$74,844
		Funding Available:	\$2,000
		Annual Deficit:	\$72,844

## Asset Inventory & Costs

The table below includes the quantity, total replacement cost and annual capital requirements of each asset segment in the Township’s parks and land improvements inventory.

Asset Segment	Number of Assets	Replacement Cost	Annual Capital Requirement
Fencing	3	\$48,367	\$2,418
Helipad	2	\$93,861	\$5,756
Pavement Improvements	5	\$539,960	\$23,830
Recreational and Cultural	16	\$803,885	\$42,840



**Total**

**\$1,486,073**

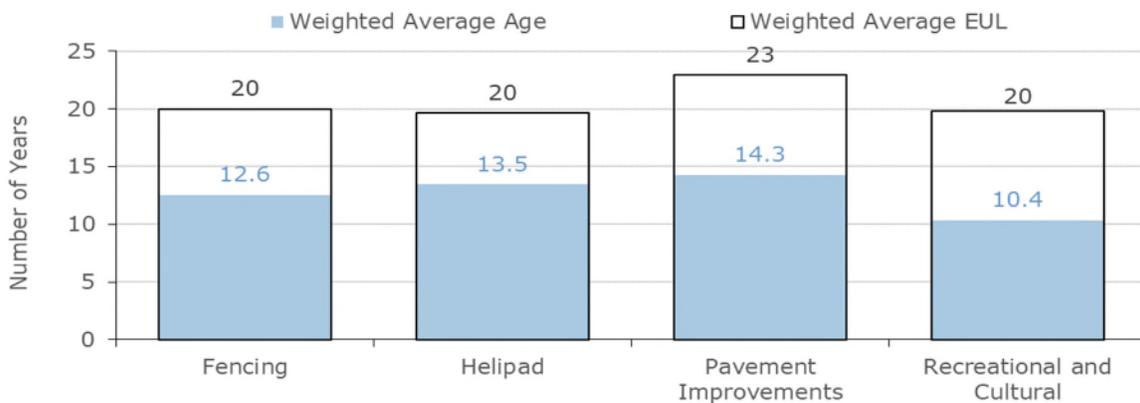
**\$74,844**

Each asset’s replacement cost should be reviewed periodically to determine whether adjustments are needed to more accurately represent realistic capital requirements.

## Asset Condition & Age

The figure below identifies the average age, and the estimated useful life for each asset segment.

Each asset’s estimated useful life should also be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type.



The graph below visually illustrates the average condition for each asset segment on a very good to very poor. The average condition (%) is a weighted value based on replacement cost.



To ensure that the Township’s parks and land improvements assets continue to provide an acceptable level of service, the Township should monitor the average condition of all assets. If the average condition declines, staff should re-evaluate their lifecycle management strategy to determine what combination of

maintenance, rehabilitation and replacement activities is required to increase the overall condition of the land improvements.

## Current Approach to Condition Assessment

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

- Staff complete regular visual inspections of land improvements assets to ensure they are in state of adequate repair
- Staff conduct formal inspections of outdoor play space, fixed play structures and surfacing in accordance with CAN/CSA-Z614 and required as per O. Reg. 137/15
- There are no other formal condition assessment programs in place for other land improvements assets

In this AMP the following rating criteria is used to determine the current condition of land improvements segments and forecast future capital requirements:

Condition	Rating
Very Good	80-100
Good	60-80
Fair	40-60
Poor	20-40
Very Poor	0-20

## Lifecycle Management Strategy

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

The following table outlines the Township’s current lifecycle management strategy.

Activity Type	Description of Current Strategy
Maintenance, Rehabilitation & Replacement	The parks and land improvements asset category includes several unique asset types and lifecycle requirements are dealt with on a case-by-case basis

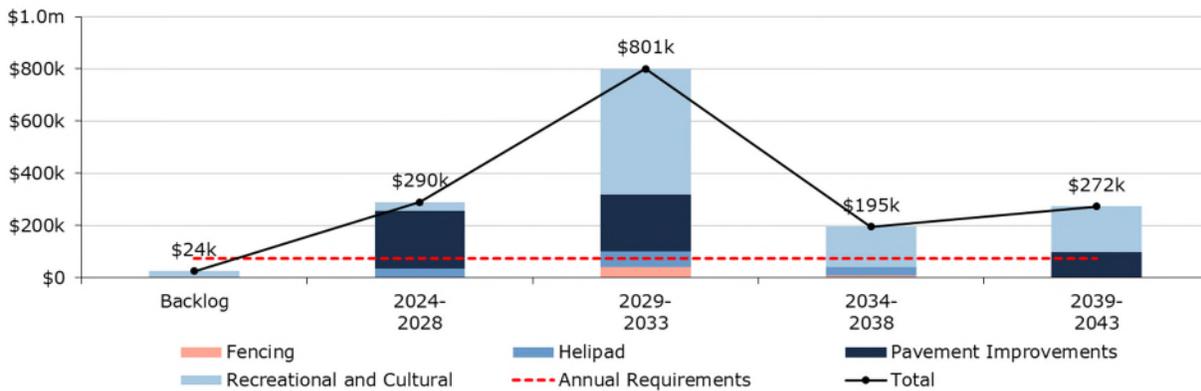
## Forecasted Capital Requirements

Based on the current asset inventory and assuming end-of-life replacement of all assets in this category, the following graphs forecasts short- and long-term capital requirements.

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

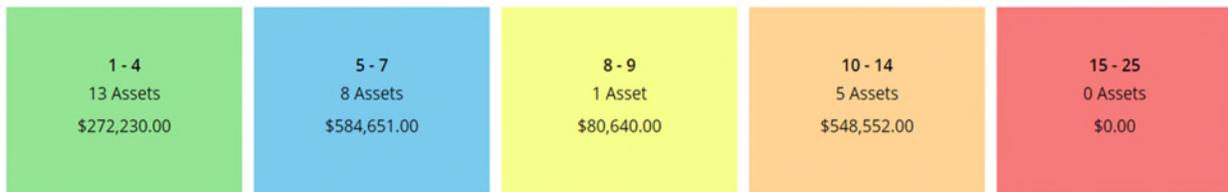
The projected cost of lifecycle activities that will need to be undertaken over the next 10 years to maintain the current level of service can also be found in Appendix B.

The graph identifies capital requirements over the next 20 years. This projection is used as it ensures that every asset has gone through one full iteration of replacement. The forecasted requirements are aggregated into 5-year bins and do not include assets that may be required due to growth.



## Risk & Criticality

The following risk breakdown provides a visual representation of the relationship between the probability of failure and the consequence of failure for the assets within this asset category based on 2023 inventory data.



This is a high-level model developed for the purposes of this AMP and Township staff should review and adjust the risk model to reflect an evolving understanding of both the probability and consequences of asset failure.

The asset-specific attributes that municipal staff utilize to define and prioritize the criticality of park and land improvements are documented below:

<b>Probability of Failure (POF)</b>	<b>Consequence of Failure (COF)</b>
Condition	Replacement Cost (Direct Financial)
Service Life Remaining	Parks and Land Improvements Asset Type (Strategic)

The identification of critical assets allows the Township to determine appropriate risk mitigation strategies and treatment options. Risk mitigation may include asset-specific lifecycle strategies, condition assessment strategies, or simply the need to collect better asset data. Levels of Service

## Community Levels of Service

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

<b>Service Attribute</b>	<b>Qualitative Description</b>	<b>Current LOS (2021)</b>
Scope	Description of the current condition of recreation and land improvements and plans in place to maintain service level	Parks and recreation areas meet recreational needs and are reasonably accessible to the community

## Technical Levels of Service

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

<b>Service Attribute</b>	<b>Technical Metric</b>	<b>Current LOS (2021)</b>
Scope	% of land improvements that are in good or very good condition	94%
	% of recreation and land improvements that are in poor or very poor condition	2%
Performance	Target reinvestment rate	5.0%
	Capital reinvestment rate	0.1%

## Recommendations

### Asset Inventory

- The current parks and land improvements asset inventory is incomplete and lacking a consistent asset hierarchy. The Township should conduct an

inventory review, collect and consolidate asset data to ensure all relevant assets are accounted for.

## **Replacement Costs**

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

## **Condition Assessment Strategies**

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

## **Risk Management Strategies**

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

## **Levels of Service**

- Work towards identifying proposed levels of service for the 2025 deadline as per O. Reg. 588/17 and identify the strategies that are required to close any gaps between current and proposed levels of service.

## **Impacts of Growth**

Understanding the key drivers of growth and demand will allow the Township to more effectively plan for new infrastructure, and the upgrade or disposal of existing infrastructure. The 2021 census identified a 20% population increase from 2016 to 2020, exceeding the 2046 projection in the County's 2020 Projections report. The costs of growth should be considered in long-term funding strategies that are designed to maintain the current level of service

### **Description of Growth Assumptions**

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

### **Township of North Frontenac Official Plan (2017)**

The Township adopted a new Official Plan in 2017 to guide and direct the future development of the Township of North Frontenac to the year 2027. The Official Plan serves to protect existing development, and to encourage economic growth that will positively impact the Township's residents.

The Official Plan has been approved by the Council of the County of Frontenac as of September 20<sup>th</sup>, 2017.

The Community Development Policies apply to areas including Hamlet Settlement Areas, Rural Areas, and Waterfront Areas. Hamlet Settlement Areas permit a mix of land uses including residential, public service, commercial and industrial. Within the Rural Area, residential, co-operative areas, recreational, commercial, and industrial uses are permitted by the Plan.

The intent of the Official Plan is to ensure conservation, protection, and enhancement of water resources. Therefore, Waterfront Areas permitted uses only include low-density residential development, tourism use, and recreational vehicles parks and campgrounds.

### **County of Frontenac Official Plan (2016)**

The County of Frontenac Official Plan serves as the upper tier Official Plan for the county, used to guide policy planning and physical planning of local municipalities. The Growth Management section is intended to help guide new development across the County based on Growth Projections for population and employment until 2034.

The population of the County is forecasted to increase from 27,900 in 2011, to 32,900 in 2034. The Township of North Frontenac is allocated 7% of this forecasted growth.

## Population, Housing and Employment Projections Study (2020)

In 2020, a 'Population, Housing and Employment Projections' report was prepared by Watson and Associates Economists Limited for the County of Frontenac as an update to the 2014 iteration and to revise the County's long-term growth forecasts based on recent demographic and economic trends.

The report provided a summary of the historical and forecast population, housing and employment statistics as well as a growth projection model for the County.

The following table outlines the population and household forecasts that have been allocated to the Township:

<b>North Frontenac Population and Household Forecast (2016 to 2046)</b>				
	<b>2016</b>	<b>2026</b>	<b>2036</b>	<b>2046</b>
Population (permanent)	1,940	2,050	2,090	2,110
Population (seasonal)	8,550	8,860	9,180	9,370
Household (permanent)	925	995	1,045	1,070
Household (seasonal)	2,335	2,420	2,505	2,560

Key observations from the report include:

- North Frontenac's total permanent population is forecasted to reach approximately 2,100 persons by 2046<sup>3</sup>
- The average annual permanent population growth rate for the Township over the 2016 - 2046 forecast period is projected at 0.3%
- Over the 2016-2046 forecast period, the Township is expected to average 150 new permanent housing units to its base and about 90% of new permanent housing is to occur in the rural area outside of designated settlement areas
- The demand for new seasonal housing is expected to be steady at the Township, averaging 8 new units per year
- Including the seasonal population base, the Township's combined population is forecast to reach approximately 11,500 in 2046 from 10,500 in 2016

<sup>3</sup> Based on the 2021 census, the Township has already exceeded the 2046 population forecast that was indicated in the 2020 'Population, Housing and Employment Projections' report.

## Impact of Growth on Lifecycle Activities

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

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

## Financial Strategy

The Township is committing approximately \$2.7 million towards capital projects per year from sustainable revenue sources. Given the annual capital requirement of \$6.4 million, there is currently a funding gap of \$3.7 million annually. For tax-funded assets, we recommend increasing tax revenues by 2.7% each year for the next 15 years to achieve a sustainable level of funding

### Financial Strategy Overview

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

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

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

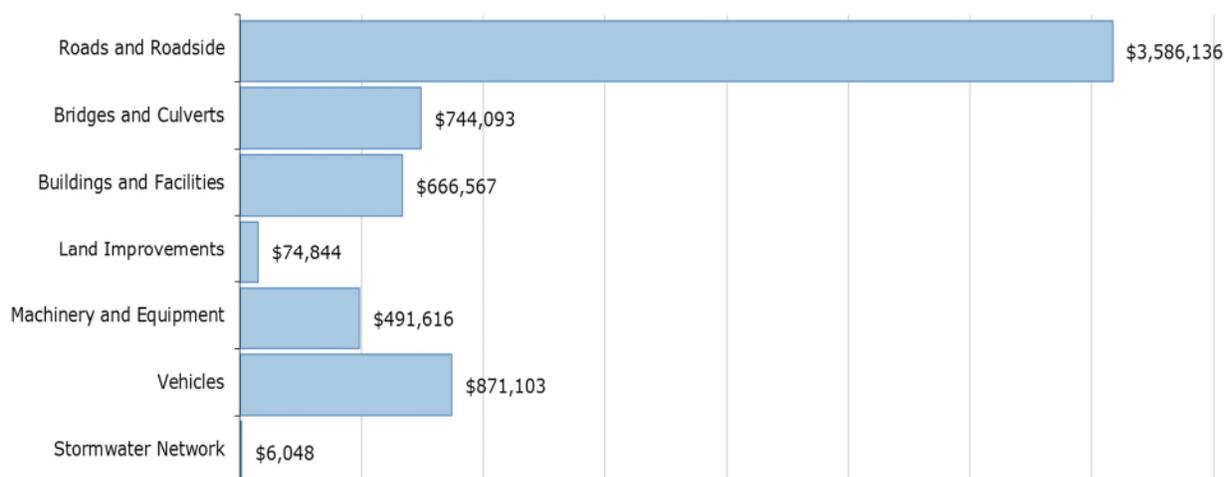
Note: Periodic grants are normally not included due to Provincial requirements for firm commitments. However, if moving a specific project forward is wholly dependent on receiving a one-time grant, the replacement cost included in the financial strategy is the net of such grant being received.

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

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

## Annual Requirements & Capital Funding

The annual requirements represent the amount the Township 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 Township must allocate approximately \$6.4 million annually to address capital requirements for the assets included in this AMP.



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

However, for HCB, LCB and gravel roads, lifecycle management strategies have been developed to identify capital costs that are realized through strategic rehabilitation and renewal of the Township’s roads. The development of these strategies allows for a comparison of potential cost avoidance if the strategies were to be implemented.

The following table compares the two scenarios for roads:

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

Asset Segment	Annual Requirements (Replacement Only)	Annual Requirements (Lifecycle Strategy)	Difference
Gravel Roads	\$2,391,613	\$809,802	\$1,581,811
HCB Roads	\$309,809	\$234,175	\$75,634
LCB Roads	\$7,227,563	\$2,513,298	\$4,714,265
<b>Total</b>	<b>\$9,828,986</b>	<b>\$3,557,275</b>	<b>\$6,371,710</b>

The implementation of a proactive lifecycle strategy for roads leads to a potential annual cost avoidance of \$6,371,710 for roads assets. This represents an overall reduction of the annual requirements by 64%. As the lifecycle strategy scenario represents the lowest cost option available to the Township, we have used this annual requirement in the development of the financial strategy.

### Annual Funding Available

Based on a historical analysis of sustainable capital funding sources, the Township is committing approximately \$2.7 million towards capital projects per year from sustainable revenue sources. Given the annual capital requirement of \$6.4 million there is currently a funding gap of \$3.7 million annually.



## Funding Objective

We have developed a scenario that would enable North Frontenac to achieve full funding within 15 years for the following assets:

**Tax Funded Assets:** Roads and Roadside, Bridges and Culverts, Buildings and Facilities, Vehicles, Machinery and Equipment, Parks and Land Improvements, Stormwater

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

## Current Funding Position

North Frontenac’s average annual asset investment requirements, current funding positions, and funding increases required to achieve full funding on assets funded by taxes are as follows.

- The average annual investment requirement for the all asset categories is \$6.4 million.
- The annual revenue currently allocated to these assets for capital purposes is \$2.7 million
- The annual deficit of \$3.7 million

Put differently, these infrastructure categories are currently funded at 42% of their long-term requirements.

## Full Funding Requirements

In 2024, Township of North Frontenac has annual tax revenues of \$7.19 million. Without consideration of any other sources of revenue or cost containment strategies, full funding would require 48.9% tax change over time.

	Annual Tax Increase Needed			
	5 Years	10 Years	15 Years	20 Years
Infrastructure Deficit	\$3,734,839	\$3,734,839	\$3,734,839	\$3,734,839
Annual Increase	8.7%	4.3%	2.7%	2.1%

## Use of Debt

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

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

Sustainable funding models that include debt need to incorporate the risk of rising interest rates. The following graph shows where historical lending rates have been:

A change in 15-year rates from 3% to 6% would change the premium from 26% to 54%. Such a change would have a significant impact on a financial plan.

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

## Use of Reserves

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

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

By asset category, the table below outlines the totals of the reserves currently available towards the Township's capital asset inventory.

<b>Asset Type</b>	<b>Balance on December 31, 2023</b>
Core Assets	\$3,766,194
Non-Core Assets	\$1,084,378
<b>Total:</b>	<b>4,850,572</b>

There is considerable debate in the municipal sector as to the appropriate level of reserves that a Township should have on hand. Council adopted By-law # 2024-24 on April 5, 2024 that provides targets, purpose and funding for each Reserve and Reserve Fund. Factors that municipalities should consider when determining their capital reserve requirements include:

- breadth of services provided
- age and condition of infrastructure
- use and level of debt
- economic conditions and outlook
- 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 North Frontenac'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.

## Financial Strategy Recommendations

Considering all the above information, we recommend the 15-year option. This involves full capital funding being achieved over 15 years by:

- when realized, reallocating the debt cost reductions
- increasing tax revenues by 2.7% each year for the next 15 years solely for the purpose of phasing in full funding to the asset categories covered in this section of the AMP.
- allocating the current CCBF, OCIF, and OMPF revenue as outlined previously.
- allocating the scheduled OCIF grant increases to the infrastructure deficit as they occur.
- reallocating appropriate revenue from categories in a surplus position to those in a deficit position.
- increasing existing and future infrastructure budgets by the applicable inflation index on an annual basis 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:

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

## Appendix A: Infrastructure Report Card

Asset Category	Replacement Cost (millions)	Asset Condition	Financial Capacity	
Roads and Roadside	\$140	Fair (45%)	Annual Requirement:	\$3,586,136
			Funding Available:	\$1,155,081
			Annual Deficit:	\$2,431,055
Bridges and Culverts	\$37.37	Good (72%)	Annual Requirement:	\$744,093
			Funding Available:	\$434,500
			Annual Deficit:	\$309,593
Stormwater Network	\$0.3	Very Poor (0%)	Annual Requirement:	\$6,048
			Funding Available:	\$0
			Annual Deficit:	\$6,048
Buildings and Facilities	\$17.5	Fair (40%)	Annual Requirement:	\$666,567
			Funding Available:	\$180,976
			Annual Deficit:	\$485,591
Land Improvements	\$1.48	Good (78%)	Annual Requirement:	\$74,844
			Funding Available:	\$2,000
			Annual Deficit:	\$72,844
Vehicles	\$9.1	Fair (41%)	Annual Requirement:	\$871,103
			Funding Available:	\$619,931
			Annual Deficit:	\$251,172
Machinery and Equipment	\$6.2	Fair (53%)	Annual Requirement:	\$491,616
			Funding Available:	\$313,080
			Annual Deficit:	\$178,536
Overall	\$212	Fair (50%)	Annual Requirement:	\$6,440,407
			Funding Available:	\$2,705,568
			Annual Deficit:	\$3,734,839

## Appendix B: 10-Year Capital Requirements

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

<b>Roads and Roadside</b>											
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Gravel Roads	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$8.2m	\$0
Guiderails	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$83k	\$0
HCB Roads	\$0	\$0	\$0	\$583k	\$0	\$0	\$921k	\$39k	\$479k	\$0	\$0
LCB Roads	\$940k	\$25.0m	\$18.8m	\$3.7m	\$0	\$0	\$0	\$642k	\$1.5m	\$547k	\$940k
Streetlights	\$0	\$0	\$0	\$0	\$0	\$79k	\$0	\$0	\$0	\$0	\$0
	\$940k	\$25.0m	\$18.8m	\$4.2m	\$0	\$79k	\$921k	\$681k	\$2.0m	\$8.8m	\$673k

<b>Bridges and Culverts</b>											
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Bridges	\$0	\$350k	\$260k	\$870k	\$0	\$0	\$60k	\$3.0m	\$900k	\$0	\$0
Structural Culverts	\$580k	\$0	\$0	\$0	\$0	\$0	\$0	\$260k	\$0	\$0	\$580k
	\$580k	\$350k	\$260k	\$870k	\$0	\$0	\$60k	\$3.3m	\$900k	\$0	\$580k

<b>Stormwater</b>											
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Catch Basins	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Storm Pipes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

<b>Buildings and Facilities</b>											
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Administrative	\$89k	\$151k	\$830k	\$33k	\$70k	\$473k	\$103k	\$232k	\$161k	\$265k	\$89k
Fire and Emergency	\$187k	\$63k	\$523k	\$131k	\$179k	\$224k	\$245k	\$396k	\$61k	\$399k	\$187k
Public Works	\$650k	\$354k	\$817k	\$339k	\$93k	\$92k	\$174k	\$560k	\$6k	\$260k	\$650k
Recreational and Cultural	\$542k	\$274k	\$737k	\$283k	\$330k	\$339k	\$2876k	\$563k	\$102k	\$578k	\$542k
	\$1.5m	\$843k	\$2.9m	\$785k	\$672k	\$1.1m	\$798k	\$1.8m	\$330k	\$1.5m	\$1.5m
<b>Machinery and Equipment</b>											
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Fire and Emergency	\$62k	\$53k	\$67k	\$113k	\$29k	\$93k	\$85k	\$26k	\$57k	\$78k	\$62k
Information Technology	\$0	\$43k	\$49k	\$60k	\$31k	\$366k	\$24k	\$8k	\$19k	\$66k	\$0
Public Works	\$394k	\$30k	\$654k	\$23k	\$20k	\$4k	\$61k	\$300k	\$41k	\$0	\$394k
Recreational and Cultural	\$0	\$24k	\$7k	\$7k	\$0	\$23k	\$0	\$22k	\$16k	\$13k	\$0
Solid Waste	\$60k	\$58k	\$166k	\$61k	\$0	\$0	\$51k	\$68k	\$45k	\$103k	\$60k
	\$517k	\$208k	\$943k	\$263k	\$80k	\$487k	\$221k	\$423k	\$176k	\$260k	\$517k
<b>Vehicles</b>											
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Administrative	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$44k	\$0	\$0
Fire and Emergency	\$0	\$0	\$63k	\$85k	\$0	\$275k	\$120k	\$452k	\$0	\$54k	\$0
Public Works	\$100k	\$430k	\$557k	\$960k	\$122k	\$480k	\$380k	\$0	\$445k	\$785k	\$100k
Recreational and Cultural	\$0	\$0	\$61k	\$0	\$0	\$8k	\$0	\$29k	\$0	\$30k	\$0
Solid Waste	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$300k	\$30k	\$0
	\$100k	\$430k	\$681k	\$1.0m	\$122k	\$764k	\$500k	\$481k	\$789k	\$899k	\$100k

<b>Land Improvements</b>											
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Fencing	\$0	\$0	\$0	\$0	\$0	\$30k	\$0	\$11k	\$0	\$0	\$0
Helipad	\$0	\$33k	\$0	\$0	\$0	\$14k	\$0	\$0	\$0	\$46k	\$0
Pavement Improvements	\$0	\$0	\$0	\$0	\$223k	\$0	\$0	\$81k	\$138k	\$0	\$0
Recreational and Cultural	\$0	\$33k	\$1k	\$0	\$0	\$171k	\$0	\$0	\$86k	\$224k	\$0
	\$0	\$66k	\$1k	\$0	\$223k	\$215k	\$0	\$91k	\$224k	\$271k	\$0

<b>Portfolio Summary</b>											
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Roads and Roadside	\$940k	\$25.0m	\$18.8m	\$4.2m	\$0	\$79k	\$921k	\$681k	\$2.0m	\$8.8m	\$940k
Bridges and Culverts	\$580k	\$350k	\$260k	\$870k	\$0	\$0	\$60k	\$3.3m	\$900k	\$0	\$580k
Buildings and Facilities	\$1.5m	\$843k	\$2.9m	\$785k	\$672k	\$1.1m	\$798k	\$1.8m	\$330k	\$1.5m	\$1.5m
Land Improvements	\$0	\$66k	\$1k	\$0	\$223k	\$215k	\$0	\$91k	\$224k	\$271k	\$0
Machinery and Equipment	\$517k	\$208k	\$943k	\$263k	\$80k	\$487k	\$221k	\$423k	\$176k	\$260k	\$517k
Vehicles	\$100k	\$430k	\$681k	\$1.0m	\$122k	\$764k	\$500k	\$481k	\$789k	\$899k	\$100k
Stormwater Network	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$3.6m	\$26.9m	\$23.6m	\$7.2m	\$1.1m	\$2.7m	\$2.5m	\$6.7m	\$4.4m	\$11.7m	\$3.6m

## **Appendix C: Condition Assessment Guidelines**

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

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

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

### **Role of Asset Condition Data**

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

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

### **Guidelines for Condition Assessment**

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

Condition assessments must include a quantitative or qualitative assessment of the current condition of the asset, collected according to specified condition rating

criteria, in a format that can be used for asset management decision-making. As a result, it is important that staff adequately define the condition rating criteria that should be used and the assets that require a discrete condition rating. When engaging with external consultants to complete condition assessments, it is critical that these details are communicated as part of the contractual terms of the project. There are many options available to the Township to complete condition assessments. In some cases, external consultants may need to be engaged to complete detailed technical assessments of infrastructure. In other cases, internal staff may have sufficient expertise or training to complete condition assessments.

### **Developing a Condition Assessment Schedule**

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

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

## Appendix D: Next Steps

A workplan has been provided to the Municipality to advance its Asset Management Program. These steps are ranked based on their overall asset management value to the Township. Value considers the priority and impact of a recommendation relative to its cost. Steps with a high program value have significant impact and priority and low cost.

Next Steps	AM Program Value
Continue to complete TCA data review to identify missing and/or incomplete assets in the CityWide™ asset inventory.	<b>1 (Highest)</b>
Review and confirm that all assets have been accounted for in the asset inventory, particularly for non-core assets.	<b>2</b>
Regularly review and update replacement costs for all asset classes, incorporating industry standard costing references and local market pricing.	<b>3</b>
Continue to integrate data from various studies, reports, and staff journals within CityWide™ to ensure a centralized, comprehensive, and current asset inventory.	<b>4</b>
Implement a data governance strategy and framework to maintain the level of data maturity	<b>5</b>
Develop detailed LOS frameworks for all assets and identify proposed LOS	<b>6</b>
Educate and train key personnel on broader asset management best practices including database management and the optimal use of CityWide™	<b>7</b>
Review, consider, and as appropriate, account for growth and demand changes to infrastructure management.	<b>8</b>
Provide opportunities for staff and elected officials to attend webinars, educational conferences, and workshops to expand their technical knowledge of asset management principles and practices	<b>9</b>
Develop a process for reporting on LOS and considering LOS results in infrastructure operational and capital decisions.	<b>10</b>
Develop a medium- to long-term external communication strategy to engage public on asset management and obtain feedback to inform development of proposed LOS	<b>11</b>

Next Steps	AM Program Value
Increase team capacity by recruiting a dedicated asset management staffing resource, e.g., asset management coordinator	12
An asset management strategy enforces the asset management policy and aligns it to the asset management plan. Consider developing a formalized, documented asset management strategy.	12
Financial strategies are inextricably linked to LOS (current and proposed) and risk, both of which guide lifecycle decision-making. Frameworks for linking financial strategies to LOS and risk should be established.	14
Consider developing an infrastructure master plan that considers the strategic plan and integrates with land use planning to guide investments.	15 (Least)

## Appendix E: O.Reg.588/17 - Compliance

O. Reg. Requirement	2022 Compliance		2024 Compliance		2025 Compliance
	Core	Non-Core	Core	Non-Core	Core and Non-Core
<b>1.0 Asset Inventory</b>					
1.1 Asset Summary	Yes	N/A	Yes	Yes	No
1.2 Replacement Cost	Yes		Yes	Yes	No
1.3 Average Age	Yes		Yes	Yes	No
1.4 Condition	Yes		Yes	Yes	No
1.5 Condition Assessment Approach	Yes		Yes	Yes	No
<b>2.0 Lifecycle Activities</b>					
2.1 Identify Full Asset Lifecycle	Yes	N/A	Yes	Yes	No
2.2 Document Lifecycle Activities	Yes		Yes	Yes	No
2.3 Quantify Asset Risk	Yes		Yes	Yes	No
2.4 Lifecycle Cost Analysis	Yes		Yes	Yes	No
<b>3.0 Growth</b>					
3.1 Population and Economic assumptions	Yes	N/A	Yes	Yes	No
3.2 Document impact of growth on capital planning	N/A		N/A	N/A	No
<b>4.0 Current Level of Service</b>					
4.1 Define and document current LOS metrics	Yes	N/A	Yes	Yes	No
<b>5.0 Proposed Level of Service</b>					
5.1 Define Proposed LOS	N/A	N/A	N/A	N/A	No
5.2 Difference b/w Current and Proposed LOS					No
5.3 Required Lifecycle Activities and associated Risk					No
5.4 Achievability of Proposed LOS					No
5.5 Affordability of Proposed LOS					No
5.6 Lifecycle activities and risk associated with potential funding shortfall					No

# MINUTES

## Joint Fire Committee Kaladar Barrie

9:00 AM - Friday, February 16, 2024

Northbrook Fire Hall 11905 Highway 41 Northbrook, Ontario



- Present:** Present: Addington Highlands Members – Councillor Ken Hook (Chair), Reeve Henry Hogg and Councillor Kirby Thompson  
North Frontenac Members - Councillor Wayne Good, Councillor Vernon Hermer and Councillor Roy Huetl
- Also Present:** Also Present: Casey Cuddy, Kaladar Barrie Fire Chief, Eric Korhonen, North Frontenac Director of Emergency Services/Fire Chief; Christine Reed (CAO/Clerk/Treasurer, Addington Highlands) and Tara Mieske (Clerk/Planning Manager, North Frontenac)

### 1. Call to Order

*The Secretary called the meeting to order at 9:00 a.m.*

### 2. Appointment of the Chair for 2024

- a) **Joint Fire Committee Procedural Policy - Section 2.6: Appointment of Chair (Addington Highlands Member)**

**1-24 Moved by Councillor Roy Huetl, Seconded by Councillor Kirby Thompson**

**Be It Resolved That**, per Section 2.6 of the Joint Fire Committee Agreement, the Committee appoints Ken Hook (Addington Highlands Member) to sit as the Chair for the 2024 meetings.

**Carried**

### 3. Approval of Agenda

- a) **February 16, 2024**

**2-24 Moved by Councillor Kirby Thompson, Seconded by Councillor Roy Huetl**

**Be It Resolved That** the Committee approves the Agenda for the Joint Fire Committee Meeting dated February 16, 2024, as corrected.

**Carried**

### 4. Disclosure of Pecuniary Interest and General Nature Thereof

None declared.

## 5. Delegations

None.

## 6. Adoption of Minutes

### a) *Minutes of the Meeting(s) to be adopted by Committee*

**3-24 Moved by Councillor Roy Huetl, Seconded by Councillor Kirby Thompson**

**Be It Resolved That** the Committee adopts the Minutes dated September 8, 2023, as corrected.

**Carried**

## 7. Business Arising Out of Minutes

### a) *Resolution #30-23: 2024 Meeting Dates*

**4-24 Moved by Reeve Henry Hogg, Seconded by Councillor Kirby Thompson**

**Be It Resolved That** the Committee defers a decision on meeting dates until after the budget discussion.

**Carried**

## 8. Member Reports and Staff Administrative Reports

### a) *Kaladar Barrie Fire Chief: Annual Review*

**5-24 Moved by Councillor Wayne Good, Seconded by Councillor Kirby Thompson**

**Be It Resolved That** the Committee receives the Kaladar Barrie Fire Chief's Administrative Report entitled "Annual Report for 2023";

**And That** the Committee recommends the Annual Report be circulated to both Councils for their information.

**Carried**

### b) *Kaladar Barrie Fire Chief: Budget Review*

**6-24 Moved by Councillor Wayne Good, Seconded by Councillor Kirby Thompson**

**Be It Resolved That** the Committee receives the Kaladar Barrie Fire Chief's Administrative Report entitled "Budget Review".

**Carried**

### c) *Kaladar Barrie Fire Chief: 2024 Draft Budget*

**7-24 Moved by Councillor Vernon Hermer, Seconded by Reeve Henry Hogg**

**Be It Resolved That** the Committee receives for information the 2024 Draft Budget for

the Kaladar Barrie Fire Department;

**And That** the following amendments be made:

- Increase fire wages to \$104,000;

**And That** the Committee approves the Draft Budget and provides it to each Council for consideration.

**Carried**

## 9. Financial Reports

### a) *Treasurer's Reports:*

1. **General Ledger Fire for January 1, 2023 to December 31, 2023;**
2. **Budgetary Control Report for January 1, 2023 to December 31, 2023; and**
3. **Summary of Reserves - 2023**

**8-24 Moved by Reeve Henry Hogg, Seconded by Councillor Vernon Hermer**

**Be It Resolved That** the Committee receives for information from the Treasurer the following for the Kaladar/Barrrie Fire Department:

1. Treasurer's Budgetary Control for the period January 1, 2023 to December 31, 2023;
2. General Ledger for the period January 1, 2023 to December 31, 2023;
3. Summary of Reserves for the period January 1, 2023 to December 31, 2023 .

**Carried**

## 7. Business Arising out of Minutes (con't)

### a) *Resolution #30-23: 2024 Meeting Dates*

**9-24 Moved by Councillor Wayne Good, Seconded by Councillor Kirby Thompson**

**Whereas** at the meeting on September 8, 2023, the Joint Fire Committee received for information the Secretary's Administrative Report entitled "Resolution #26-23 - Length of Meetings and Meeting Dates for 2024"; and deferred setting the 2024 meeting dates until the February meeting of the Committee;

**Therefore Be It Resolved That** the Committee sets the following dates and times for Meetings of the Joint Fire Committee for 2024:

June 7, 2024 at 9:00 a.m.

September 12, 2024 at 9:00 a.m.

November 1, 2024 at 9:00 a.m.

**Carried**

## 10. Communications

None.

## 11. Public Forum

None.

**12. Closed Session**

None.

**13. Rise and Report**

None.

**14. Adjournment**

**a) *Adjournment of the Meeting***

**10-24 Moved by Councillor Vernon Hermer, Seconded by Reeve Henry Hogg**

**Be It Resolved That** the Committee adjourns the Meeting at 10:31 a.m. until June 7, 2024 or at the call of the Chair.

**Carried**

\_\_\_\_\_  
Chair

\_\_\_\_\_  
Secretary



**Resolution of the Joint Fire Committee Kaladar Barrie**

**Date:** June 7, 2024

**Resolution # 16-24**

**Moved By:**  
Councillor Kirby Thompson

**Seconded By:**  
Councillor Wayne Good

**Be It Resolved That** the Committee receives the Fire Chief Cuddy's Administrative Report entitled "Fire Truck Costs";  
**And That** the Proposed Capital Budgeted amount for tanker be adjusted to maximum of \$800,000;  
**And That** the Committee instructs the Clerks to provide this resolution to both Councils for consideration.

**Carried**

Mayor



## JOINT FIRE COMMITTEE FOR THE KALADAR/BARRIE FIRE DEPARTMENT

### Administrative Report

**To:** Members of the Joint Fire Committee  
**From:** Fire Chief Casey Cuddy  
**Date of Meeting:** June 7, 2024  
**Re:** Fire Truck Costs

#### **Background**

As you are aware we are in the process of drafting an RFP for a tanker. Over the past few years delivery times for fire apparatus has been up around 3 years. This time delay seems to be coming down as suppliers are starting to advertise spec trucks in que for assembly. This is usually an indicator that the manufactures are not as busy as they were. I do know getting the chassis is one of the biggest delays for the manufacturers.

The last tanker we purchased was Tanker 611 (a 3,000-gallon water master vacuum tanker on a tandem chassis). It was ordered in 2014 (with delivery in 2015) at a cost of \$274,651. Two weeks ago, I was told by the sales rep for that company that the same truck is now over \$800,000. Last week the same sales rep contacted me to say the company is no longer offering the vacuum tanker. I have spoken with a couple of fire truck sales reps and they are all talking \$650,000 to \$800,000 for a tanker with a built-in pump.

I will continue with preparing and issuing an RFP document to dealers however I am concerned we may not see quotes within proposed budget of \$650,000. All estimates above are pretax.

Most RFP acceptance times are usually under 30 days. If the quotes come in over budget there would be delays getting approval from councils thus this report suggesting we look at upping the budget for the truck to \$800,000. I hope I am wrong and pricing comes in much lower but this would provide the window in case it does come in higher than the 2024 budgeted amount.

#### **Financial Implications**

Potential for up to \$150,000 over 2024 proposed budget of \$650,000. All amounts would come out of reserves.

#### **Recommendation**

**Be It Resolved That** the Committee receives the Administrative Report entitled "Fire Truck Costs";

**And That** the Proposed Capital Budgeted amount for tanker be adjusted to maximum of \$800,000.



# Economic Development Task Force Minutes

9:30 AM - Monday, June 17, 2024  
Council Chambers

Notes of the Economic Development Task Force held on Monday, June 17, 2024 at 9:30 AM at the Council Chambers.

**Present:** Councillor Stephanie Regent (Chair); Deputy Mayor John Inglis; Betty Hunter; Cyndy Bonello; Danielle Kesco; Paul Thiel and Dan Vaillancourt

**Absent with Regret:** Councillor Roy Huetl; and Derrick Lancaster

**Also Present:** Brooke Ross, Dipl.M.A., Manager of Community Development (MCD); Richard Allen, Frontenac County Manager Of Economic Development and Lori Newman (Secretary)

## 1. Call to Order

The meeting was called to order by the Chair at 9:30 a.m.

## 2. Traditional Land Acknowledgement

## 3. Disclosure of Pecuniary Interest and General Nature Thereof

None.

## 4. Economic Development Task Force Notes

- a) ***Notes of the May 27, 2024 EDTF Meeting as approved via email and were received for information at the June 6, 2024 Regular Meeting of Council.***

## 5. Business Arising

- a) ***Fall Business Bus Tour - Vaillancourt, Hunter***

The working group will be meeting in June and will bring information back to the next EDTF meeting.

- b) ***Welcome Package - Bonello***

The MCD and Cyndy Bonello met to discuss the Welcome Packages and a plan to maintain stock. Cyndy will be creating a list of the contents to share with the EDTF members at the next EDTF meeting.

- c) ***Business Breakfast (Oct) - Hunter, Huetl, Bonello***

Deferred as Councillor Huetl absent.

**d) *Business Profiles - Lancaster, Thiel***

Derrick Lancaster completed the June Business Profile featuring Homestead Studio Glass. Paul Thiel has completed the Profile for July already and it will go to Council on July 25.

**e) *SummerFest - Bonello, Hunter, Inglis***

The Summer Event sub-committee reported that they have been busy planning the 2024 Summer Fest at the Clar-Mill Community Hall in Plevna to take place on July 20, 2024. The sub-committee will continue to report back to the EDTF. Betty Hunter requested that any/all EDTF members that are able to volunteer for the event contact her as soon as possible for planning purposes.

**f) *WinterFest - Bonello, Hunter, Inglis***

No Update.

**g) *Spring/Fall Foodilicious Event - Thiel, Huetl, Regent***

The Spring/Fall Foodilicious sub-committee will be meeting to discuss the event in July and will report back to the EDTF.

**h) *Mural Project***

The MCD reported that the Crezon board has been delivered to all 5 mural artists. The unveiling of the Round 9 Art Murals will take place at the North Frontenac Regular Meeting of Council on October 4, 2024.

**i) *Information Booth Kiosk - Regent, Kecso, Thiel***

The North Frontenac Information booth/kiosk working group is waiting for the Sign By-law Report to go to Council; however, at this time they will be sharing their proposed sample and costing ideas at the next EDTF meeting for feedback from the members.

The project will go to Council for consideration once the Sign By-law is completed.

**j) *Identify barriers to housing development and potential solutions - Inglis, Lancaster, Regent, Kecso***

The working group for this project will continue to meet to work on this initiative and will bring back information to a future EDTF meeting.

**6. New Business**

**a) *North Frontenac Astronomy Park***

Betty Hunter shared that there will be a plaque dedication and BBQ in memorial of the late Guy Nason at the North Frontenac Astronomy Park in July and will keep the EDTF posted once a date has been set.

## 7. Adjournment

a) *Meeting adjourned at 10:19 a.m.*

**NOTE :** The next meeting of the EDTF will take place on Monday, July 15, 2024 at 9:30 a.m. at the Municipal Council Chambers located at 6648 Road 506, Plevna.

### **Recommendations to Council**

**Be It Resolved That** Council receives for information the June 17, 2024 Notes of the Economic Development Task Force (EDTF).

Received by Council on June 27, 2024.

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Councillor Stephanie Regent, Chair  
Township of North Frontenac EDTF



## Council Portfolios

Council Members have been appointed to various Portfolio/Liaison positions. Council Members will provide a verbal update to Council on their positions during the Council Portfolio section of the Agenda. If any action is requested, an Administrative Report or Notice of Motion shall be provided by the Council Member. Updates and recommendations from Council Committees/Task Forces will be provided through the applicable Minutes/Notes.

### Mayor Gerry Lichty

<b>Portfolio:</b> County Business	<b>Responsibility:</b> <ul style="list-style-type: none"> <li>• Update Council on County Council Activities and Decisions</li> </ul>
<b>Portfolio:</b> North Frontenac Lake Association Alliance (NFLAA)	<b>Responsibility:</b> <ul style="list-style-type: none"> <li>• Council Liaison</li> </ul>
<b>Portfolio:</b> Municipal Services Corporation	<b>Responsibility:</b> <ul style="list-style-type: none"> <li>• Provide Updates from the Board of Directors</li> </ul>

### Councillor Wayne Good

<b>Portfolio:</b> Township of North Frontenac	<b>Responsibility:</b> <ul style="list-style-type: none"> <li>• Municipal Road Inspector</li> </ul>
<b>Portfolio:</b> Lake Associations – Ward 1 Lakes	<b>Responsibility:</b> <ul style="list-style-type: none"> <li>• Council Liaison</li> </ul>

### Councillor Stephanie Regent

<b>Portfolio:</b> Health	<b>Responsibility:</b> <ul style="list-style-type: none"> <li>• Representative on the Lakelands Family Health Team Committee</li> </ul>
<b>Portfolio:</b> Long-Term Care and Social Services	<b>Responsibility:</b> <ul style="list-style-type: none"> <li>• Council Liaison</li> </ul>
<b>Portfolio:</b> Lake Associations – Ward 1 Lakes	<b>Responsibility:</b> <ul style="list-style-type: none"> <li>• Council Liaison</li> </ul>
<b>Portfolio:</b> Frontenac Ontario Provincial Police (OPP)	<b>Responsibility:</b>

	<ul style="list-style-type: none"> <li>• Council Representative on the Frontenac OPP Detachment Board</li> </ul>
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### Councillor Roy Huetl

<b>Portfolio:</b> Committee of Adjustments/Planning Advisory Committee	<b>Responsibility:</b> <ul style="list-style-type: none"> <li>• Council Liaison</li> </ul>
<b>Portfolio:</b> Mississippi Valley Conservation Authority (MVCA)	<b>Responsibility:</b> <ul style="list-style-type: none"> <li>• Board Member</li> </ul>
<b>Portfolio:</b> Lake Associations – Ward 2 Lakes	<b>Responsibility:</b> <ul style="list-style-type: none"> <li>• Council Liaison</li> </ul>

### Councillor Vernon Hermer

<b>Portfolio:</b> Lake Associations – Ward 2 Lakes	<b>Responsibility:</b> <ul style="list-style-type: none"> <li>• Council Liaison</li> </ul>
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### Councillor Fred Fowler

<b>Portfolio:</b> Eastern Ontario Trails Alliance (EOTA)	<b>Responsibility:</b> <ul style="list-style-type: none"> <li>• Board Member</li> </ul>
<b>Portfolio:</b> North Frontenac Trails Enhancement	<b>Responsibility:</b> <ul style="list-style-type: none"> <li>• Provide updates to Council</li> </ul>
<b>Portfolio:</b> County Business – Second Member	<b>Responsibility:</b> <ul style="list-style-type: none"> <li>• Update Council on County Council Activities and Decisions</li> </ul>
<b>Portfolio:</b> Lake Associations – Ward 3 Lakes	<b>Responsibility:</b> <ul style="list-style-type: none"> <li>• Council Liaison</li> </ul>
<b>Portfolio:</b> Seniors And Law Enforcement Together (SALT)	<b>Responsibility:</b> <ul style="list-style-type: none"> <li>• Provide updates to Council</li> </ul>

### Deputy Mayor John Inglis

<b>Portfolio:</b> Lake Associations – Ward 3 Lakes	<b>Responsibility:</b> <ul style="list-style-type: none"> <li>• Council Liaison</li> </ul>
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**The Corporation of the Township of North Frontenac**

**By-law # 2024-47**

**Being a By-law to Adopt an Asset Management Plan for the Township of North Frontenac**

**Whereas** Ontario Regulation 588/17 (as amended by Ontario Regulation 193/21) provides that every municipality shall prepare an Asset Management Plan in respect of all of its other municipal infrastructure assets on or before July 1, 2024;

**And Whereas** the Council of the Corporation of the Township of North Frontenac deems it expedient to establish an Asset Management Plan;

**Now Therefore** the Council of the Corporation of the Township of North Frontenac enacts that the Asset Management Plan as set out in Schedule 'A' attached heretofore is hereby adopted for the Township of North Frontenac;

**And That** all resolutions, by-laws or parts of by-laws, which are contrary to or inconsistent with this by-law, are hereby repealed;

**And That** this By-law shall come into force and take effect on the date of final passing.

**Read** a first and second time on **June 27, 2024**.

**Read** a third time and finally passed on **June 27, 2024**.

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**Gerry Lichty, Mayor**

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**Tara Mieske, Clerk**

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# Township of North Frontenac



Township of  
**North Frontenac**



The 2024 Asset Management Plan was updated by the Treasurer and Management of the Township of North Frontenac with assistance from PSD Citywide.

The 2022 Asset Management Plan was prepared



by:

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

# Key Statistics

Replacement cost of asset portfolio

**\$212 million**

Replacement cost of infrastructure per household

**\$75,817 (2021)**

Percentage of assets in fair or better condition

**70%**

Percentage of assets with assessed condition data

**90%**

Annual capital infrastructure deficit

**\$3.73 million**

Recommended timeframe for eliminating annual infrastructure deficit

**15 Years**

Target reinvestment rate

**3.04%**

Actual reinvestment rate

**1.28%**

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# Executive Summary

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

## Scope

This Asset Management Plan (AMP) identifies the current practices and strategies that are in place to manage public infrastructure and makes recommendations where they can be further refined. Through the implementation of sound asset management strategies, the Township of North Frontenac can ensure that public infrastructure is managed to support the sustainable delivery of municipal services. This AMP includes the following asset categories:

### Asset Category

 Roads and Roadside	 Bridges and Culverts
 Stormwater	 Buildings and Facilities
 Machinery and Equipment	 Vehicles
 Parks and Land Improvements	

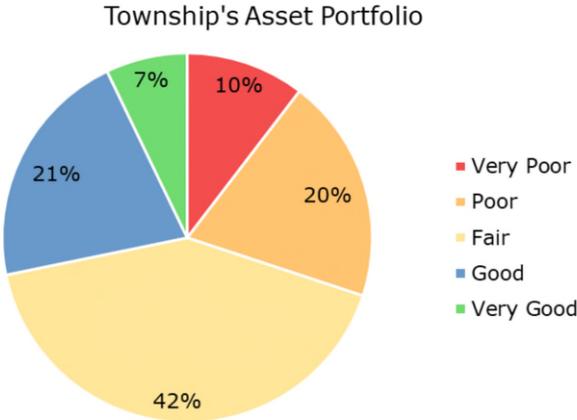
With the development of this AMP, the Township has achieved compliance with O. Reg. 588/17 to the extent of the requirements that must be completed by July 1, 2024. There are additional requirements concerning non-core asset categories, proposed levels of service and growth that must be met by July 1,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

# Findings

The overall replacement cost of the asset categories included in this AMP totals \$212 million and is based on the Township’s tangible capital asset inventory as of December 31<sup>st</sup>, 2023.



Of all assets analysed in this AMP 70% are in fair or better condition and assessed condition data was available for 90% of assets.



The development of a long-term, sustainable financial plan requires an analysis of whole lifecycle costs. This AMP uses a combination of proactive lifecycle strategies (for HCB and LCB roads) and replacement only strategies (all other assets) to determine the lowest cost option to maintain the current level of service.

To meet capital replacement and rehabilitation needs for existing infrastructure, prevent infrastructure backlogs, and achieve long-term sustainability, the Township’s average annual capital requirement totals \$6.4 million. Based on a historical analysis of sustainable capital funding sources, the Township is committing approximately \$2.7 million towards capital projects or reserves per year. As a result, there is currently an annual capital deficit of \$3.7 million.



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

## Recommendations

A financial strategy was developed in the 2022 Asset Management Plan to address the annual capital funding gap. The average annual tax increase was estimated at 2.7% to eliminate the Township's infrastructure deficit based on a 15-year plan for all the assets.

Ongoing efforts to guide continuous refinement of the Township's asset management program includes:

- Reviewing asset data to develop a complete and accurate asset inventory in a centralized database
- Implementing a data governance strategy to increase confidence and continuing to operationalize asset management using the database and database functionality
- Developing a condition assessment strategy with a regular schedule
- Reviewing and updating lifecycle management strategies
- Developing and regularly reviewing short and long-term plans to meet capital requirements
- Continuing to measure current levels of service and identifying sustainable proposed levels of service

# Overview of Asset Management

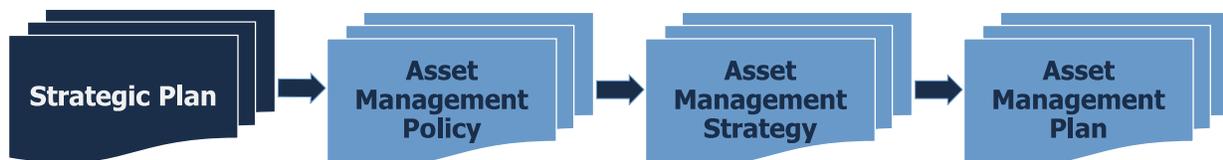
Municipalities are responsible for managing and maintaining a broad portfolio of infrastructure assets to deliver services to the community. The goal of asset management is to minimize the lifecycle costs of delivering infrastructure services, manage the associated risks, while maximizing the value ratepayers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

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



These costs can span decades, requiring planning and foresight to ensure financial responsibility is spread equitably across generations. An asset management plan is critical to this planning, and an essential element of broader asset management program.

The diagram below depicts an industry standard approach and sequence developing a practical asset management program. Beginning 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.

## Strategic Asset Management Policy

A Strategic Asset Management Policy represents a statement of the principles guiding the Township’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 Township of North Frontenac adopted By-law No. 48-19 “Strategic Asset Management Policy” on June 14<sup>th</sup>, 2019 in accordance with Ontario Regulation 588/17, to be reviewed by Council June 27, 2024.

The policy provides a foundation for the development of an asset management program within the Township. It covers key components that define a comprehensive asset management policy:

- The policy’s statements dictate the use of asset management practices to ensure all assets meet the agreed levels of service in the most efficient and effective manner;
- the policy commits to, where appropriate, incorporating asset management in the Township’s other plans;
- there are formally defined roles and responsibilities of internal staff and stakeholders;
- the guiding principles include the use of a cost/benefit analysis in the management of risk; and
- the policy statements are well defined.

This Policy is not a static document, the strategy should not evolve and change frequently—unlike the asset management plan. The strategy provides a long-term outlook on the overall asset management program development and strengthening key elements of its framework.

As per Ontario Regulation 588/17, the Township will be required to review and update its Strategic Asset Management Policy in 2029.

## **Asset Management Plan**

The AMP presents the outcomes of the Township’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 Township to re-evaluate the state of infrastructure and identify how the organization’s asset management and financial strategies are progressing. The Township’s last iteration of the AMP was completed in 2022. Since then, the asset inventory has been consolidated critical asset data and undergone revisions for core assets. This document is an AMP that uses the updated asset inventory and has been prepared in accordance with O. Reg. 588/17.

# Key Concepts in Asset Management

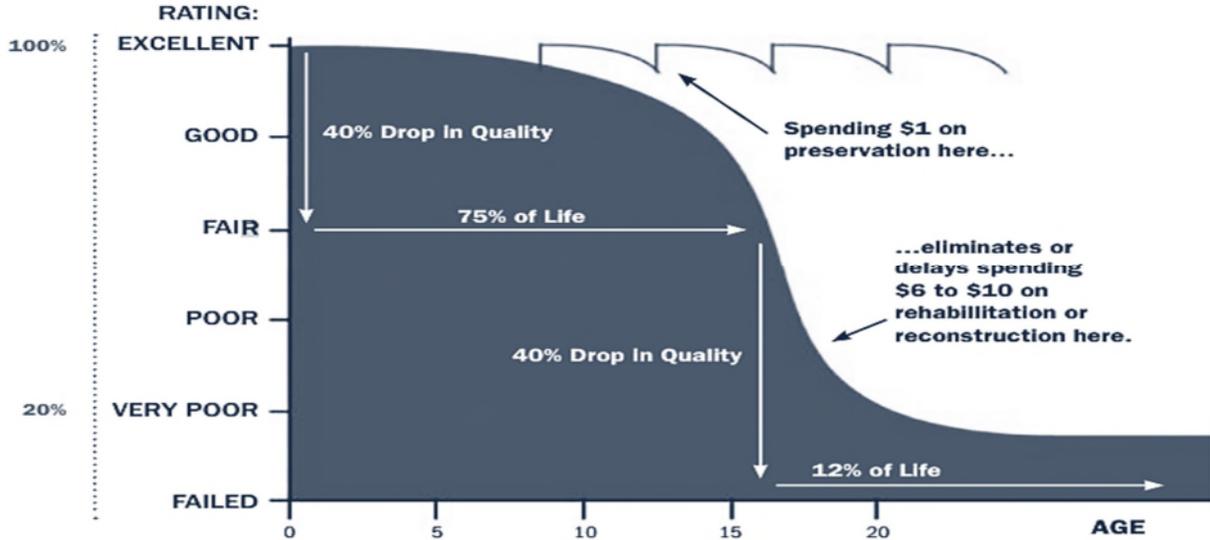
Effective asset management integrates several key components, including lifecycle management, risk management, and levels of service. These concepts are applied throughout this asset management plan and are described below in greater detail.

## Lifecycle Management Strategies

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

To ensure that municipal assets are performing as expected and meeting the needs of customers, it is important to establish a lifecycle management strategy to proactively manage asset deterioration. Since costs to rehabilitate tend to increase towards the end of life of an asset, proactive and timely intervention will lead to lower lifecycle costs.

This concept is further illustrated by the figure below, highlighting the cost impact of a maintenance activity contrasted by the cost impact of a rehabilitative activity later in the life of the asset.



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.

<b>Lifecycle Activity</b>	<b>Description</b>	<b>Example (Roads)</b>	<b>Cost</b>
Maintenance	Activities that prevent defects or deteriorations from occurring	Crack Seal	\$
Rehabilitation/ Renewal	Activities that rectify defects or deficiencies that are already present and may be affecting asset performance	Mill & Re-surface	\$\$
Replacement/ Reconstruction	Asset end-of-life activities that often involve the complete replacement of assets	Full Reconstruction	\$\$\$
Replacement Upgrade	Asset end-of-life activities that involve the replacement of an asset to an 'upgraded' asset	Gravel Road to a Surface Treated Road	\$\$\$

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.

The Township's approach to lifecycle management is described within each core asset category outlined in this AMP. Developing and implementing a proactive lifecycle strategy will help staff to determine which activities to perform on an asset and when they should be performed to maximize useful life at the lowest total cost of ownership.

## **Risk and 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, (low, medium, high) or quantitative measurement (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.

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.

This AMP includes an 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.

## **Levels of Service**

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

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

## **Community Levels of Service**

Community levels of service are a simple, plain language description or measure of the service that the community receives.

For core asset categories (roads, bridges and culverts, water, wastewater, stormwater) and non-core assets, through O. Reg. 588/17, has provided qualitative descriptions that are required to be included in this AMP. These descriptions can be found in the Levels of Service subsection within each asset category.

## Technical Levels of Service

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

For core asset categories (Roads, Bridges & Culverts, Water, Sanitary, Storm Water) and non-core assets, through O. Reg. 588/17, has provided technical key performance indicators (KPIs) that are required to be included in this AMP. These KPIs, along with those that the Township has identified, can be found in the Levels of Service subsection within each asset category.

## Current and Proposed Levels of Service

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

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

## Climate Change

Climate change can cause severe impacts 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 time 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.

## Climate Profile

The Township of North Frontenac 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) – according to the report the Township of North Frontenac will likely experience the following trends:

- Higher Average Annual Temperature:
- Increase in Average Annual Precipitation:
- Increase in Frequency of Extreme Weather Events:

## Integrating Climate Change

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 as a result of 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.

## Ontario Regulation 588/17

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

**2019**

Strategic Asset Management Policy

**2022**

Asset Management Plan for Core Assets with the following components:

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

**2024**

An Asset Management Plan for Core and Non-Core Assets with the same components as 2022 and a Strategic Asset Management Policy Update

**2025**

An Asset Management Plan for **All Assets** with the following additional components:

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

## Scope and Methodology

The scope of this document is to identify the current practices and strategies that are in place to manage public infrastructure and to make recommendations where they can be further refined. Through the implementation of sound asset management strategies, the Township can ensure that public infrastructure is managed to support the sustainable delivery of municipal services.

### Asset categories

This asset management plan for the Township of North Frontenac is produced in compliance with Ontario Regulation 588/17. The July 2024 deadline under the regulation—the second of three AMPs—requires analysis of core assets (roads, bridges and culverts, water, sanitary, and stormwater) and non-core assets (buildings, vehicles, machinery, Parks and Land Improvements).

The AMP summarizes the state of the infrastructure for the Township’s asset portfolio and for all assets it establishes current levels of service and the associated technical and customer oriented KPIs, outlines lifecycle strategies for optimal asset management and performance, and provides financial strategies to reach sustainability for the asset categories listed below.

Asset Category	Source of Funding
Roads and Roadside	Tax Levy and Government Funding
Bridges and Culverts	
Stormwater	
Buildings and Facilities	
Machinery and Equipment	
Vehicles	
Parks and Land Improvements	

### Asset Inventory

The asset information presented in this AMP has been developed from the asset inventory that is stored in the Citywide™ Asset Manager database as of December 31, 2023. This inventory serves as the Township’s tangible capital asset inventory and has been consolidated with additional asset data from the data sources listed below.

Asset Category	Asset Data Sources
Roads and Roadside	2022 Road Needs Study (RNS) Report by D.M. Wills Associates Limited (Surface treated and gravel)
Bridges and Culverts	2022 Ontario Structure Inspection Manual (OSIM) report by D.M. Wills Associates Limited
Stormwater	Staff, Consultant and Market Data
Buildings and Facilities	2022 Building Condition Assessments (BCA) by McIntosh Perry Limited (MPL)
Machinery and Equipment	
Vehicles	Staff, Consultant and Market Data
Parks and Land Improvements	

## Deriving Replacement Costs

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

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

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

## Estimated Useful Life and Service Life Remaining

The estimated useful life (EUL) of an asset is the period over which the Township 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 Township can determine the service life remaining (SLR) for each asset. Using condition data and the asset's

SLR, the Township can more accurately forecast when it will require replacement. The SLR is calculated as follows:

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

## Deriving Annual Capital Requirements

By dividing the replacement cost of an asset with the asset’s estimated useful life and factoring in the cost and impact of any lifecycle activities, the average annual capital requirements can be derived. The average annual requirement is calculated as follows:

$$\text{Annual Capital Requirement (Lifecycle Scenario)} = \frac{(\text{Replacement Cost} + \text{Cost of Lifecycle Activities})}{(\text{Estimated Useful Life (EUL)} + \text{Impact of Lifecycle Activities})}$$

$$\text{Annual Capital Requirement (Replacement Only Scenario)} = \frac{\text{Replacement Cost}}{\text{Estimated Useful Life (EUL)}}$$

## 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 Township can determine the extent of any existing funding gap. The reinvestment rate is calculated as follows:

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

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

## 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 Township'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.

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

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

# Portfolio Overview

## Community Profile

Census Characteristic	Township of North Frontenac	Ontario
Population 2021	2,285	14,223,942
Population Change 2016-2021	20%	6%
Total Private Dwellings	2,798	5,929,250
Population Density	2.0/km <sup>2</sup>	15.9/km <sup>2</sup>
Land Area	1,157.97 km <sup>2</sup>	892,411.76 km <sup>2</sup>

The Township of North Frontenac is in Frontenac County in eastern Ontario. It is a rural municipality, with the benefit from the region's proximity to several major urban markets.

The region and the Frontenac County were first established in the 1700s. As with many rural Townships, North Frontenac was created through the amalgamation of different Townships in the late 1990s.

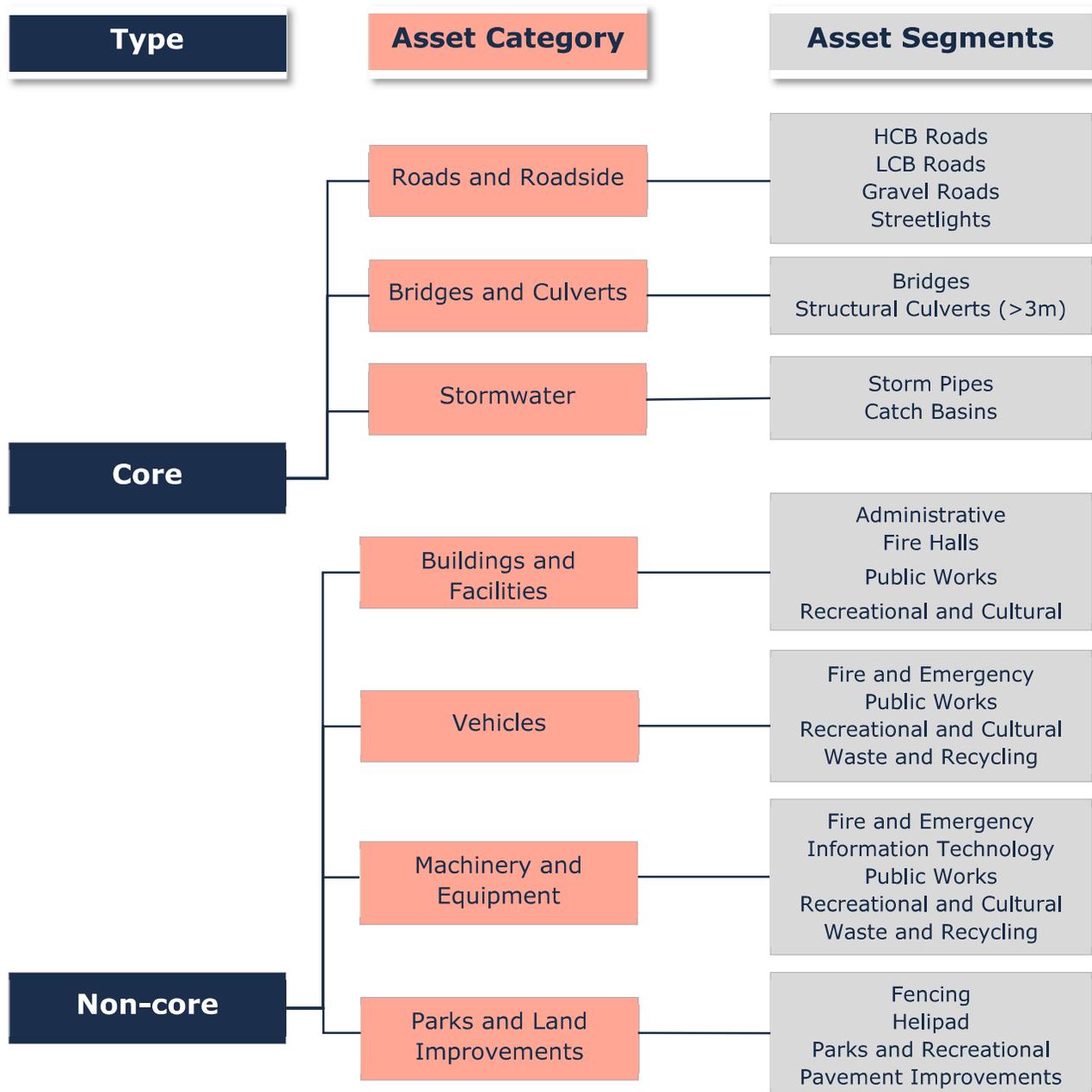
The Township's economy is primarily composed of tourism and service-based businesses. The 2021 Census indicated a 20% increase over the 2016 population, exceeding the forecasts in previous official documents.

Municipal staff have acknowledged the need to operationalize asset management through the establishment of a centralized asset inventory and identifying missing infrastructure data. This will allow for effective decision-making and the use of risk-based project prioritization, which is essential for capital planning since major infrastructure projects are heavily reliant on the availability of grants.

Staff and Council intend to support continuous growth within the Township by investing in critical infrastructure and advancing their asset management program.

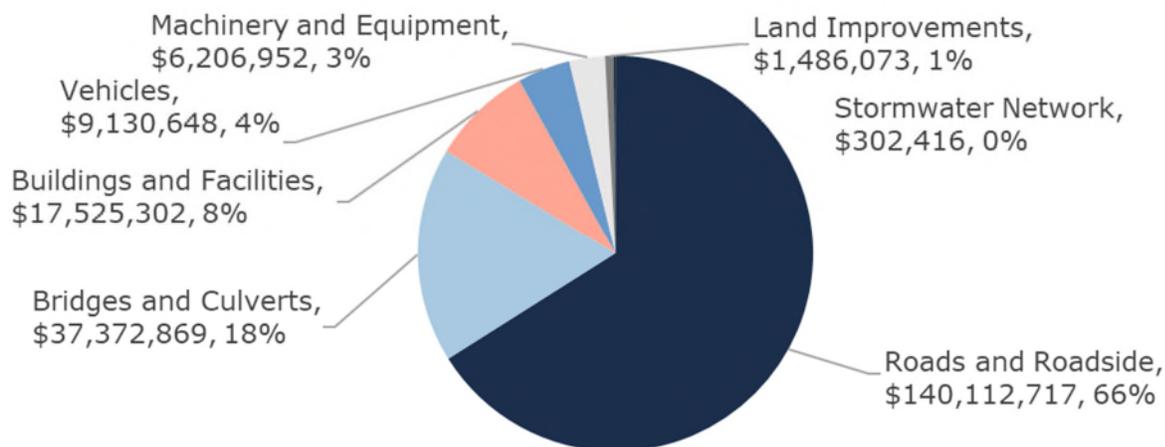
## Asset Hierarchy

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



## Replacement Cost of Asset Portfolio

The asset categories analysed in this AMP have a total replacement cost of \$212 million based on inventory data from 2023. This total was determined based on a combination of user-defined costs and historical cost inflation. This estimate reflects replacement of historical assets with similar, not necessarily identical, assets available for procurement today.

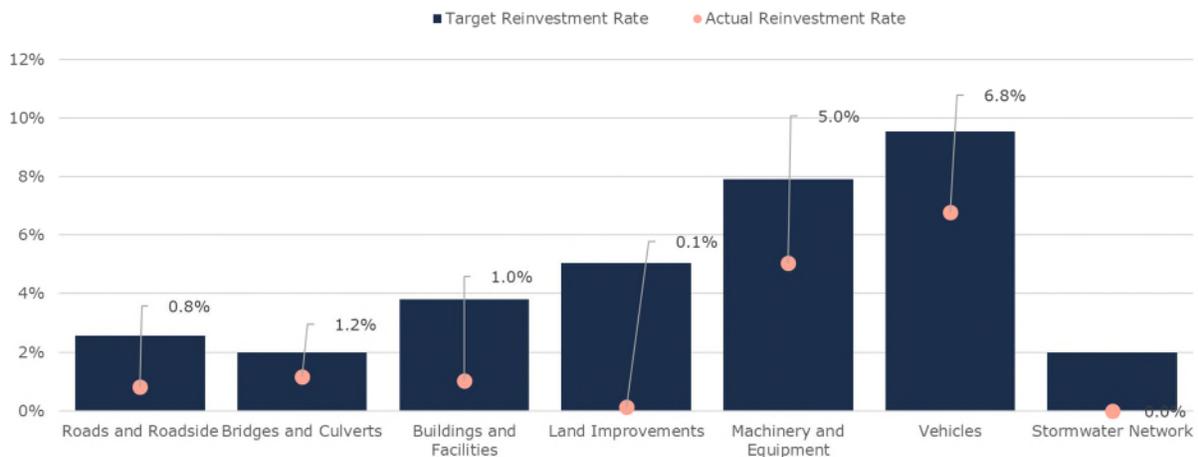


The following table identifies the methods employed to determine replacement costs across each asset category:

Asset Category	Replacement Cost Method		
	Defined Replacement Cost	Historical Cost Indexing	Replacement Cost Source
Roads and Roadside	100%	0%	2022 Roads Needs Study
Bridges and Culverts	100%	0%	2022 OSIM
Stormwater	100%	0%	Staff, Consultant and Market Data Input
Buildings and Facilities	100%	0%	2022 Building Condition Assessment
Machinery and Equipment	0%	100%	Historical Cost Inflation
Vehicles	0%	100%	
Parks and Land Improvements	0%	100%	
<b>Overall</b>	<b>76%</b>	<b>24%</b>	

## Target vs. Actual Reinvestment Rate

The graph below depicts funding gaps or surpluses by comparing target vs actual reinvestment rate. To meet the long-term replacement needs, the Township should be allocating approximately \$6.4 million annually, for a target reinvestment rate of 3.04%. Actual annual spending on infrastructure totals approximately \$2.7 million, for an actual reinvestment rate of 1.28%.



To highlight the monetary magnitude of the reinvestment rates, the graph below compares the annual capital requirements (target reinvestment) versus the current annual capital funding (actual reinvestment) that is available.

## Condition of Asset Portfolio

The current condition of the assets is central to all asset management planning. Collectively, 70% of assets in the Township are in fair or better condition. This estimate relies on both age-based and field condition data.



This AMP relies on assessed condition data for 90% of assets; for the remaining portfolio, age is used as an approximation of condition. Assessed condition data is invaluable in asset management planning as it reflects the true condition of the asset and its ability to perform its functions. The table below identifies the source of condition data used throughout this AMP.

<b>Asset Category</b>	<b>% of Assets with Age-based Condition</b>	<b>% of Assets with Assessed Condition</b>	<b>Source of Condition Data</b>
Roads and Roadside	2%	98%	2022 GRES 2022 RNS
Bridges and Culverts	3%	97%	2022 OSIM
Buildings and Facilities	1%	99%	2022 BCA
Vehicles	95%	5%	Staff Assessment
Stormwater	100%	0%	Age-based
Machinery and Equipment	100%	0%	
Parks and Land Improvements	100%	0%	
<b>Overall</b>	<b>10%</b>	<b>90%</b>	

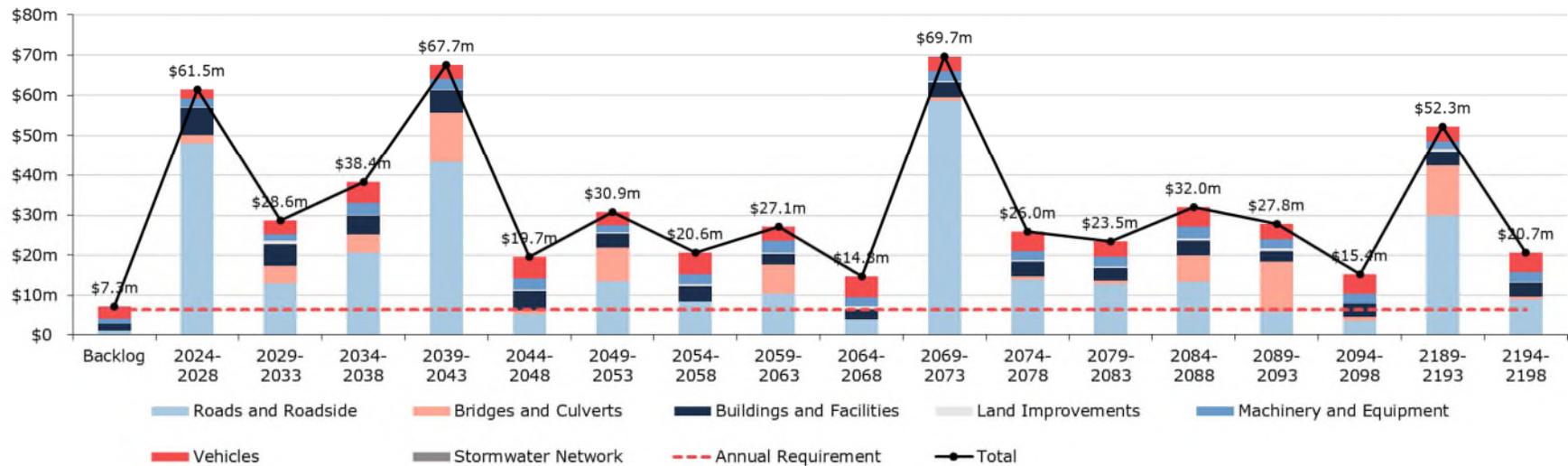
## Service Life Remaining

Based on the asset inventory, asset age, available assessed condition data and estimated useful life, 43% of the Township’s assets may require replacement within the next 10 years. Capital requirements over the next 10 years are identified in Appendix B.

## Forecasted Capital Requirements

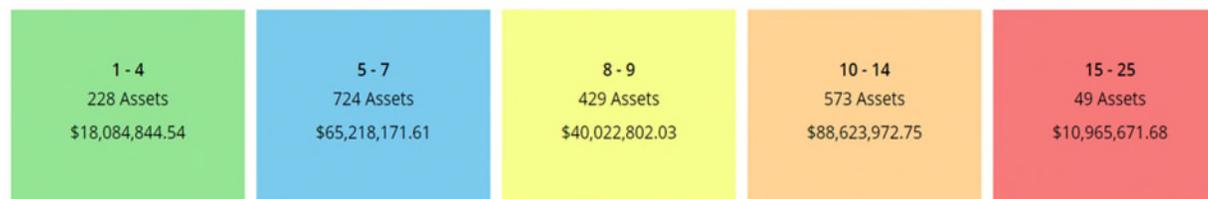
The development of a long-term capital forecast should include both asset rehabilitation and replacement requirements. With the development of asset-specific lifecycle strategies that include the timing and cost of future capital events, the Township can produce an accurate long-term capital forecast.

The specific projected cost of lifecycle activities required over the next 10 years, to maintain the current level of service, can be found in Appendix B. The graph below identifies capital requirements over the next 74 years. This projection is used as it ensures that every asset has gone through one full iteration of replacement. The forecasted requirements are aggregated into 5-year bins, are based on the Township’s asset inventory as of the end of 2023, not including assets that may be required for growth.



## Risk & Criticality

Advanced risk models for core linear assets and high-level risk models for all other assets were developed as part of this asset management plan. The following risk breakdown provides a visual representation of the relationship between the probability of failure and the consequence of failure for the asset portfolio and is based on 2023 inventory data.



## Roads and Roadside

Roads and roadside assets are a critical component of the provision of safe and efficient transportation services, connecting the many hamlets and rural areas that comprise the Township. These assets represent the highest value asset categories in the Township's asset portfolio. It includes all municipally owned and maintained roadways in addition to supporting roadside infrastructure.

The Public Works department manages the Township's roads and roadside assets, through the maintenance, rehabilitation and construction of roads and supporting roadside infrastructure. The department is also responsible for winter snow clearing, ice control and snow removal operations.

A Level of Service Policy was established in 2013 to set the minimum maintenance and repair for roads. The Public Works department aims to conduct its operation activities in an efficient and effective way.

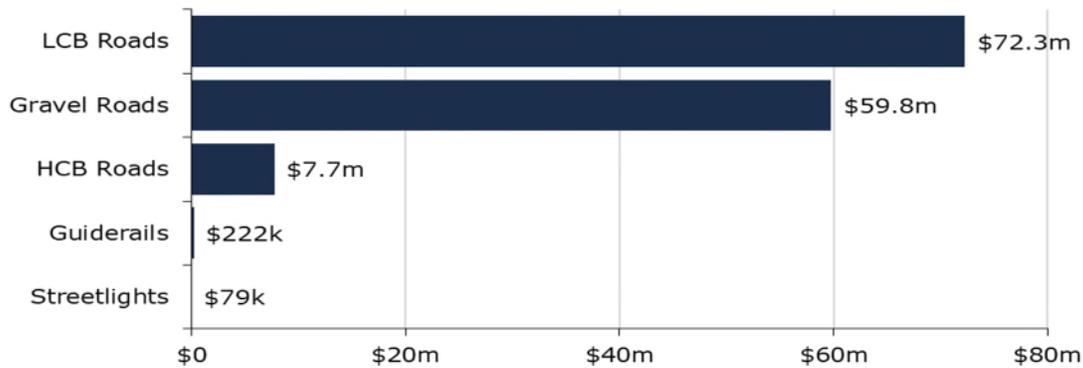
The state of the infrastructure for the road network is summarized in the following table.

Replacement Cost	Condition	Financial Capacity	
\$140 million	Fair (45%)	Annual Requirement:	\$3,586,136
		Funding Available:	\$1,155,081
		Annual Deficit:	\$2,431,055

## Asset Inventory & Costs

The table below includes the quantity, total replacement cost and annual capital requirements of each asset segment in the Township's roads and roadside inventory.

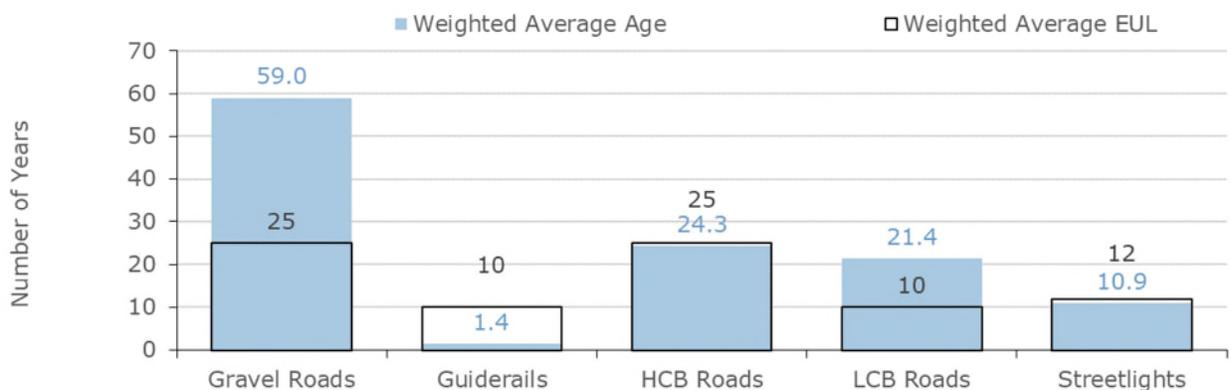
Asset Segment	Quantity	Replacement Cost	Annual Capital Requirement
LCB Roads	184 km	\$72,275,632	\$2,513,298
Gravel Roads	147 km	\$59,790,327	\$809,802
HCB Roads	13 km	\$7,745,232	\$234,175
Guiderails	4 assets(new sections)	\$222,035	\$22,204
Street Lights	86	\$79,491	\$6,657
<b>Total</b>		<b>\$140,112,717</b>	<b>\$3,586,136</b>



Each asset’s replacement cost should be reviewed periodically to determine whether adjustments are needed to more accurately represent capital requirements.

## Asset Condition & Age

The graph below identifies the average age, and the estimated useful life for each asset segment.



The graph below visually illustrates the average condition for each asset segment on a very good to very poor.



To ensure that the Township’s roads and roadside assets continue to provide an acceptable level of service, the Township should monitor the average condition of

all assets. If the average condition declines, staff should re-evaluate their lifecycle management strategy to determine what combination of maintenance, rehabilitation, replacement activities, and funding is required to increase the overall condition of the roads.

Each asset’s estimated useful life should also be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type.

## Current Approach to Condition Assessment

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

- A road needs study through an external consultant is conducted every 5 years.
- The most recent Road Needs Study was prepared by D.M. Wills Associated Ltd. in 2022.
- Routine road patrols are undertaken weekly, granular roads are also visually inspected during grading activities
- Other road network assets are inspected as per O. Reg. 239/02

In this AMP the following rating criteria is used to determine the current condition of HCB and LCB road segments and forecast future capital requirements:

Condition (Roads)	PCI Rating
Very Good	85-100
Good	70-85
Fair	55-70
Poor	40-55
Very Poor	20-40

For all other assets the following rating criteria is used to determine the current condition and forecast future capital requirements:

Condition	Condition Rating
Very Good	80-100
Good	60-80
Fair	40-60
Poor	20-40

Very Poor	0-20
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## Lifecycle Management Strategy

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

The following table outlines the Township’s current lifecycle management strategy.

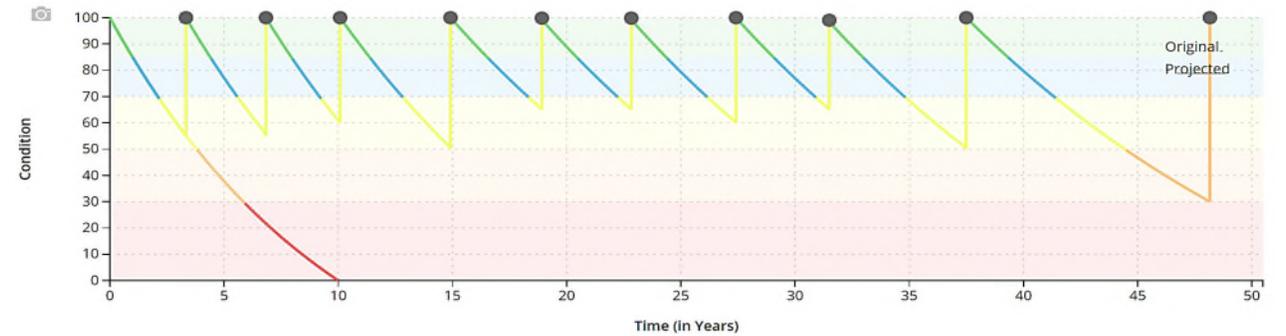
Activity Type	Description of Current Strategy
Maintenance	Pothole repairs are completed annually based on deficiencies identified through regular road patrols and feedback from the public.
	Seasonal maintenance activities include asphalt patching, graveling, and tree cutting.
	Summer maintenance activities include sidewalk repairs, grading, re-gravelling, applying dust suppressant, ditching, roadside mowing, tree trimming, brush cleanup, road sign installation/maintenance, and line painting.
	Winter maintenance activities include snow plowing, salting, and snow removal.
	A crack seal program is in place for HCB roads as needed to reduce water infiltration and prevent damage.
Rehabilitation	A slurry seal program is in place for LCB Roads.
	Rehabilitation activities include microsurfacing, surface treatments, asphalt overlay and pulverize and pave.
Replacement	Road replacement prioritization is determined by consideration of growth, risk, condition, health and safety, and social impact.
	Road reconstruction projects (base and surface) are identified based on road condition, risk, and sub-surface asset requirements (storm infrastructure).

The following lifecycle strategies have been developed to formalize the current approach to managing the lifecycle of HCB, LCB, and Gravel roads. Instead of allowing the roads to deteriorate until replacement is required, strategic preventative maintenance and rehabilitation is expected to extend the service life of roads at a lower total cost.

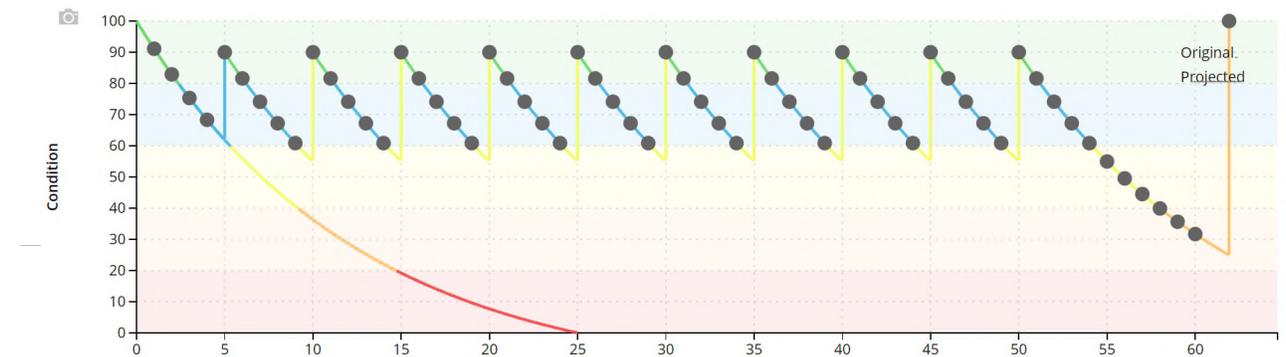
HCB Roads		
Event Name	Event Class	Event Trigger
General Maintenance	Maintenance	As needed
Crack Sealing	Preventative Maintenance	Condition: 89
Microsurfacing	Maintenance	Condition: 80
Asphalt Overlay	Rehabilitation	Condition: 75



LCB Roads		
Event Name	Event Class	Event Trigger
General Maintenance	Maintenance	As needed
Slurry Seal – 5 Treatments	Preventative Maintenance	Condition: 55 - 65
Double Surface Treatment and Fog Seal	Rehabilitation	Condition: 60
Pulverize and Double Surface Treatment and Fog Seal	Rehabilitation	Condition: 50
Full Reconstruction	Replacement	Condition: 30



Gravel Roads		
Event Name	Event Class	Event Trigger
Annual Calcium Application	Preventative Maintenance	Annually
Annual Gravelling	Maintenance	Annually
Ditching and Brushing	Rehabilitation	Every 10 Years
Gravel (75 mm)	Rehabilitation	Every 5 Years
Asset Replacement and/or Asset Upgrade	Replacement	Condition: 25



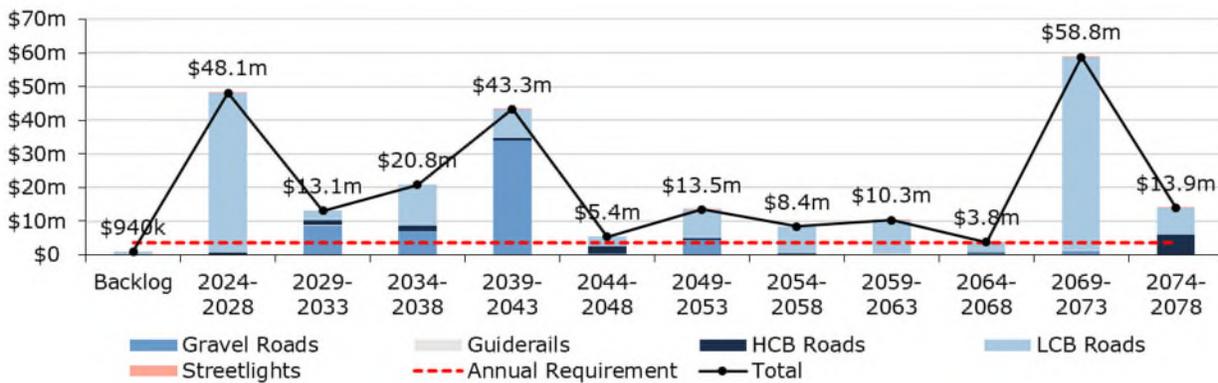
## Forecasted Capital Requirements

Based on the lifecycle strategies identified previously for HCB, LCB and Gravel roads, and assuming the end-of-life replacement of streetlights, the following graphs forecasts short- and long-term capital requirements.

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

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

The graph below identifies capital requirements over the next 55 years. This projection is used as it ensures that every asset has gone through one full iteration of replacement. The forecasted requirements are aggregated into 5-year bins and do not include assets that may be required due to growth.



## Risk & Criticality

The following risk breakdown provides a visual representation of the relationship between the probability of failure and the consequence of failure for the assets within this asset category based on 2023 inventory data.



This is a high-level model developed for the purposes of this AMP and Township staff should review and adjust the risk model to reflect an evolving understanding of both the probability and consequences of asset failure.

The asset-specific attributes that municipal staff utilize to define and prioritize the criticality of the road network are documented below:

Probability of Failure (POF)	Consequence of Failure (COF)
Condition	AMP Segment – Surface Type (Financial)
Service Life Remaining	Functional Class (Operational)
	AADT (Strategic)
	Speed Limit (km/h) (Health and Safety)

The identification of critical assets allows the Township to determine appropriate risk mitigation strategies and treatment options. Risk mitigation may include asset-specific lifecycle strategies, condition assessment strategies, or simply the need to collect better asset data.

## Risks to Current Asset Management Strategies

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

### Climate Change and Extreme Events



An increase in freeze/thaw cycles causes road pavement to heave and settle. This can cause the accelerated deterioration of road surface pavement which leads to an increased need for maintenance and rehabilitation. The uncertainty surrounding the impact of extreme weather events can make changing conditions difficult to plan for.



### Asset Data and Information

Some of the asset data is pooled, missing in the inventory, and/or incomplete. Both short- and long-term planning requires the regular collection, storage and maintenance of infrastructure data to support asset management decision-making.

## Levels of Service

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

## Community Levels of Service

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

<b>Service Attribute</b>	<b>Qualitative Description</b>	<b>Current LOS</b>
Scope	Description, which may include maps, of the road network in the municipality and its level of connectivity	<p>The Township’s road infrastructure system spans a total of 344 km primarily within a rural setting, with small areas of semi-urban development. The road network consists of approximately 147 km of gravel roads, 184 km of low class bituminous (LCB) roads and 13 km of high class bituminous (HCB) roads. The road network also contains other roadside appurtenances such as streetlights.</p>
Quality	Description or images that illustrate the different levels of road class pavement condition	<p>The Township completed a Road Needs Study report in 2022 in coordination with D.M. Wills Associates Limited. In addition to the assessment of roads, surface condition ratings and structural adequacy ratings were also determined for each road section.</p> <p>Every road section received a structural adequacy rating (1-10).</p> <p>(1-5) Road surface exhibits moderate to significant deterioration and requires renewal or full replacement within 1-5 years</p> <p>(6-10) Road surface is in good condition or has been recently re-surfaced. Renewal or reconstruction is not required for 6-10+ years</p>

## Technical Levels of Service

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

Service Attribute	Technical Metric	Current LOS
Scope	Lane-km of arterial roads (MMS classes 1 and 2) per land area (km/km <sup>2</sup> )	0
	Lane-km of collector roads (MMS classes 3 and 4) per land area (km/km <sup>2</sup> )	0.3625
	Lane-km of local roads (MMS classes 5 and 6) per land area (km/km <sup>2</sup> )	0.1998
Quality	Average pavement condition index for paved roads in the municipality	HCB: 82% LCB: 46%
	Average surface condition for unpaved roads in the municipality (e.g., excellent, good, fair, poor)	Fair
Performance	Target reinvestment rate	2.6%
	Capital reinvestment rate	0.80%

## Recommendations

### Asset Inventory

- The current asset inventory does not account for additional roadside assets such as signs.
- The streetlight inventory includes several pooled assets that should be broken down into individual assets to allow for coordinated planning and analysis
- Continue to consolidate critical roads and roadside asset information from other asset data sources into the Township's centralized asset inventory.

### Lifecycle Management Strategies

- Gather unit costs for assets that have relied primarily on historical inflation and review periodically to ensure a higher level of accuracy and within the context of current market condition
- Evaluate the efficacy of the Township's lifecycle management strategies at regular intervals to determine the impact cost, condition and risk.

## **Risk Management Strategies**

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

## **Levels of Service**

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

## Bridges and Culverts

Bridges and culverts are another critical component of the transportation services provided to the community.

The Public Works department is responsible for the planning and managing of all bridges and structural culverts located across municipal roads with the goal of keeping structures in an adequate state of repair and minimizing service disruptions.

Based on the requirements outlined by the Ministry of Transportation, the most recent Ontario Structure Inspection (OSIM) was conducted 2022 by D.M. Wills Associates Limited.

The Township's current bridges and culverts inventory is managed in Citywide™ and consists of 27 structures that have a span of 3 meters or more, categorizing them as either a bridge or a structural culvert asset.

The state of the infrastructure for bridges and culverts is summarized in the following table.

Replacement Cost	Condition	Financial Capacity	
\$37 million	Good (72%)	Annual Requirement:	\$744,093
		Funding Available:	\$434,500
		Annual Deficit:	\$309,593

## Asset Inventory & Costs

The table below includes the quantity, total replacement cost and annual capital requirements of each asset segment in the Township's road network inventory.

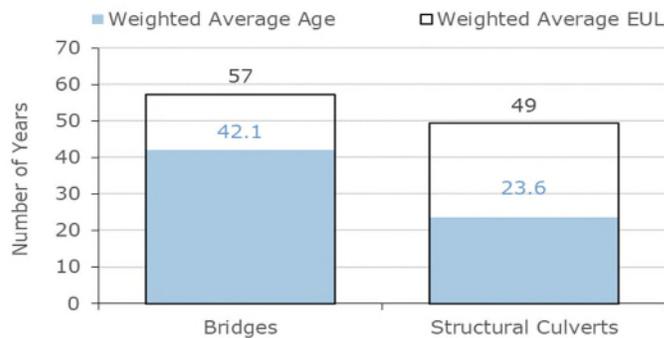
Asset Segment	Quantity	Replacement Cost	Annual Capital Requirement
Bridges	16	\$32,390,795	\$642,752
Structural Culverts	11	\$4,982,074	\$101,341
<b>Total</b>		<b>37,372,869</b>	<b>\$744,093</b>



Each asset’s replacement cost should be reviewed periodically to determine whether adjustments are needed to more accurately represent capital requirements.

## Asset Condition & Age

The graph below identifies the current average age, and the estimated useful life for each asset segment.



Each asset’s estimated useful life should also be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type.

The graph below visually illustrates the average condition for each asset segment on a very good to very poor. The average condition (%) is a weighted value based on replacement cost.



To ensure that the Township’s bridges and culverts continues to provide an acceptable level of service, the Township should monitor the average condition of

all assets. If the average condition declines, staff should re-evaluate their lifecycle management strategy to determine what combination of maintenance, rehabilitation, and replacement activities is required to increase the overall condition of the bridges and culverts.

## Current Approach to Condition Assessment

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

- Condition assessments of all bridges and culverts with a span greater than or equal to 3 meters are completed every 2 years in accordance with the Ontario Structure Inspection Manual (OSIM)
- The most recent bridge and culvert inspection was conducted in 2022 by D.M. Wills Associates Limited.
- Bridge and culvert assets are visually inspected by municipal staff as needed

In this AMP and as per the OSIM reports, the bridge condition index (BCI) rating criteria is used to determine the current condition of assets and forecast future capital requirements:

Condition	
Very Good	90-100
Good	70-89
Fair	50-69
Poor	40-49
Very Poor	0-40

## Lifecycle Management Strategy

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

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

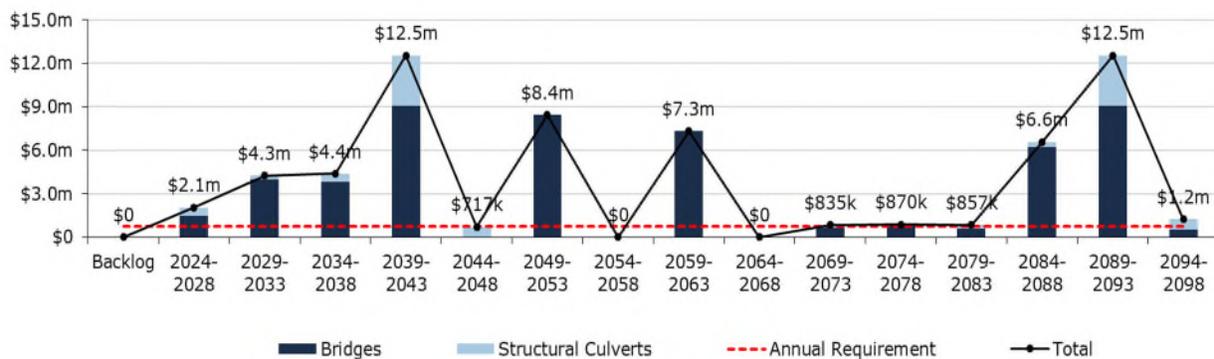
Activity Type	Description of Current Strategy
Maintenance	Typical maintenance includes: <ul style="list-style-type: none"> <li>• Obstruction removal</li> <li>• Cleaning and sweeping</li> <li>• Erosion control</li> <li>• Brush and tree removal</li> </ul>
Rehabilitation	Biennial OSIM based inspections include a list of recommended maintenance activities that the Township considers and completes according to cost and urgency.
Inspection	Biennial OSIM based inspections include a capital needs list identifying recommended rehabilitation and replacement activities with estimated costs and schedule
	The most recent inspection report was completed in 2020 by D.M. Wills Associates Limited

## Forecasted Capital Requirements

Based on the lifecycle activities identified in the 2022 inspection report, and assuming end-of-life replacement for all assets in this category, the following graphs forecasts short- and long-term capital requirements.

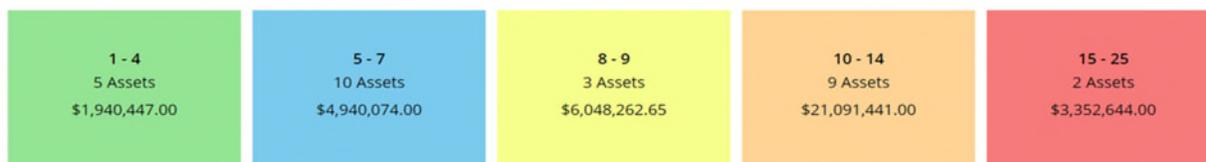
The annual capital requirement represents the average amount per year that the Township should allocate towards funding rehabilitation and replacement needs for bridges and culverts it is \$744k. The specific projected cost of lifecycle activities that will need to be undertaken over the next 10 years to maintain the current level of service can also be found in Appendix B.

The graph below identifies capital requirements over the next 50 years. This projection is used as it ensures that every asset has gone through one full iteration of replacement. The forecasted requirements are aggregated into 5-year bins and do not include assets that may be required due to growth.



## Risk & Criticality

The following risk breakdown provides a visual representation of the relationship between the probability of failure and the consequence of failure for the assets within this asset category based on 2023 inventory data.



This is a high-level model developed for the purposes of this AMP and Township staff should review and adjust the risk model to reflect an evolving understanding of both the probability and consequences of asset failure.

The asset-specific attributes that municipal staff utilize to define and prioritize the criticality of the road network are documented below:

Probability of Failure (POF)	Consequence of Failure (COF)
Condition	Replacement Cost (Direct Financial)
Service Life Remaining	Number of Lanes (Strategic)
	Total Deck Length (Strategic)

The identification of critical assets allows the Township to determine appropriate risk mitigation strategies and treatment options. Risk mitigation may include asset-specific lifecycle strategies, condition assessment strategies, or simply the need to collect better asset data.

## Risks to Current Asset Management Strategies

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

### Climate Change and Extreme Events



Flooding and extreme weather can cause damage to multiple elements of the Township’s bridges including the deck, superstructure, substructure, and approaches. The rising levels of freshwater and the increased frequency and intensity of precipitation events are likely to advance the deterioration of bridge components. Staff should identify and monitor affected bridges and culverts.

### Funding and Staff Capacity



The Township has a sizeable inventory of bridges and structural culverts that require regular maintenance and assessment. It can be challenging for staff to deploy optimal maintenance and assessment strategies. Major capital rehabilitation projects for bridges and culverts may also be deferred depending on the availability of grant funding opportunities. A long-term capital funding strategy can reduce dependency on grant funding and help prevent the deferral of necessary capital works.

## Levels of Service

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

### Community Levels of Service

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

Service Attribute	Qualitative Description	Current LOS
Scope	Description of the traffic that is supported by municipal bridges (e.g., heavy transport vehicles, motor vehicles, emergency vehicles, pedestrians, cyclists).	Bridges and structural culverts are a key component of the municipal transportation network. There are approximately 3 structures with load limits: B19 – Shiner Road Bridge – 15/25/35 tonnes B25 – Folger Road Bridge – 6/12/17 tonnes B26 – Folger Road Bridge – 6/12/17 tonnes

Quality	Description or images of the condition of bridges & culverts and how this would affect use of the bridges & culverts	<p>Good (BCI 70-100): Generally considered to be in good-excellent condition, and repair or rehabilitation work is not usually required within the next 5 years. Routine maintenance, such as sweeping, cleaning, and washing are still recommended.</p> <p>Fair (BCI 50-70): Generally considered to be in good-fair condition. Repair or rehabilitation work recommended is ideally scheduled to be completed within the next 5 years.</p> <p>Poor (BCI Less than 50): Generally considered poor with lower numbers representing structures nearing the end of their service life. The repair or rehabilitation of these structures is ideally best scheduled to be completed within approximately 1 year. However, if it is determined that the replacement of the structure would be a more viable, the structure can be identified for continued monitoring and scheduled for replacement within the short-term.</p>
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## Technical Levels of Service

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

Service Attribute	Technical Metric	Current LOS
Scope	% of bridges in the Municipality with loading or dimensional restrictions	0.11%
Quality	Average bridge condition index value for bridges in the Municipality	71%
	Average bridge condition index value for structural culverts in the Municipality	68%
Performance	Target reinvestment rate	2.0%
	Capital reinvestment rate	1.2%

## Recommendations

### Data Review/Validation

- Continue to review and update the bridges and structural culverts inventory with assessed condition data, asset attribute data and replacement costs upon the completion of the OSIM inspection every 2 years.

### Lifecycle Management Strategies

- Continue to incorporate the recommended maintenance, rehabilitative and renewal activities from OSIM inspections

### Risk Management Strategies

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

### Levels of Service

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

## Stormwater

The Township is responsible for owning and maintaining a stormwater network of around 439 m of storm pipes, catch basins and non-structural culverts.

The Township's Public Works department is responsible for planning and managing stormwater infrastructure.

Stormwater infrastructure generally poses the greatest uncertainty for municipalities, including North Frontenac. Staff have expressed a lack of confidence in the current inventory but are working towards improving the accuracy and reliability to assist with long-term asset management planning.

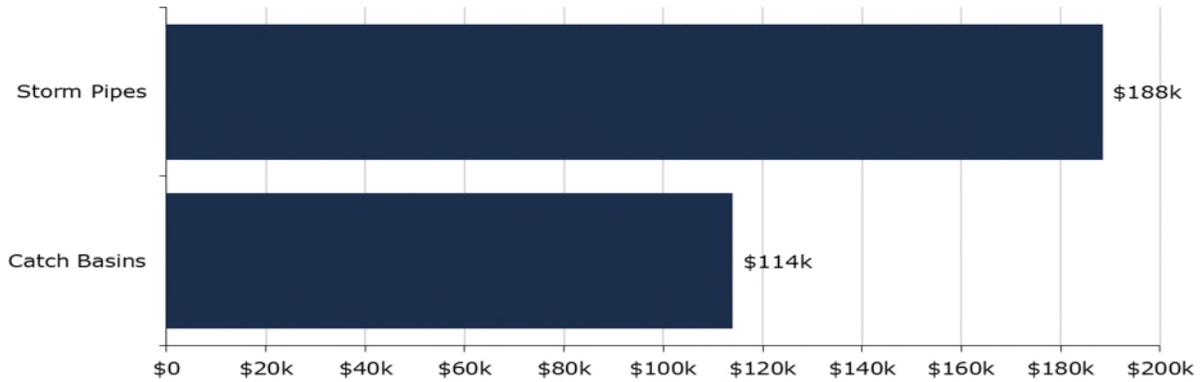
The state of the infrastructure for the stormwater network is summarized in the following table. It is important to acknowledge that the current stormwater inventory is incomplete, and the resulting output values will be revised.

Replacement Cost	Condition	Financial Capacity	
\$0.30 million	Very Poor (0%)	Annual Requirement:	\$6,048
		Funding Available:	\$0
		Annual Deficit:	\$6,048

## Asset Inventory & Costs

The table below includes the quantity, total replacement cost and annual capital requirements of each asset segment in the Township's stormwater inventory.

Asset Segment	Quantity	Replacement Cost	Annual Capital Requirement
Storm Pipes	439 m	\$188,416	\$3,768
Catch Basins	19	\$114,000	\$2,280
<b>Total</b>		<b>\$302,416</b>	<b>\$6,048</b>



Each asset’s replacement cost should be reviewed periodically to determine whether adjustments are needed to more accurately represent realistic capital requirements.

## Asset Condition & Age

The graph below identifies the current average age, and the estimated useful life for each asset segment.



Each asset’s estimated useful life should also be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type.

The graph below visually illustrates the average condition for each asset segment on a very good to very poor. The average condition (%) is a weighted value based on replacement cost.



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

## Current Approach to Condition Assessment

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

- There are no formal condition assessment programs in place for stormwater infrastructure
- Currently age-based estimates are used to determine asset condition, although confidence in the accuracy of these estimates is low
- As the Township refines the available asset inventory for the stormwater network a regular assessment cycle should be established
- 2022 study includes assessment of stormwater infrastructure

In this AMP the following rating criteria is used to determine the current condition of stormwater segments and forecast future capital requirements:

Condition	Rating
Very Good	80-100
Good	60-80
Fair	40-60
Poor	20-40
Very Poor	0-20

## Lifecycle Management Strategy

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

The following table outlines the Township’s current lifecycle management strategy.

Activity Type	Description of Current Strategy
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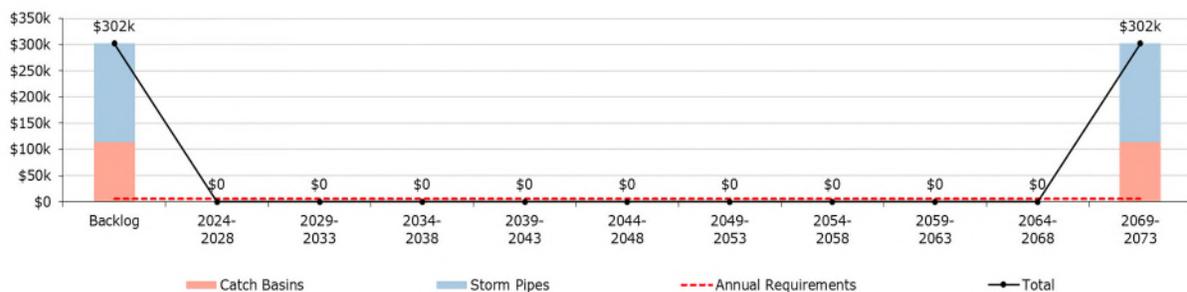
	Maintenance activities are completed to a lesser degree compared to other asset systems
Maintenance	Primary activities include catch basin cleaning and reactive storm main flushing
	All other maintenance activities are completed on a reactive basis when operational issues are identified (e.g., blockages, backups)
Rehabilitation	Trenchless re-lining has the potential to reduce total lifecycle costs but would require a formal condition assessment program to determine viability
Replacement	Without the availability of up-to-date condition assessment information replacement activities are purely reactive in nature

## Forecasted Capital Requirements

Based on the current asset inventory and assuming end-of-life replacement of all assets in this category, the following graphs forecasts short- and long-term capital requirements. The annual capital requirement represents the average amount per year that the Township should allocate towards funding rehabilitation and replacement needs, for stormwater that is \$6k.

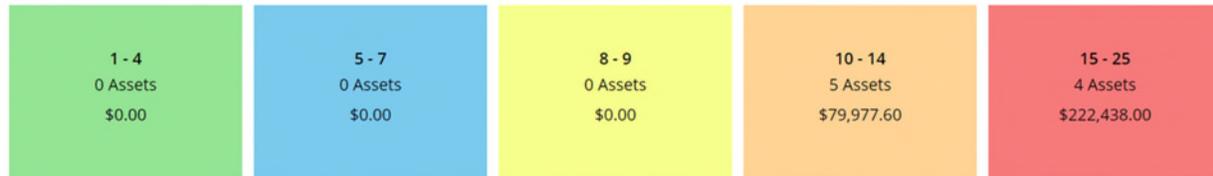
The projected cost of lifecycle activities that will need to be undertaken over the next 10 years to maintain the current level of service can also be found in Appendix B.

The graph below identifies capital requirements over the next 45 years. This projection is used as it ensures that every asset has gone through one full iteration of replacement. The forecasted requirements are aggregated into 5-year bins and do not include assets that may be required due to growth.



## Risk & Criticality

The following risk breakdown provides a visual representation of the relationship between the probability of failure and the consequence of failure for the assets within this asset category based on 2023 inventory data.



This is a high-level model developed for the purposes of this AMP and Township staff should review and adjust the risk model to reflect an evolving understanding of both the probability and consequences of asset failure.

The asset-specific attributes that municipal staff utilize to define and prioritize the criticality of the stormwater network are documented below:

Probability of Failure (POF)	Consequence of Failure (COF)
Condition	Replacement Cost (Direct Financial)
Service Life Remaining	Asset Type (Strategic)

The identification of critical assets allows the Township to determine appropriate risk mitigation strategies and treatment options. Risk mitigation may include asset-specific lifecycle strategies, condition assessment strategies, or simply the need to collect better asset data.

## Risks to Current Asset Management Strategies

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



### Asset Data and Information

There is a lack of confidence in the available inventory data for stormwater infrastructure. Flows can be very unpredictable. This poses a significant risk when trying to manage assets and planning future work.



### Capital Funding Strategies

Partially owing to the lacking asset data, operations tend to be reactive rather than proactive for this category. Problems are generally only known when issues arise, and complaints are made.

## Levels of Service

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

## Community Levels of Service

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

Service Attribute	Qualitative Description	Current LOS
Scope	Description, which may include map, of the relevant areas of the municipality that are protected from flooding, including the extent of protection provided by the municipal stormwater system	Description and/or mapping are not available currently. Staff will have this metric determined for the next iteration of the AMP.

## Technical Levels of Service

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

Service Attribute	Technical Metric	Current LOS
Scope	% of properties in municipality resilient to a 100-year storm	TBD <sup>1</sup>
	% of the municipal stormwater management system resilient to a 5-year storm	TBD <sup>1</sup>
Performance	Target reinvestment rate	2.00%
	Capital reinvestment rate	0.0%

## Recommendations

### Asset Inventory

- The Township's stormwater inventory remains at a basic level of maturity and staff do not have a high level of confidence in its accuracy or reliability. The development of a comprehensive inventory of stormwater assets should be priority.

<sup>1</sup> The Township does not currently have data available to determine this technical metric but will have it for the next iteration of the AMP.

## **Condition Assessment Strategies**

- The development of a comprehensive inventory should be accompanied by a system-wide assessment of the condition of all stormwater assets.

## **Risk Management Strategies**

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

## **Levels of Service**

- Measure current levels of service in accordance with the metrics that the Township has established in this AMP.
- Work towards identifying proposed levels of service as per O. Reg. 588/17 and identify the strategies that are required to close any gaps between current and proposed levels of service.

## Buildings and Facilities

The Township owns and maintains several facilities and recreation centres that provide key services to the community. These include:

- administrative offices
- libraries and community halls
- fire halls and associated offices and facilities
- public works garages and storage sheds

The state of the infrastructure for the buildings and facilities is summarized in the following table.

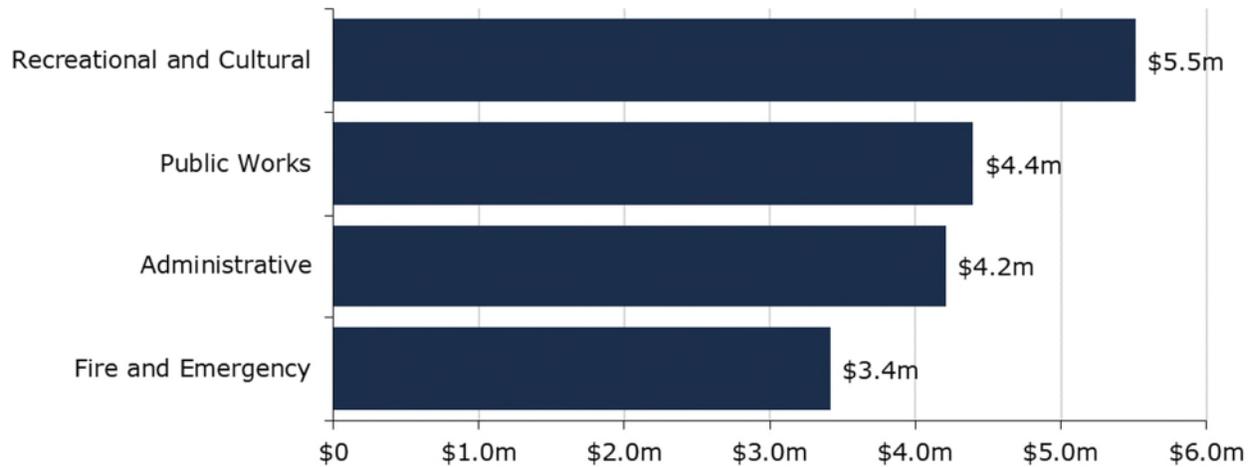
Replacement Cost	Condition	Financial Capacity	
\$17.5 million	Fair (40%)	Annual Requirement:	\$666,567
		Funding Available:	\$180,976
		Annual Deficit:	\$485,591

## Asset Inventory & Costs

The table below includes the quantity, total replacement cost and annual capital requirements of each asset segment in the Township's buildings and facilities inventory.

Asset Segment	Number of Facilities <sup>2</sup>	Replacement Cost	Annual Capital Requirement
Administrative	7	\$4,206,337	\$156,055
Fire and Emergency	6	\$3,413,244	\$130,309
Public Works	2	\$4,395,877	\$172,275
Recreational and Cultural	4	\$5,509,844	\$207,927
<b>Total</b>		<b>\$17,525,302</b>	<b>\$666,567</b>

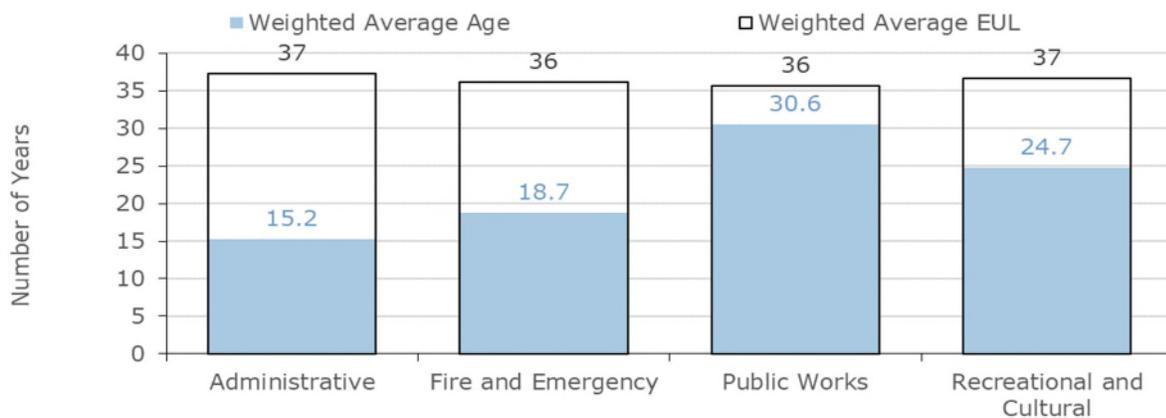
<sup>2</sup> Many of the Township's buildings and facilities are mixed-use and provide multiple services to the community. The current segmentation is based on the primary function of the facility as per staff input.



Each asset’s replacement cost should be reviewed periodically to determine whether adjustments are needed to more accurately represent realistic capital requirements.

## Asset Condition & Age

The graph below identifies the average age, and the estimated useful life for each asset segment.



The graph below visually illustrates the average condition for each asset segment on a very good to very poor. The average condition (%) is a weighted value based on replacement cost.



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

## Current Approach to Condition Assessment

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

- A Building Condition Assessment (BCA) was conducted in 2022 by McIntosh Perry Limited which provided a condition assessment of the Township’s facilities, a componentized inventory of the facilities as well as short- and long-term capital forecasting for repairs or replacements. A prior BCA report was also prepared in 2017.
- Formal workplace inspections conducted every year through the Township’s health and safety program.
- High-level assessments by internal staff are performed annually to determine the condition of facilities and identify deficiencies.

In this AMP the following rating criteria is used to determine the current condition of building and facilities segments and forecast future capital requirements:

Condition	Rating
Very Good	80-100
Good	60-80
Fair	40-60
Poor	20-40
Very Poor	0-20

## Lifecycle Management Strategy

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

Activity Type	Description of Current Strategy
Maintenance/ Rehabilitation	<p>Municipal buildings are subject to regular inspections to identify health and safety requirements as well as structural deficiencies that require additional attention</p> <p>The BCA report contains forecasts that provide short- and long-term capital requirements of the inspected facilities. These forecasts are reviewed by municipal staff and integrated into the Township’s budgeting process.</p> <p>A Facility Condition Index (FCI) has also been included in the BCA report which provides a rating for each inspected facility based on its total cost of repairs, renewal and upgrade requirements compared to its replacement cost.</p>
Replacement	<p>Assessments are completed strategically as buildings approach their end-of-life to determine whether replacement or rehabilitation is appropriate</p>

## Forecasted Capital Requirements

Based on the current asset inventory, specific lifecycle activities forecasted in the 2022 BCAs, and assuming end-of-life replacement of all assets in this category the following graphs forecasts short- and long-term capital requirements.

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

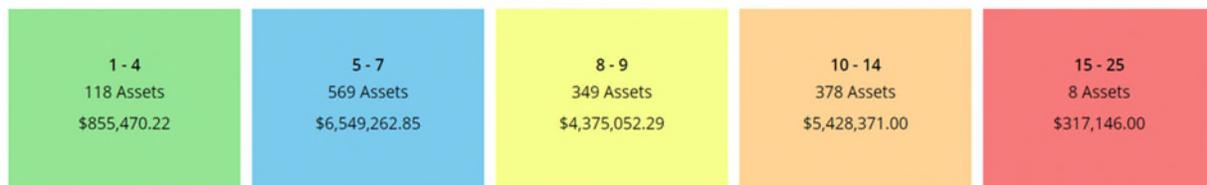
The projected cost of lifecycle activities that will need to be undertaken over the next 10 years to maintain the current level of service can be found in Appendix B.

The graph identifies capital requirements over the next 50 years. This projection is used as it ensures that every asset has gone through one full iteration of replacement. The forecasted requirements are aggregated into 5-year bins and do not include assets that may be required due to growth.



## Risk & Criticality

The following risk breakdown provides a visual representation of the relationship between the probability of failure and the consequence of failure for the assets within this asset category based on 2023 inventory data.



This is a high-level model developed for the purposes of this AMP and Township staff should review and adjust the risk model to reflect an evolving understanding of both the probability and consequences of asset failure.

The asset-specific attributes that municipal staff utilize to define and prioritize the criticality of buildings and facilities are documented below:

Probability of Failure (POF)	Consequence of Failure (COF)
Assessed Condition	Replacement Cost (Direct Financial)
Service Life Remaining	Facility Function / Facility Type (Strategic)
	Component UNIFORMAT Element (Operational)

The identification of critical assets allows the Township to determine appropriate risk mitigation strategies and treatment options. Risk mitigation may include asset-specific lifecycle strategies, condition assessment strategies, or simply the need to collect better asset data.

## Levels of Service

Measure current levels of service in accordance with the metrics that the Township has established in this AMP. Additional metrics can be established as they are determined to provide meaningful and reliable inputs into asset management planning.

Work towards identifying proposed levels of service as per O. Reg. 588/17 and identify the strategies that are required to close any gaps between current and proposed levels of service.

### Community Levels of Service

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

Service Attribute	Qualitative Description	Current LOS
Scope	Description of the current condition of municipal facilities and plans in place to maintain service level	Buildings are, overall, in Good Condition. They are managed cost-effectively to meet the established level of service

### Technical Levels of Service

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

Service Attribute	Technical Metric	Current LOS
Scope	% of facilities that are in good or very good condition	11%
	% of facilities that are in poor or very poor condition	37%
Performance	Target reinvestment rate	3.8%
	Capital reinvestment rate	1.0%

## Recommendations

### Asset Inventory

- Facilities consist of several separate capital components that have unique estimated useful lives and require asset-specific lifecycle strategies.

### Risk Management Strategies

- Review risk models on a regular basis and adjust according to an evolving understanding of the probability and consequences of asset failure.

### Levels of Service

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

## Machinery and Equipment

To maintain the high quality of public infrastructure and support the delivery of core and non-core services, municipal staff own and employ machinery and equipment assets that include:

- Specialized machinery and equipment to maintain parks and recreational facilities
- Tools, shop and garage machinery equipment to ensure proper maintenance of vehicles and machinery
- Emergency service equipment to support first responders and emergency services
- IT equipment for communication and data management
- Waste and recycling equipment to support waste disposal and recycling

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

The state of the infrastructure for machinery and equipment assets is summarized in the following table.

## Asset Inventory & Costs

The table below includes the quantity, total replacement cost and annual capital requirements of each asset segment in the Township’s fleet inventory.

Asset Segment	Number of Assets	Replacement Cost	Annual Capital Requirement
Fire and Emergency	44	\$1,086,651	\$94,338
Information Technology	41	\$1,003,384	\$130,563
Public Works	41	\$3,227,860	\$192,598
Recreational and Cultural	12	\$104,669	\$12,711
Solid Waste	26	\$784,388	\$61,406
<b>Total</b>		<b>\$6,206,952</b>	<b>\$491,616</b>

Each asset’s replacement cost should be reviewed periodically to determine whether adjustments are needed to more accurately represent realistic capital requirements.

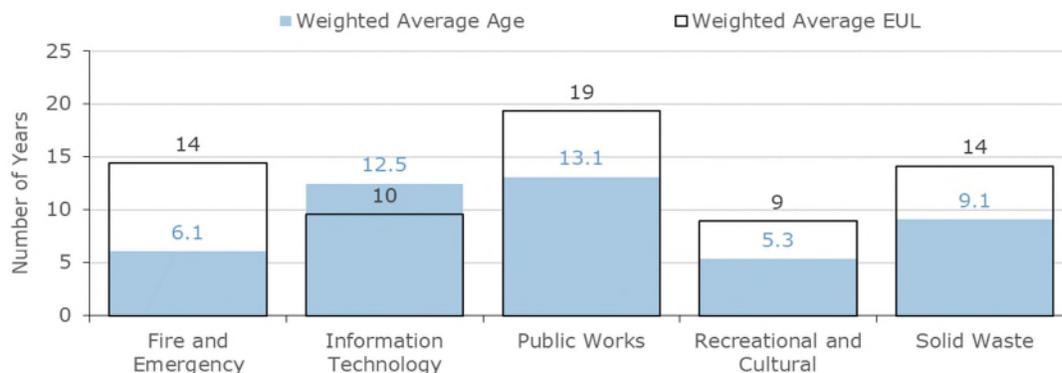
Replacement Cost	Condition	Financial Capacity
\$6.2 million	Fair (53%)	Annual Requirement: \$491,616
		Funding Available: \$313,080
		Annual Deficit: \$178,536

## Asset Condition & Age

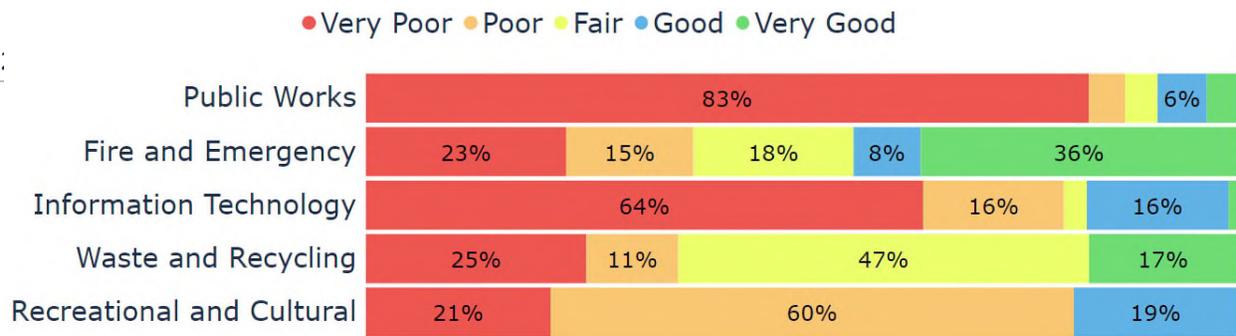
The graph below identifies the average age, and the estimated useful life for each asset segment.

Each asset’s estimated useful life should also be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type.

The graph below visually illustrates the average condition for each asset segment



on a very good to very poor. The average condition (%) is a weighted value based on replacement cost.



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

## Current Approach to Condition Assessment

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

- Staff complete regular visual inspections of machinery and equipment assets to ensure they are structurally and functionally sound. Assets typically stay true to their estimated useful life and are replaced at end of life.
- Condition assessments are conducted on fire and emergency assets in accordance with regulations for health and safety regulations including National Fire Protection Association (NFPA) codes and standards for fire service-related machinery and equipment assets

In this AMP the following rating criteria is used to determine the current condition of fleet segments and forecast future capital requirements:

Condition	
Very Good	80-100
Good	60-80
Fair	40-60
Poor	20-40
Very Poor	0-20

## Lifecycle Management Strategy

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

proactively manage asset deterioration. The following table outlines the Township’s current lifecycle management strategy.

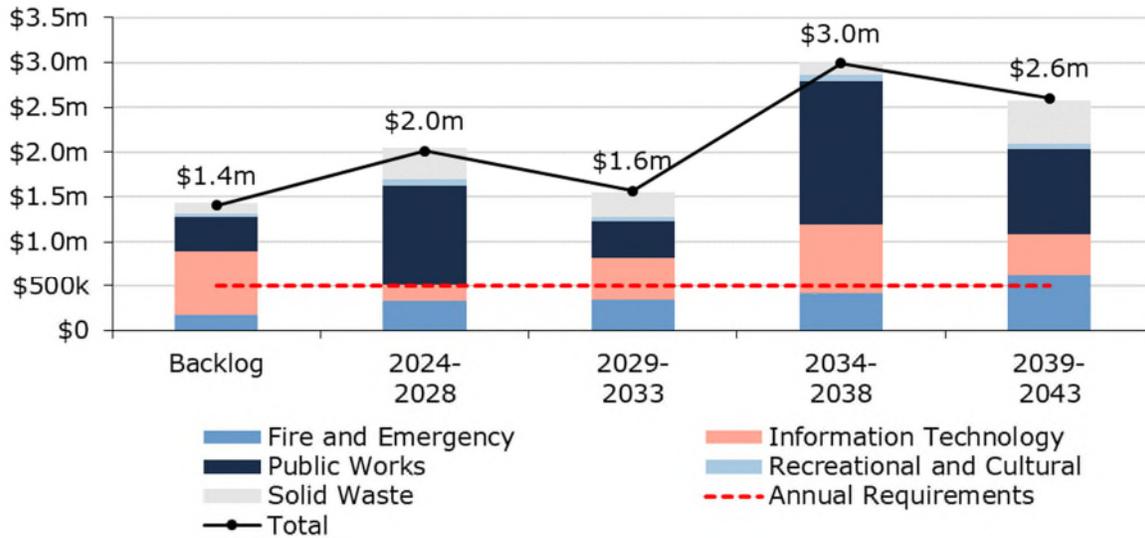
Activity Type	Description of Current Strategy
Maintenance / Rehabilitation	Maintenance program varies by department
	Fire and Emergency assets are subject to a much more rigorous inspection and maintenance program compared to most other departments
	Annual preventative maintenance activities include system components check and additional detailed inspections
Replacement	Machinery and equipment assets are maintained according to manufacturer recommended actions and supplemented by the expertise of municipal staff The replacement of machinery and equipment assets depends on deficiencies identified by operators that may impact their ability to complete required tasks

## Forecasted Capital Requirements

Based on the current asset inventory and assuming end-of-life replacement of all assets in this category, the following graphs forecasts short- and long-term capital requirements. The annual capital requirement represents the average amount per year that the Township should allocate towards funding rehabilitation and replacement needs.

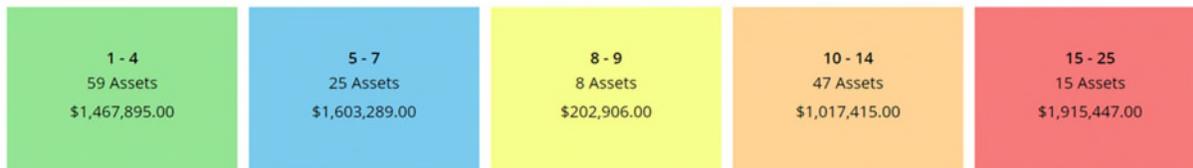
The projected cost of lifecycle activities that will need to be undertaken over the next 10 years to maintain the current level of service can also be found in Appendix B.

The graph below identifies capital requirements over the next 20 years. This projection is used as it ensures that every asset has gone through one full iteration of replacement. The forecasted requirements are aggregated into 5-year bins and do not include assets that may be required due to growth.



## Risk & Criticality

The following risk breakdown provides a visual representation of the relationship between the probability of failure and the consequence of failure for the assets within this asset category based on 2023 inventory data.



This is a high-level model developed for the purposes of this AMP and Township staff should review and adjust the risk model to reflect an evolving understanding of both the probability and consequences of asset failure.

The asset-specific attributes that municipal staff utilize to define and prioritize the criticality of vehicles are documented below:

### Probability of Failure (POF)

Condition	Replacement Cost (Financial)
Service Life Remaining	Machinery and Equipment Function/ Department (Strategic)

The identification of critical assets allows the Township to determine appropriate risk mitigation strategies and treatment options. Risk mitigation may include asset-specific lifecycle strategies, condition assessment strategies, or simply the need to collect better asset data.

## Levels of Service

### Community Levels of Service

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

Service Attribute	Qualitative Description	Current LOS
Scope	Description of the current condition of Machinery & Equipment and plans in place to maintain service level	Machinery & Equipment are safe for operation and all operators have completed necessary training

### Technical Levels of Service

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

Service Attribute	Technical Metric	Current LOS (2021)
Scope	% of Machinery & Equipment that are in good or very good condition	52%
	% of Machinery & Equipment that are in poor or very poor condition	42%
Performance	Target reinvestment rate	7.9%
	Capital reinvestment rate	5.0%

## Recommendations

### Replacement Costs

- All replacement costs used in this AMP were based on the inflation of historical costs.

### Condition Assessment Strategies

- Age-based condition was used within this AMP, but actual assessed condition by a mechanic is ideal for a more accurate depiction of the assets' functionality.
- Review assets that have surpassed their estimated useful life to determine if immediate replacement is required or whether these assets are expected to remain in-service while taking into account repair costs.

## **Risk Management Strategies**

- Implement risk-based decision-making as part of asset management planning and budgeting processes.
- Review risk models on a regular basis and adjust according to an evolving understanding of the probability and consequences of asset failure.

## **Levels of Service**

- Begin measuring current levels of service in accordance with the metrics that the Township has established in this AMP. Additional metrics can be established as they are determined to provide meaningful and reliable inputs into asset management planning.
- Work towards identifying proposed levels of service for the 2025 deadline as per O. Reg. 588/17 and identify the strategies that are required to close any gaps between current and proposed levels of service.

## Vehicles

Similar to machinery and equipment assets, vehicle assets support staff in the efficient delivery of municipal services and personnel. These assets include

- Light-duty and heavy-duty vehicles to support the maintenance of municipal infrastructure and address service requests
- Emergency service vehicles and equipment to support first responders
- Vehicles dedicated to supporting recreational and cultural services
- Vehicles dedicated to supporting waste and recycling services

Keeping vehicle assets in an adequate state of repair is important to maintain a high level of service.

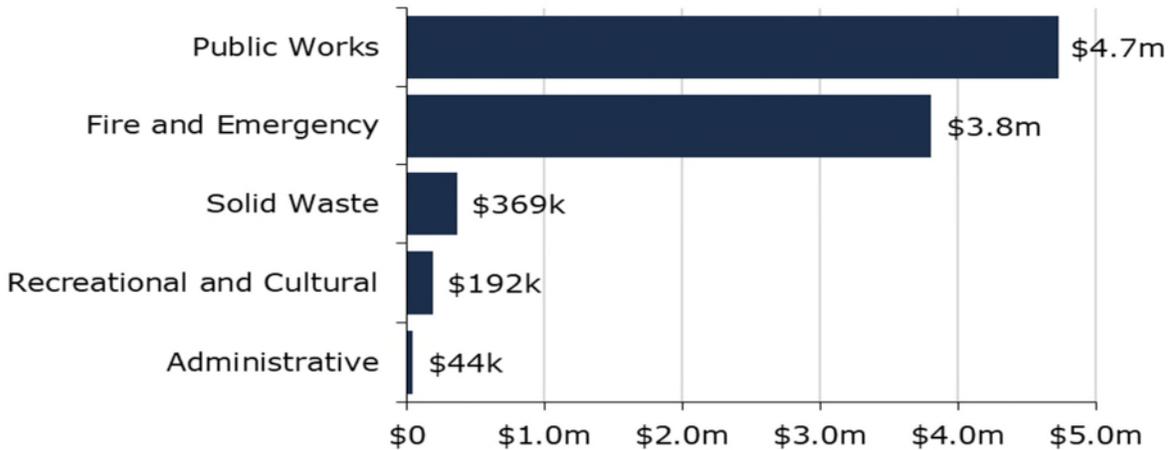
The state of the infrastructure for fleet assets is summarized in the following table.

Replacement Cost	Condition	Financial Capacity	
\$9.13 million	Fair (41%)	Annual Requirement:	\$871,103
		Funding Available:	\$619,931
		Annual Deficit:	\$251,172

## Asset Inventory & Costs

The table below includes the quantity, total replacement cost and annual capital requirements of each asset segment in the Township's fleet inventory.

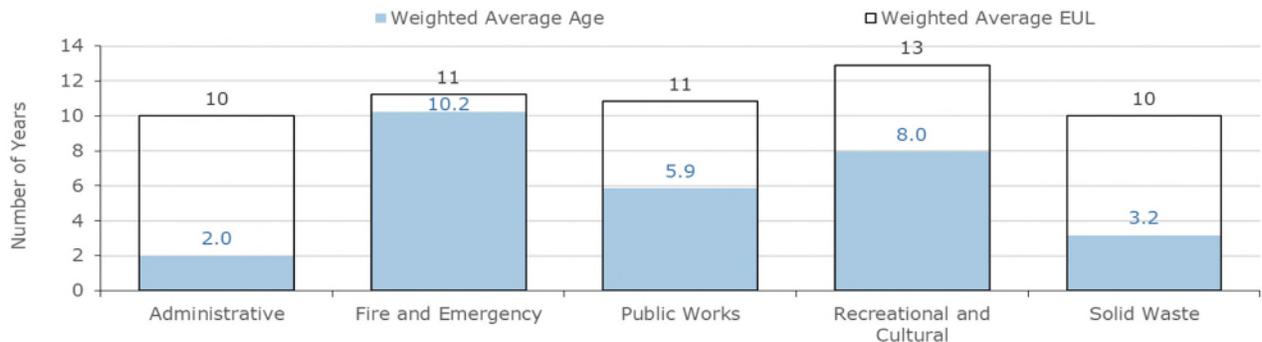
Asset Segment	Number of Assets	Replacement Cost	Annual Capital Requirement
Administrative	1	\$43,831	\$4,383
Fire and Emergency	16	\$3,802,040	\$357,000
Public Works	22	\$4,723,964	\$453,639
Recreational and Cultural	6	\$191,516	\$19,152
Solid Waste	2	\$369,297	\$36,930
<b>Total</b>		<b>\$9,130,648</b>	<b>\$871,103</b>



Each asset’s replacement cost should be reviewed periodically to determine whether adjustments are needed to more accurately represent realistic capital requirements.

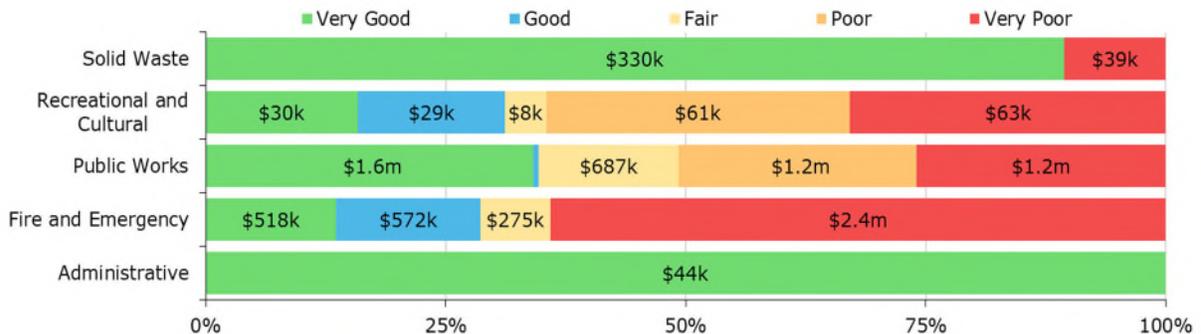
## Asset Condition & Age

The figure below identifies the average age, and the estimated useful life for each asset segment.



Each asset’s estimated useful life should also be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type.

The graph below visually illustrates the average condition for each asset segment on a very good to very poor. The average condition (%) is a weighted value based on replacement cost.



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

## Current Approach to Condition Assessment

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

- Staff complete regular visual inspections of vehicle assets to ensure they are in state of adequate repair prior to operation
- The mileage of vehicles is used as a proxy to determine remaining useful life and relative vehicle condition
- Condition assessments are conducted on fire and emergency vehicle assets in accordance with regulations for health and safety regulations including National Fire Protection Association (NFPA) codes and standards for fire service-related vehicle assets

In this AMP the following rating criteria is used to determine the current condition of fleet segments and forecast future capital requirements:

Condition	
Very Good	80-100
Good	60-80
Fair	40-60
Poor	20-40
Very Poor	0-20

## Lifecycle Management Strategy

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

Activity Type	Description of Current Strategy
Maintenance / Rehabilitation	Maintenance program varies by department
	Visual inspections on some vehicle assets completed and documented daily; fluids inspected at every fuel stop; tires inspected monthly
	Every 4-7000km includes a detailed inspection; tires are rotated and oil changed
	Annual preventative maintenance activities include system components check and additional detailed inspections
Replacement	Age, kilometres and annual repair costs are taken into consideration when determining appropriate treatment options for vehicle assets

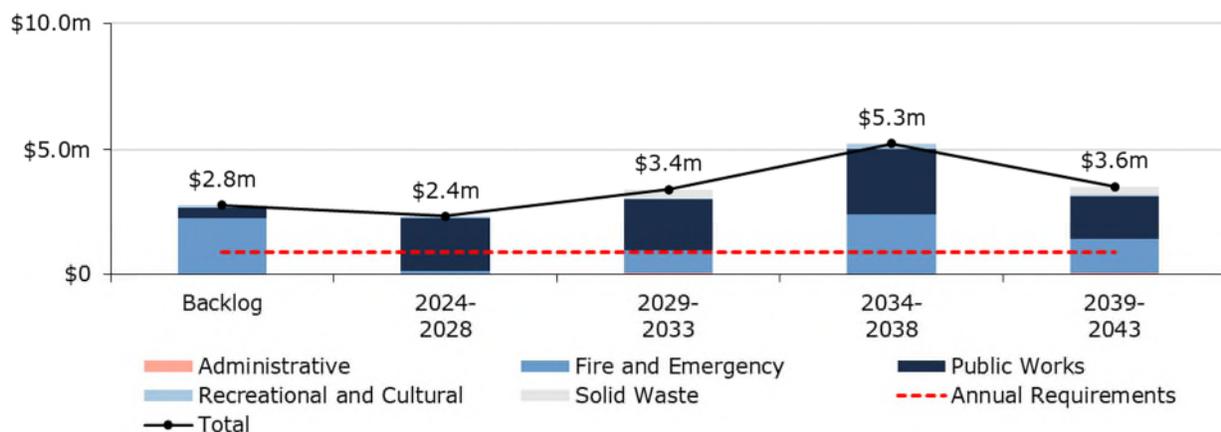
## Forecasted Capital Requirements

Based on the current asset inventory and assuming end-of-life replacement of all assets in this category, the following graphs forecasts short- and long-term capital requirements.

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

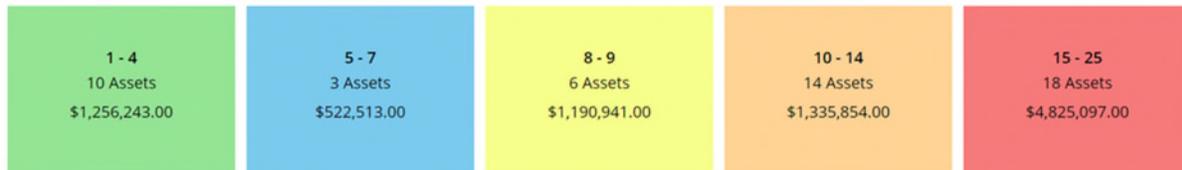
The projected cost of lifecycle activities that will need to be undertaken over the next 10 years to maintain the current level of service can be found in Appendix B.

The graph below identifies capital requirements over the next 20 years. This projection is used as it ensures that every asset has gone through one full iteration of replacement. The forecasted requirements are aggregated into 5-year bins and do not include assets that may be required due to growth.



## Risk & Criticality

The following risk breakdown provides a visual representation of the relationship between the probability of failure and the consequence of failure for the assets within this asset category based on 2023 inventory data.



This is a high-level model developed for the purposes of this AMP and Township staff should review and adjust the risk model to reflect an evolving understanding of both the probability and consequences of asset failure.

The asset-specific attributes that municipal staff utilize to define and prioritize the criticality of vehicles are documented below:

Probability of Failure (POF)	Consequence of Failure (COF)
Condition	Replacement Cost (Financial)
Service Life Remaining	Vehicle Asset Function/Department (Strategic)

The identification of critical assets allows the Township to determine appropriate risk mitigation strategies and treatment options. Risk mitigation may include asset-specific lifecycle strategies, condition assessment strategies, or simply the need to collect better asset data.

## Levels of Service

### Community Levels of Service

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

Service Attribute	Qualitative Description	Current LOS (2021)
Scope	Description of the current condition of Vehicles and plans in place to maintain service level	Vehicles are safe for operation

## Technical Levels of Service

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

Service Attribute	Technical Metric	Current LOS
Scope	% of Vehicles that are in good or very good condition	35%
	% of Vehicles that are in poor or very poor condition	55%
Performance	Target reinvestment rate	9.5%
	Capital reinvestment rate	6.8%

## Recommendations

### Replacement Costs

- All replacement costs used in this AMP were based on the inflation of historical costs.

### Condition Assessment Strategies

- Age-based condition was used within this AMP, but actual assessed condition by a mechanic is ideal for a more accurate depiction of the assets' functionality.
- Review assets that have surpassed their estimated useful life to determine if immediate replacement is required or whether these assets are expected to remain in-service while taking into account repair costs.

### Risk Management Strategies

- Implement risk-based decision-making as part of asset management planning and budgeting processes.
- Review risk models on a regular basis and adjust according to an evolving understanding of the probability and consequences of asset failure.

### Levels of Service

- Begin measuring current levels of service in accordance with the metrics that the Township has established in this AMP. Additional metrics can be established as they are determined to provide meaningful and reliable inputs into asset management planning.
- Work towards identifying proposed levels of service for the 2025 deadline as per O. Reg. 588/17 and identify the strategies that are required to close any gaps between current and proposed levels of service.

## Land Improvements

The Township of North Frontenac owns several assets that are grouped under the land improvements category and assist in providing the Township with community recreation, boat launches and natural outdoor space. Keeping these assets in an adequate state of repair is important to providing a high level of service.

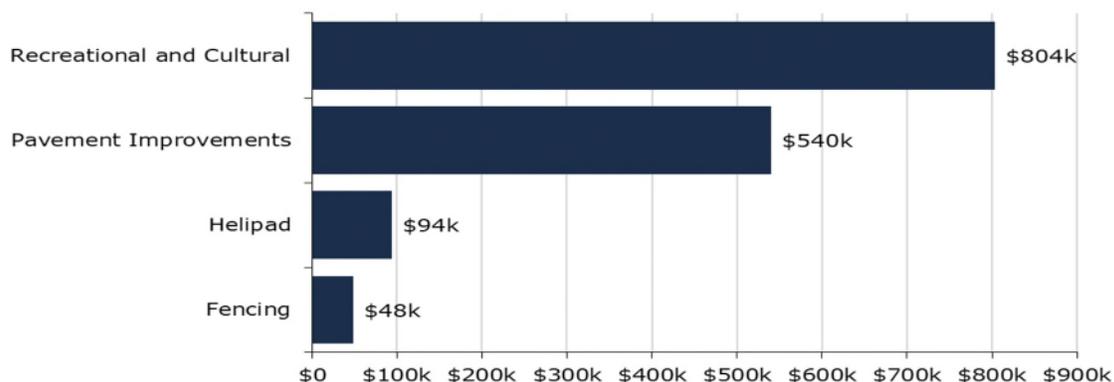
The state of the infrastructure for the land improvements is summarized in the following table.

Replacement Cost	Condition	Financial Capacity	
\$1.49 million	Good (78%)	Annual Requirement:	\$74,844
		Funding Available:	\$2,000
		Annual Deficit:	\$72,844

## Asset Inventory & Costs

The table below includes the quantity, total replacement cost and annual capital requirements of each asset segment in the Township’s parks and land improvements inventory.

Asset Segment	Number of Assets	Replacement Cost	Annual Capital Requirement
Fencing	3	\$48,367	\$2,418
Helipad	2	\$93,861	\$5,756
Pavement Improvements	5	\$539,960	\$23,830
Recreational and Cultural	16	\$803,885	\$42,840



**Total**

**\$1,486,073**

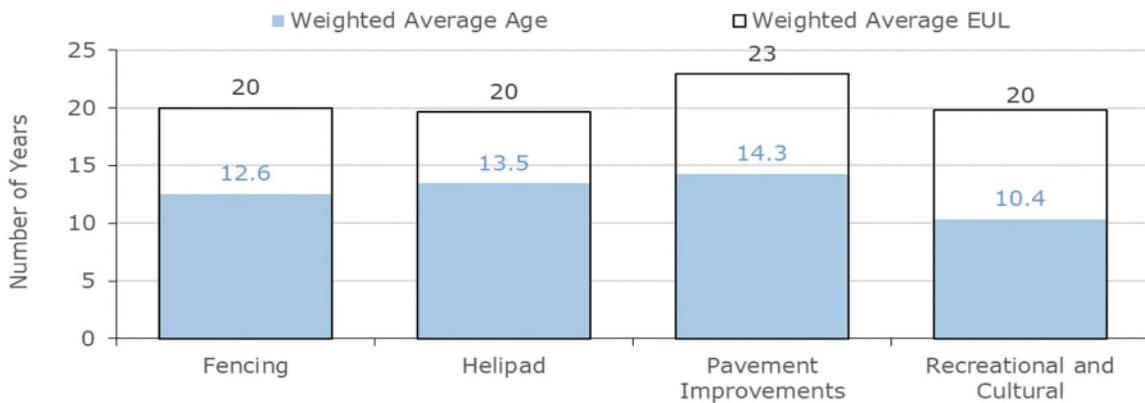
**\$74,844**

Each asset’s replacement cost should be reviewed periodically to determine whether adjustments are needed to more accurately represent realistic capital requirements.

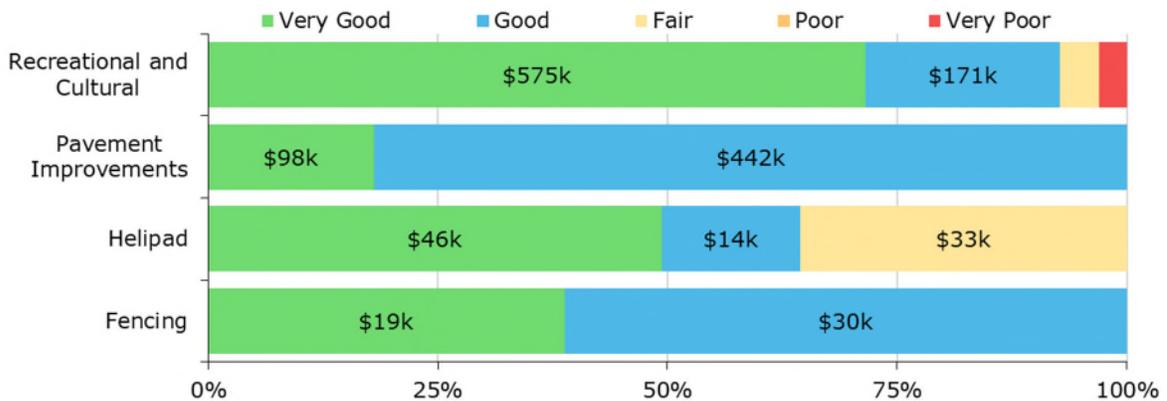
## Asset Condition & Age

The figure below identifies the average age, and the estimated useful life for each asset segment.

Each asset’s estimated useful life should also be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type.



The graph below visually illustrates the average condition for each asset segment on a very good to very poor. The average condition (%) is a weighted value based on replacement cost.



To ensure that the Township’s parks and land improvements assets continue to provide an acceptable level of service, the Township should monitor the average condition of all assets. If the average condition declines, staff should re-evaluate their lifecycle management strategy to determine what combination of

maintenance, rehabilitation and replacement activities is required to increase the overall condition of the land improvements.

### Current Approach to Condition Assessment

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

- Staff complete regular visual inspections of land improvements assets to ensure they are in state of adequate repair
- Staff conduct formal inspections of outdoor play space, fixed play structures and surfacing in accordance with CAN/CSA-Z614 and required as per O. Reg. 137/15
- There are no other formal condition assessment programs in place for other land improvements assets

In this AMP the following rating criteria is used to determine the current condition of land improvements segments and forecast future capital requirements:

Condition	Rating
Very Good	80-100
Good	60-80
Fair	40-60
Poor	20-40
Very Poor	0-20

### Lifecycle Management Strategy

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

The following table outlines the Township’s current lifecycle management strategy.

Activity Type	Description of Current Strategy
Maintenancace, Rehabilitation & Replacement	The parks and land improvements asset category includes several unique asset types and lifecycle requirements are dealt with on a case-by-case basis

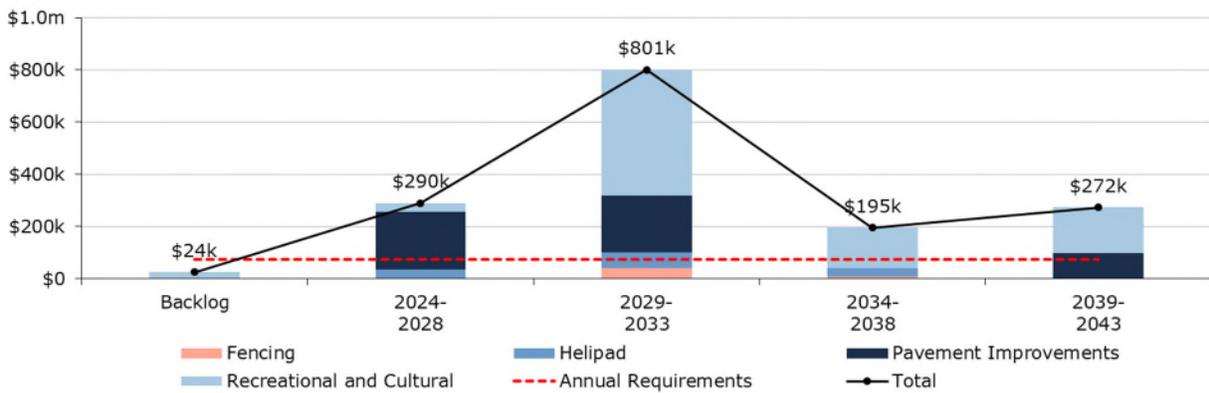
## Forecasted Capital Requirements

Based on the current asset inventory and assuming end-of-life replacement of all assets in this category, the following graphs forecasts short- and long-term capital requirements.

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

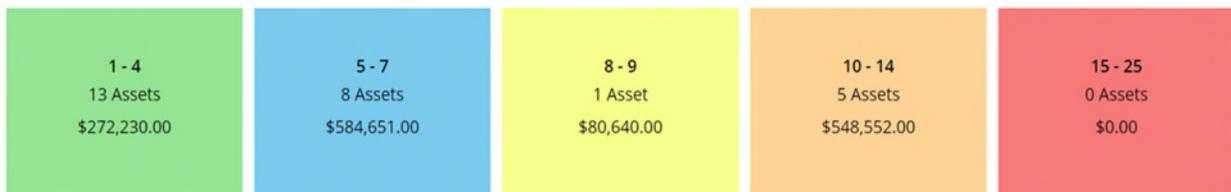
The projected cost of lifecycle activities that will need to be undertaken over the next 10 years to maintain the current level of service can also be found in Appendix B.

The graph identifies capital requirements over the next 20 years. This projection is used as it ensures that every asset has gone through one full iteration of replacement. The forecasted requirements are aggregated into 5-year bins and do not include assets that may be required due to growth.



## Risk & Criticality

The following risk breakdown provides a visual representation of the relationship between the probability of failure and the consequence of failure for the assets within this asset category based on 2023 inventory data.



This is a high-level model developed for the purposes of this AMP and Township staff should review and adjust the risk model to reflect an evolving understanding of both the probability and consequences of asset failure.

The asset-specific attributes that municipal staff utilize to define and prioritize the criticality of park and land improvements are documented below:

Probability of Failure (POF)	Consequence of Failure (COF)
Condition	Replacement Cost (Direct Financial)
Service Life Remaining	Parks and Land Improvements Asset Type (Strategic)

The identification of critical assets allows the Township to determine appropriate risk mitigation strategies and treatment options. Risk mitigation may include asset-specific lifecycle strategies, condition assessment strategies, or simply the need to collect better asset data. Levels of Service

## Community Levels of Service

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

Service Attribute	Qualitative Description	Current LOS (2021)
Scope	Description of the current condition of recreation and land improvements and plans in place to maintain service level	Parks and recreation areas meet recreational needs and are reasonably accessible to the community

## Technical Levels of Service

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

Service Attribute	Technical Metric	Current LOS (2021)
Scope	% of land improvements that are in good or very good condition	94%
	% of recreation and land improvements that are in poor or very poor condition	2%
Performance	Target reinvestment rate	5.0%
	Capital reinvestment rate	0.1%

## Recommendations

### Asset Inventory

- The current parks and land improvements asset inventory is incomplete and lacking a consistent asset hierarchy. The Township should conduct an

inventory review, collect and consolidate asset data to ensure all relevant assets are accounted for.

## **Replacement Costs**

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

## **Condition Assessment Strategies**

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

## **Risk Management Strategies**

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

## **Levels of Service**

- Work towards identifying proposed levels of service for the 2025 deadline as per O. Reg. 588/17 and identify the strategies that are required to close any gaps between current and proposed levels of service.

## **Impacts of Growth**

Understanding the key drivers of growth and demand will allow the Township to more effectively plan for new infrastructure, and the upgrade or disposal of existing infrastructure. The 2021 census identified a 20% population increase from 2016 to 2020, exceeding the 2046 projection in the County's 2020 Projections report. The costs of growth should be considered in long-term funding strategies that are designed to maintain the current level of service

### **Description of Growth Assumptions**

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

### **Township of North Frontenac Official Plan (2017)**

The Township adopted a new Official Plan in 2017 to guide and direct the future development of the Township of North Frontenac to the year 2027. The Official Plan serves to protect existing development, and to encourage economic growth that will positively impact the Township's residents.

The Official Plan has been approved by the Council of the County of Frontenac as of September 20<sup>th</sup>, 2017.

The Community Development Policies apply to areas including Hamlet Settlement Areas, Rural Areas, and Waterfront Areas. Hamlet Settlement Areas permit a mix of land uses including residential, public service, commercial and industrial. Within the Rural Area, residential, co-operative areas, recreational, commercial, and industrial uses are permitted by the Plan.

The intent of the Official Plan is to ensure conservation, protection, and enhancement of water resources. Therefore, Waterfront Areas permitted uses only include low-density residential development, tourism use, and recreational vehicles parks and campgrounds.

### **County of Frontenac Official Plan (2016)**

The County of Frontenac Official Plan serves as the upper tier Official Plan for the county, used to guide policy planning and physical planning of local municipalities. The Growth Management section is intended to help guide new development across the County based on Growth Projections for population and employment until 2034.

The population of the County is forecasted to increase from 27,900 in 2011, to 32,900 in 2034. The Township of North Frontenac is allocated 7% of this forecasted growth.

## Population, Housing and Employment Projections Study (2020)

In 2020, a 'Population, Housing and Employment Projections' report was prepared by Watson and Associates Economists Limited for the County of Frontenac as an update to the 2014 iteration and to revise the County's long-term growth forecasts based on recent demographic and economic trends.

The report provided a summary of the historical and forecast population, housing and employment statistics as well as a growth projection model for the County.

The following table outlines the population and household forecasts that have been allocated to the Township:

<b>North Frontenac Population and Household Forecast (2016 to 2046)</b>				
	<b>2016</b>	<b>2026</b>	<b>2036</b>	<b>2046</b>
Population (permanent)	1,940	2,050	2,090	2,110
Population (seasonal)	8,550	8,860	9,180	9,370
Household (permanent)	925	995	1,045	1,070
Household (seasonal)	2,335	2,420	2,505	2,560

Key observations from the report include:

- North Frontenac's total permanent population is forecasted to reach approximately 2,100 persons by 2046<sup>3</sup>
- The average annual permanent population growth rate for the Township over the 2016 - 2046 forecast period is projected at 0.3%
- Over the 2016-2046 forecast period, the Township is expected to average 150 new permanent housing units to its base and about 90% of new permanent housing is to occur in the rural area outside of designated settlement areas
- The demand for new seasonal housing is expected to be steady at the Township, averaging 8 new units per year
- Including the seasonal population base, the Township's combined population is forecast to reach approximately 11,500 in 2046 from 10,500 in 2016

<sup>3</sup> Based on the 2021 census, the Township has already exceeded the 2046 population forecast that was indicated in the 2020 'Population, Housing and Employment Projections' report.

## Impact of Growth on Lifecycle Activities

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

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

## Financial Strategy

The Township is committing approximately \$2.7 million towards capital projects per year from sustainable revenue sources. Given the annual capital requirement of \$6.4 million, there is currently a funding gap of \$3.7 million annually. For tax-funded assets, we recommend increasing tax revenues by 2.7% each year for the next 15 years to achieve a sustainable level of funding

### Financial Strategy Overview

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

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

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

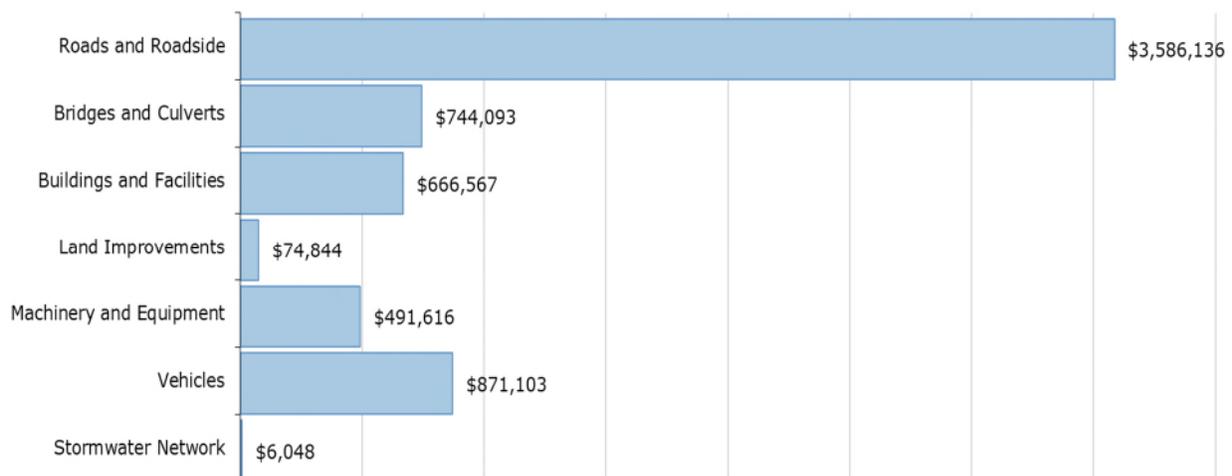
Note: Periodic grants are normally not included due to Provincial requirements for firm commitments. However, if moving a specific project forward is wholly dependent on receiving a one-time grant, the replacement cost included in the financial strategy is the net of such grant being received.

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

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

## Annual Requirements & Capital Funding

The annual requirements represent the amount the Township 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 Township must allocate approximately \$6.4 million annually to address capital requirements for the assets included in this AMP.



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

However, for HCB, LCB and gravel roads, lifecycle management strategies have been developed to identify capital costs that are realized through strategic rehabilitation and renewal of the Township’s roads. The development of these strategies allows for a comparison of potential cost avoidance if the strategies were to be implemented.

The following table compares the two scenarios for roads:

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

Asset Segment	Annual Requirements (Replacement Only)	Annual Requirements (Lifecycle Strategy)	Difference
Gravel Roads	\$2,391,613	\$809,802	\$1,581,811
HCB Roads	\$309,809	\$234,175	\$75,634
LCB Roads	\$7,227,563	\$2,513,298	\$4,714,265
<b>Total</b>	<b>\$9,828,986</b>	<b>\$3,557,275</b>	<b>\$6,371,710</b>

The implementation of a proactive lifecycle strategy for roads leads to a potential annual cost avoidance of \$6,371,710 for roads assets. This represents an overall reduction of the annual requirements by 64%. As the lifecycle strategy scenario represents the lowest cost option available to the Township, we have used this annual requirement in the development of the financial strategy.

### Annual Funding Available

Based on a historical analysis of sustainable capital funding sources, the Township is committing approximately \$2.7 million towards capital projects per year from sustainable revenue sources. Given the annual capital requirement of \$6.4 million there is currently a funding gap of \$3.7 million annually.



## Funding Objective

We have developed a scenario that would enable North Frontenac to achieve full funding within 15 years for the following assets:

**Tax Funded Assets:** Roads and Roadside, Bridges and Culverts, Buildings and Facilities, Vehicles, Machinery and Equipment, Parks and Land Improvements, Stormwater

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

## Current Funding Position

North Frontenac’s average annual asset investment requirements, current funding positions, and funding increases required to achieve full funding on assets funded by taxes are as follows.

- The average annual investment requirement for the all asset categories is \$6.4 million.
- The annual revenue currently allocated to these assets for capital purposes is \$2.7 million
- The annual deficit of \$3.7 million

Put differently, these infrastructure categories are currently funded at 42% of their long-term requirements.

## Full Funding Requirements

In 2024, Township of North Frontenac has annual tax revenues of \$7.19 million. Without consideration of any other sources of revenue or cost containment strategies, full funding would require 48.9% tax change over time.

	Annual Tax Increase Needed			
	5 Years	10 Years	15 Years	20 Years
Infrastructure Deficit	\$3,734,839	\$3,734,839	\$3,734,839	\$3,734,839
Annual Increase	8.7%	4.3%	2.7%	2.1%

## Use of Debt

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

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

Sustainable funding models that include debt need to incorporate the risk of rising interest rates. The following graph shows where historical lending rates have been:

A change in 15-year rates from 3% to 6% would change the premium from 26% to 54%. Such a change would have a significant impact on a financial plan.

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

## Use of Reserves

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

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

By asset category, the table below outlines the totals of the reserves currently available towards the Township’s capital asset inventory.

<b>Asset Type</b>	<b>Balance on December 31, 2023</b>
Core Assets	\$3,766,194
Non-Core Assets	\$1,084,378
<b>Total:</b>	<b>4,850,572</b>

There is considerable debate in the municipal sector as to the appropriate level of reserves that a Township should have on hand. Council adopted By-law # 2024-24 on April 5, 2024 that provides targets, purpose and funding for each Reserve and Reserve Fund. Factors that municipalities should consider when determining their capital reserve requirements include:

- breadth of services provided
- age and condition of infrastructure
- use and level of debt
- economic conditions and outlook
- 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 North Frontenac’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.

## Financial Strategy Recommendations

Considering all the above information, we recommend the 15-year option. This involves full capital funding being achieved over 15 years by:

- when realized, reallocating the debt cost reductions
- increasing tax revenues by 2.7% each year for the next 15 years solely for the purpose of phasing in full funding to the asset categories covered in this section of the AMP.
- allocating the current CCBF, OCIF, and OMPF revenue as outlined previously.
- allocating the scheduled OCIF grant increases to the infrastructure deficit as they occur.
- reallocating appropriate revenue from categories in a surplus position to those in a deficit position.
- increasing existing and future infrastructure budgets by the applicable inflation index on an annual basis 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:

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

## Appendix A: Infrastructure Report Card

Asset Category	Replacement Cost (millions)	Asset Condition	Financial Capacity	
Roads and Roadside	\$140	Fair (45%)	Annual Requirement:	\$3,586,136
			Funding Available:	\$1,155,081
			Annual Deficit:	\$2,431,055
Bridges and Culverts	\$37.37	Good (72%)	Annual Requirement:	\$744,093
			Funding Available:	\$434,500
			Annual Deficit:	\$309,593
Stormwater Network	\$0.3	Very Poor (0%)	Annual Requirement:	\$6,048
			Funding Available:	\$0
			Annual Deficit:	\$6,048
Buildings and Facilities	\$17.5	Fair (40%)	Annual Requirement:	\$666,567
			Funding Available:	\$180,976
			Annual Deficit:	\$485,591
Land Improvements	\$1.48	Good (78%)	Annual Requirement:	\$74,844
			Funding Available:	\$2,000
			Annual Deficit:	\$72,844
Vehicles	\$9.1	Fair (41%)	Annual Requirement:	\$871,103
			Funding Available:	\$619,931
			Annual Deficit:	\$251,172
Machinery and Equipment	\$6.2	Fair (53%)	Annual Requirement:	\$491,616
			Funding Available:	\$313,080
			Annual Deficit:	\$178,536
Overall	\$212	Fair (50%)	Annual Requirement:	\$6,440,407
			Funding Available:	\$2,705,568
			Annual Deficit:	\$3,734,839

## Appendix B: 10-Year Capital Requirements

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

Roads and Roadside											
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Gravel Roads	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$8.2m	\$0
Guiderails	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$83k	\$0
HCB Roads	\$0	\$0	\$0	\$583k	\$0	\$0	\$921k	\$39k	\$479k	\$0	\$0
LCB Roads	\$940k	\$25.0m	\$18.8m	\$3.7m	\$0	\$0	\$0	\$642k	\$1.5m	\$547k	\$940k
Streetlights	\$0	\$0	\$0	\$0	\$0	\$79k	\$0	\$0	\$0	\$0	\$0
	\$940k	\$25.0m	\$18.8m	\$4.2m	\$0	\$79k	\$921k	\$681k	\$2.0m	\$8.8m	\$673k

Bridges and Culverts											
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Bridges	\$0	\$350k	\$260k	\$870k	\$0	\$0	\$60k	\$3.0m	\$900k	\$0	\$0
Structural Culverts	\$580k	\$0	\$0	\$0	\$0	\$0	\$0	\$260k	\$0	\$0	\$580k
	\$580k	\$350k	\$260k	\$870k	\$0	\$0	\$60k	\$3.3m	\$900k	\$0	\$580k

Stormwater											
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Catch Basins	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Storm Pipes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

**Buildings and Facilities**

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Administrative	\$89k	\$151k	\$830k	\$33k	\$70k	\$473k	\$103k	\$232k	\$161k	\$265k	\$89k
Fire and Emergency	\$187k	\$63k	\$523k	\$131k	\$179k	\$224k	\$245k	\$396k	\$61k	\$399k	\$187k
Public Works	\$650k	\$354k	\$817k	\$339k	\$93k	\$92k	\$174k	\$560k	\$6k	\$260k	\$650k
Recreational and Cultural	\$542k	\$274k	\$737k	\$283k	\$330k	\$339k	\$2876k	\$563k	\$102k	\$578k	\$542k
	\$1.5m	\$843k	\$2.9m	\$785k	\$672k	\$1.1m	\$798k	\$1.8m	\$330k	\$1.5m	\$1.5m

**Machinery and Equipment**

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Fire and Emergency	\$62k	\$53k	\$67k	\$113k	\$29k	\$93k	\$85k	\$26k	\$57k	\$78k	\$62k
Information Technology	\$0	\$43k	\$49k	\$60k	\$31k	\$366k	\$24k	\$8k	\$19k	\$66k	\$0
Public Works	\$394k	\$30k	\$654k	\$23k	\$20k	\$4k	\$61k	\$300k	\$41k	\$0	\$394k
Recreational and Cultural	\$0	\$24k	\$7k	\$7k	\$0	\$23k	\$0	\$22k	\$16k	\$13k	\$0
Solid Waste	\$60k	\$58k	\$166k	\$61k	\$0	\$0	\$51k	\$68k	\$45k	\$103k	\$60k
	\$517k	\$208k	\$943k	\$263k	\$80k	\$487k	\$221k	\$423k	\$176k	\$260k	\$517k

**Vehicles**

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Administrative	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$44k	\$0	\$0
Fire and Emergency	\$0	\$0	\$63k	\$85k	\$0	\$275k	\$120k	\$452k	\$0	\$54k	\$0
Public Works	\$100k	\$430k	\$557k	\$960k	\$122k	\$480k	\$380k	\$0	\$445k	\$785k	\$100k
Recreational and Cultural	\$0	\$0	\$61k	\$0	\$0	\$8k	\$0	\$29k	\$0	\$30k	\$0
Solid Waste	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$300k	\$30k	\$0
	\$100k	\$430k	\$681k	\$1.0m	\$122k	\$764k	\$500k	\$481k	\$789k	\$899k	\$100k

**Land Improvements**

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Fencing	\$0	\$0	\$0	\$0	\$0	\$30k	\$0	\$11k	\$0	\$0	\$0
Helipad	\$0	\$33k	\$0	\$0	\$0	\$14k	\$0	\$0	\$0	\$46k	\$0
Pavement Improvements	\$0	\$0	\$0	\$0	\$223k	\$0	\$0	\$81k	\$138k	\$0	\$0
Recreational and Cultural	\$0	\$33k	\$1k	\$0	\$0	\$171k	\$0	\$0	\$86k	\$224k	\$0
	\$0	\$66k	\$1k	\$0	\$223k	\$215k	\$0	\$91k	\$224k	\$271k	\$0

**Portfolio Summary**

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Roads and Roadside	\$940k	\$25.0m	\$18.8m	\$4.2m	\$0	\$79k	\$921k	\$681k	\$2.0m	\$8.8m	\$940k
Bridges and Culverts	\$580k	\$350k	\$260k	\$870k	\$0	\$0	\$60k	\$3.3m	\$900k	\$0	\$580k
Buildings and Facilities	\$1.5m	\$843k	\$2.9m	\$785k	\$672k	\$1.1m	\$798k	\$1.8m	\$330k	\$1.5m	\$1.5m
Land Improvements	\$0	\$66k	\$1k	\$0	\$223k	\$215k	\$0	\$91k	\$224k	\$271k	\$0
Machinery and Equipment	\$517k	\$208k	\$943k	\$263k	\$80k	\$487k	\$221k	\$423k	\$176k	\$260k	\$517k
Vehicles	\$100k	\$430k	\$681k	\$1.0m	\$122k	\$764k	\$500k	\$481k	\$789k	\$899k	\$100k
Stormwater Network	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$3.6m	\$26.9m	\$23.6m	\$7.2m	\$1.1m	\$2.7m	\$2.5m	\$6.7m	\$4.4m	\$11.7m	\$3.6m

## **Appendix C: Condition Assessment Guidelines**

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

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

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

### **Role of Asset Condition Data**

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

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

### **Guidelines for Condition Assessment**

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

Condition assessments must include a quantitative or qualitative assessment of the current condition of the asset, collected according to specified condition rating

criteria, in a format that can be used for asset management decision-making. As a result, it is important that staff adequately define the condition rating criteria that should be used and the assets that require a discrete condition rating. When engaging with external consultants to complete condition assessments, it is critical that these details are communicated as part of the contractual terms of the project. There are many options available to the Township to complete condition assessments. In some cases, external consultants may need to be engaged to complete detailed technical assessments of infrastructure. In other cases, internal staff may have sufficient expertise or training to complete condition assessments.

### **Developing a Condition Assessment Schedule**

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

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

## Appendix D: Next Steps

A workplan has been provided to the Municipality to advance its Asset Management Program. These steps are ranked based on their overall asset management value to the Township. Value considers the priority and impact of a recommendation relative to its cost. Steps with a high program value have significant impact and priority and low cost.

Next Steps	AM Program Value
Continue to complete TCA data review to identify missing and/or incomplete assets in the CityWide™ asset inventory.	<b>1 (Highest)</b>
Review and confirm that all assets have been accounted for in the asset inventory, particularly for non-core assets.	<b>2</b>
Regularly review and update replacement costs for all asset classes, incorporating industry standard costing references and local market pricing.	<b>3</b>
Continue to integrate data from various studies, reports, and staff journals within CityWide™ to ensure a centralized, comprehensive, and current asset inventory.	<b>4</b>
Implement a data governance strategy and framework to maintain the level of data maturity	<b>5</b>
Develop detailed LOS frameworks for all assets and identify proposed LOS	<b>6</b>
Educate and train key personnel on broader asset management best practices including database management and the optimal use of CityWide™	<b>7</b>
Review, consider, and as appropriate, account for growth and demand changes to infrastructure management.	<b>8</b>
Provide opportunities for staff and elected officials to attend webinars, educational conferences, and workshops to expand their technical knowledge of asset management principles and practices	<b>9</b>
Develop a process for reporting on LOS and considering LOS results in infrastructure operational and capital decisions.	<b>10</b>
Develop a medium- to long-term external communication strategy to engage public on asset management and obtain feedback to inform development of proposed LOS	<b>11</b>

Next Steps	AM Program Value
Increase team capacity by recruiting a dedicated asset management staffing resource, e.g., asset management coordinator	12
An asset management strategy enforces the asset management policy and aligns it to the asset management plan. Consider developing a formalized, documented asset management strategy.	12
Financial strategies are inextricably linked to LOS (current and proposed) and risk, both of which guide lifecycle decision-making. Frameworks for linking financial strategies to LOS and risk should be established.	14
Consider developing an infrastructure master plan that considers the strategic plan and integrates with land use planning to guide investments.	15 (Least)

# Appendix E: O.Reg.588/17 - Compliance

O. Reg. Requirement	2022 Compliance		2024 Compliance		2025 Compliance
	Core	Non-Core	Core	Non-Core	Core and Non-Core
<b>1.0 Asset Inventory</b>					
1.1 Asset Summary	Yes	N/A	Yes	Yes	No
1.2 Replacement Cost	Yes		Yes	Yes	No
1.3 Average Age	Yes		Yes	Yes	No
1.4 Condition	Yes		Yes	Yes	No
1.5 Condition Assessment Approach	Yes		Yes	Yes	No
<b>2.0 Lifecycle Activities</b>					
2.1 Identify Full Asset Lifecycle	Yes	N/A	Yes	Yes	No
2.2 Document Lifecycle Activities	Yes		Yes	Yes	No
2.3 Quantify Asset Risk	Yes		Yes	Yes	No
2.4 Lifecycle Cost Analysis	Yes		Yes	Yes	No
<b>3.0 Growth</b>					
3.1 Population and Economic assumptions	Yes	N/A	Yes	Yes	No
3.2 Document impact of growth on capital planning	N/A		N/A	N/A	No
<b>4.0 Current Level of Service</b>					
4.1 Define and document current LOS metrics	Yes	N/A	Yes	Yes	No
<b>5.0 Proposed Level of Service</b>					
5.1 Define Proposed LOS	N/A	N/A	N/A	N/A	No
5.2 Difference b/w Current and Proposed LOS					No
5.3 Required Lifecycle Activities and associated Risk					No
5.4 Achievability of Proposed LOS					No
5.5 Affordability of Proposed LOS					No
5.6 Lifecycle activities and risk associated with potential funding shortfall					No

**The Corporation of the Township of North Frontenac**

**By-law # 2024-48**

**Being a By-law to Adopt a Strategic Asset Management Policy for the Township of North Frontenac**

**Whereas** Ontario Regulation 588/17 made under the Infrastructure for Jobs and Prosperity Act, 2015, provides that a municipality shall adopt and maintain a Strategic Asset Management Policy;

**Now Therefore** the Council of the Corporation of the Township of North Frontenac enacts that the Strategic Asset Management Policy as set out in Schedule 'A' attached heretofore is hereby adopted for the Township of North Frontenac;

**And That** By-law #48-19 is hereby repealed;

**And That** all resolutions, by-laws or parts of by-laws, which are contrary to or inconsistent with this by-law, are hereby repealed;

**And That** this By-law shall come into force and take effect on the date of final passing.

**Read** a first and second time on **June 27, 2024**.

**Read** a third time and finally passed on **June 27, 2024**.

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**Gerry Lichty, Mayor**

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**Tara Mieske, Clerk**



# Strategic Asset Management Policy 2024

# Strategic Asset Management Policy

## 1.0 Purpose

The purpose of this policy is to provide leadership in the commitment to the development and implementation of the Township's Asset Management Plan. It is intended to guide the consistent use of Asset Management across the organization, to facilitate logical and evidence based decision-making for the management of Municipal Infrastructure Assets and to support the delivery of sustainable community services now and in the future.

By using sound Asset Management practices, the Township will work to ensure that all Municipal Infrastructure Assets meet expected performance levels and continue to provide desired service levels in the most efficient and effective manner. Linking service outcomes to infrastructure investment decisions will assist the Township in focusing on service, rather than budget driven asset management approaches.

The Policy demonstrates an organization-wide commitment to the good stewardship of municipal infrastructure assets, and improved accountability and transparency to the community through the adoption of best practices regarding asset management planning.

## 2.0 Background

The Township is responsible for providing a range of essential services to the community, including transportation networks; emergency services; fire services; public facilities; recreation; and more. To deliver these services, it owns and manages a diverse municipal infrastructure asset portfolio of roads, bridges, culverts, vehicles, machinery, facilities and much more. As the social, economic and environmental well-being of the community depends on the reliable performance of these municipal infrastructure assets it is critical to implement a systemic, sustainable approach to their management.

Asset Management is such an approach, and refers to the set of policies, practices and procedures that allow an organization to realize maximum value from its municipal infrastructure assets. An asset management approach allows organizations to make informed decisions regarding the planning, building, operating, maintaining, renewing, replacing and disposing of municipal infrastructure assets through a wide range of lifecycle activities. Furthermore, it is an organization-wide process that involves the coordination of activities across multiple departments and service areas. As such, it is useful to adopt a structured and coordinated approach to outline the activities, roles and responsibilities required of organizational actors, as well as the key principles that should guide all asset management decision-making.

A comprehensive and holistic asset management approach will support efficient and effective delivery of expected levels of service and ensure that due regard and process are applied to the long-term management and stewardship of all municipal infrastructure assets. In addition, it will align the Township with provincial and national standards and Regulations such as the *Infrastructure for Jobs and Prosperity Act, 2015* and Ontario Regulation 588/17, enabling the organization to take full advantage of available grant funding opportunities.

The approval of this Policy is an important step towards integrating the Township's strategic mission, vision and goals with its Asset Management Plan, and ensuring that critical municipal infrastructure assets and vital services are maintained and provided to the community in a reliable, sustainable manner.

### **3.0 Definitions**

As used herein the following definitions shall apply unless otherwise indicated

- i. Asset Management (AM) – is an integrated approach, involving all municipal departments, to planning for and managing existing and new assets in order to maximize benefits, reduce risk and provide satisfactory levels of service to the community in a sustainable manner. Good AM practices are fundamental to achieving sustainable and resilient communities.
- ii. Asset Management Plan (AMP) – Documented information that specifies the activities, resources, and timescales required for an individual asset, or a grouping of assets, to achieve the organizations asset management objectives.
- iii. Capitalization Threshold – The value of a municipal infrastructure asset at or above which a municipality will capitalize the value of it and below which it will expense the value of it as included in the Townships Tangible Capital Asset (TCA) Policy.
- iv. Municipal Infrastructure Asset– means an infrastructure asset, including a green infrastructure asset, directly owned by a municipality or included on the consolidated financial statements of a municipality.

### **4.0 Roles and Responsibilities**

The Policy requires the commitment of key stakeholders within the Township's organizational structure to ensure the Policy contains a clear plan that can be implemented, reviewed and updated. The development and continuous support of the Township's AMP requires a wide range of duties and responsibilities from key stakeholders as defined below.

#### A. Council

- Approve the AMP and its updates at least every five years in accordance with O.Reg 588/17 requirements.
- Support ongoing efforts to continuously improve and implement the AMP.
- Establish Levels of Service.

#### B. Chief Administrative Officer (CAO)

- Maintain compliance with the Asset Management Policy and Provincial Asset Management Regulation.
- Provide corporate oversight to goals and directions and ensure the AMP aligns with the Township's Strategic Plan.

#### C. Executive Lead (Treasurer)

- Manage policy and policy updates.
- Provide organization-wide leadership in AM practices and concepts.
- Coordinate and track AMP implementation and progress.
- Track, analyze and report on AMP progress and results.

#### D. Department Managers

- Oversee asset management planning activities that fall within their service area and support of others.
- Provide departmental staff coordination.
- Develop and monitor levels of service and make recommendations to Council.
- Provide input/support to Executive Lead (Treasurer) in the tracking, analyzing and reporting on AMP progress and results.

#### E. Department Staff

- Implement and maintain levels of service.
- Provide support and direction for AM practices within their department.

### 5.0 Strategic Alignment

Asset Management planning will not occur in isolation from other municipal goals, plans and policies. Rather, an integrated approach will be followed to successfully develop a practical AMP that align with the overarching accountabilities and aspirations of our community. The Council, CAO and Managers will review this Policy and ensure that it is consistent with the other Policies, Plans, By-laws and Regulations currently in place such as but not limited to the following:

- The Official Plan – To ensure that public service facilities are adequate and have the capacity to support further growth and development (e.g. schools, fire and police services, social and medical, ambulance, air ambulance and leisure services). To provide for the ongoing maintenance, protection, and where necessary, the replacement of community, and Municipal Capital Assets and to sustain existing public service facilities. In this regard, Council will undertake an ongoing program of capital planning for the replacement of capital assets which have reached the end of their life cycle.
- Strategic Plan – Which provides for the Township’s Mission, Vision and Values  
Current statements:
  - Mission – Committed to our community’s well-being by delivering efficient, sustainable, and inclusive services that enrich lives while protecting the environment.
  - Vision – Empowering our community, protecting our environment.
  - Values – Progressive, Inclusive, Transparent, Accountable and Sustainable.
- Capital Budget – The decision framework and infrastructure needs identified in the AMP form the basis on which future capital budgets are prepared.
- By-Laws, standards, and policies – The AMP will influence and utilize policies and By-laws related to infrastructure management practices and standards.
- Regulations – The AMP shall recognize and abide by industry and senior government Regulations.

## 6.0 Guiding Principles

- A. Forward looking – The Township shall take a long-term view while considering demographic and economic trends in the Region.
- B. Budgeting and planning – The Township shall take into account any applicable budgets or fiscal plans, such as fiscal plans released under the *Fiscal and Transparency Act, 2004* and Budget adopted under Part VII of the *Municipal Act, 2001*.
- C. Prioritizing – The Township shall clearly identify infrastructure priorities which will drive investment decisions.

- D. Economic Prosperity – The Township shall promote economic competitiveness, productivity, job creation, training opportunities, enhance and support the local economy, prepare for potential development opportunities and identify opportunities for efficiencies.
- E. Transparency – The Township shall be evidence-based and transparent. Make decisions with respect to infrastructure based on information that is publicly available or made available and share information with implications on infrastructure and investment decisions with the government and broader public sector, in accordance with the Township’s Communication Plan as amended, to enhance communications mechanisms and information to reach all Public.
- F. Consistency – The Township shall ensure the continued provision of core public services, such as roads and emergency services.
- G. Environmental Stewardship– The Township shall minimize the impact of infrastructure on the environment by respecting and helping maintain ecological and biological diversity; augmenting resilience to the effects of climate change. The Township will establish an Environmental Task Force and communicate directly with the Province whenever available and keep lines of communication open at all times.
- H. Health and Safety – The Township shall ensure that the health and safety of workers involved in the construction and maintenance of infrastructure assets is protected.
- I. Vibrant and Inclusive Community – The Township shall promote community benefits, being the supplementary social and economic benefits arising from an infrastructure project that are intended to improve the well-being of the community affected by the project, such as:
- Local job creation and training opportunities;
  - Improvement of public space within the community;
  - Promoting accessibility for persons with disabilities;
  - Promote a healthy lifestyle
  - Support Inclusivity
- J. Innovation – The Township shall create opportunities to make use of innovative technologies, services, and practices, particularly where doing so would utilize technology, techniques and practices developed in Ontario.

- K. Integration – The Municipality shall where relevant and appropriate, be mindful and consider the principles and content of non-binding provincial or municipal plans and strategies established under an Act or otherwise, in planning and making decisions surrounding the infrastructure that supports them.
- L. Sustainable Core Services – This will be achieved through continued investment in municipal infrastructure, enhancing Township services, being “shovel-ready” for projects when funding becomes available, optimize waste management practices through diversion, recycling and repurposing and establishing the Township as an employer of choice.

## 7.0 Policy Statement

- The Asset Management Plan and progress made on the plans will be considered annually in the creation of the municipalities capital budgets, operating budgets and long term financial plans.
- Climate change will be considered as part of Municipality’s risk management approach embedded in local asset management planning methods. This approach will balance the potential cost of vulnerabilities to climate change impacts and other risks with the cost of reducing these vulnerabilities. The balance will be struck in the levels of service delivered through operations, maintenance schedules, disaster response plans, contingency funding and capital investments.
- The Municipality recognizes the residents and businesses as stakeholders and neighbouring municipal bodies, provincial agencies and regulated utilities partners in service delivery. Accordingly, the municipality will foster informed dialogue with these parties using the best available information and engage with them by providing opportunities for residents and other stakeholders served by the municipality to provide input in asset management planning and coordinating asset management planning with other infrastructure asset owning agencies such as municipal bodies.
- The Township will explore innovative funding and service delivery opportunities including but not limited to grant programs, Public-Private Partnerships (P3), alternative financing and procurement approaches, and shared provision of services, as appropriate.
- The Township will align all asset management planning with the Province of Ontario’s land-use planning framework, including and relevant policy statements issued under section 3(1) of the Planning Act; shall conform

with the provincial plans that are in effect on that date; and, shall be consistent with the Township's Official Plan. The Asset Management Plans will reflect how the community is projected to change and the related asset impacts.

The Corporation of the Township of North Frontenac

**By-Law #2024-49**

**Being a By-law to Authorize the Mayor and the Clerk to Sign a Memorandum of Understanding with Rural Frontenac Community Services and Land O' Lakes Community Services**

**Now Therefore** the Council of the Corporation of the Township of North Frontenac enacts that the Mayor and the Clerk are authorized to sign the Memorandum of Understanding with Rural Frontenac Community Services and Land O'Lakes Community Services; and that said Agreement shall be attached heretofore as Schedule A;

**And That** all resolutions, by-laws or parts of by-laws, which are contrary to or inconsistent with this by-law, are hereby repealed;

**And That** this By-law shall come into force and take effect on the date of final passing.

**Read** a first and second time on **June 27, 2024**.

**Read** a third time and finally passed on **June 27, 2024**.

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**Gerry Lichty, Mayor**

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**Tara Mieske, Clerk**



**MEMORANDUM OF UNDERSTANDING  
HOME SUPPORT PROGRAM FOR SENIORS AND INDIVIDUALS WITH PHYSICAL DISABILITIES IN NORTH  
FRONTENAC TOWNSHIP**

**BETWEEN**

**THE CORPORATION OF THE TOWNSHIP OF NORTH FRONTENAC  
RURAL FRONTENAC COMMUNITY SERVICES  
LAND O' LAKES COMMUNITY SERVICES**

The Corporation of the Township of North Frontenac (hereafter referred to as the "Township") will provide Rural Frontenac Community Services (hereafter referred to as "RFCS") and Land O'Lakes Community Services (hereafter referred to as "LOLCS") with up to \$10,000 annually per Agency for the Seniors Home Support Program 2024-2027, to offer North Frontenac Senior's over the age of 60 and residents with physical disabilities a subsidy of up to \$6.00 per hour from the Township for assistance with interior and exterior maintenance of their homes; up to \$3.00 per meal for the Meals on Wheels Program and up to .10 cents per kilometre (maximum of \$25 per trip, whichever is lesser) for transportation costs within each Agencies Transportation Program.

RFCS will continue to provide interior services in Wards 2 and 3 in North Frontenac Township and will consider offering outdoor services throughout 2024-2027 and will also assist with directing clients to the LOLCS for clients requiring outdoor services;

The LOLCS will continue to provide interior services in Ward 1 in North Frontenac Township as well as assistance with exterior maintenance for residents in Wards 1, 2 and 3 throughout 2024-2027.

Interior services available to clients via this program include but are not limited to: sweeping, vacuuming, mopping, dusting, decluttering, cleaning furniture, cleaning walls, interior windows, deep cleaning, etc....

Exterior services available to clients will include but not limited to: snow shoveling/removal, cutting grass, washing outside windows, yard maintenance, piling wood, etc...

Each Agency will assess the amount needed by each resident via the residents' request for assistance and the desired amount of financial assistance being requested (not to exceed \$6 per hour for indoor and outdoor assistance; \$3 per meal for Meals on Wheels; and .10 cents per km to a maximum of \$25 per trip for transportation initiatives).

The Township will assist the Agencies with marketing for workers and/or brokered workers and/or volunteers to assist with the Program, using Township staff and funding for advertising. Each Agency is responsible for hiring and providing direction to their workers/volunteers for this Program.

The Township will assist with marketing the Program once implemented to help ensure eligible residents are aware of these opportunities.

Each Agency will directly invoice the Township for funding. Should the costs exceed \$10,000 per Agency we will reassess and discuss options for further funding (seek consideration from North Frontenac Township Council).

Township staff will meet with both Agencies in September of 2027 to review the Program; determine its success; and contemplate other needs that may be beneficial to the Seniors and those with disabilities in North Frontenac, in order to ensure the Program is meeting the needs of the Township's residents and is sustainable.

Each Agency will provide the Township with a Certificate of a liability insurance policy covering public liability and property damage for no less than the minimum amounts stated below to the satisfaction of the Township, naming The Corporation of the Township of North Frontenac as additional insured and keep in force and to supply prior to the Contract commencement date and for the entire Contract period.

The standard insurance minimums are as follows:

- \$2 million – general liability policy.

The policy must contain:

- a. A "Cross Liability" clause or endorsement.
- b. An endorsement certifying that The Corporation of the Township of North Frontenac and the Agency are included as an additional insured.
- c. An endorsement to the effect that the policy or policies will not be altered, cancelled, or allowed to lapse without thirty (30) days prior written notice to the Township.

RFCS and LOLCS during the term of this Agreement, save harmless and fully indemnify the Corporation of the Township of North Frontenac, its directors, officers, employees and professional advisors (hereafter referred to as "Township personnel") from and against any and all losses, claims, lien claims, actions, damages, liabilities and expenses in connection with loss of life, personal injury, damage to property or any other loss, damage or injury whatsoever arising from or out of this agreement. If the Township of North Frontenac and/or The Township of North Frontenac Personnel shall be made party to any litigation commenced by or against RFCS and/or LOLCS or by those for whom RFCS and/or LOLCS is in law responsible, the Agencies shall protect, indemnify and hold the Township of North Frontenac and the Township of North Frontenac Personnel harmless and shall pay all costs, expenses and legal fees incurred or paid by the Township or Township personnel in connection with such litigation.

RFCS and LOLCS covenants with The Township that the Agencies shall comply with all federal, provincial, municipal laws, statues, regulations, bylaws, rules, declarations, ordinances, orders, directions, directives, orders, requirements of all federal, provincial, municipal, local and other governmental and quasigovernmental authorities, departments, commissions and boards having jurisdiction and the Agencies shall hold The Township of North Frontenac harmless from the consequences of any failure to do so.

The contract can be terminated by either party with 60 days written notice.

\_\_\_\_\_  
Executive Director  
Land O'Lakes Community Services

\_\_\_\_\_  
Date

\_\_\_\_\_  
Executive Director  
Rural Frontenac Community Services

\_\_\_\_\_  
Date

\_\_\_\_\_  
Mayor  
Township of North Frontenac

\_\_\_\_\_  
Date

\_\_\_\_\_  
Clerk  
Township of North Frontenac

\_\_\_\_\_  
Date

**The Corporation of the Township of North Frontenac**

**By-law # 2024-50**

**Being a By-law to Authorize the Mayor and the Clerk to Enter into an Agreement with the Association of Municipalities of Ontario for the Canada Community-Building Fund**

**Whereas** the Government of Canada, the Government of Ontario, Association of Municipalities of Ontario (AMO), and the City of Toronto are signatories to the Administrative Agreement on the Canada Community-Building Fund effective April 1, 2024 which governs the transfer and use of the Canada Community-Building Fund in Ontario;

**And Whereas** AMO is responsible for the administration of CCBF funding made available to all Municipalities in Ontario – except the City of Toronto – under the Administrative Agreement, and will therefore undertake (and require the Recipient to undertake) certain activities as set out in this Agreement;

**Now Therefore** the Council of the Corporation of the Township of North Frontenac enacts that the Mayor and the Clerk are authorized to sign the Agreement with AMO for the period of April 1, 2024 to March 31, 2034 between AMO and the Township of North Frontenac;

**And That** said Agreement shall be attached heretofore as ‘Schedule A’;

**And That** all resolutions, by-laws or parts of by-laws, which are contrary to or inconsistent with this by-law, are hereby repealed;

**And That** this By-law shall come into force and take effect on the date of final passing.

**Read** a first and second time on **June 27, 2024**.

**Read** a third time and finally passed on **June 27, 2024**.

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**Gerry Lichty, Mayor**

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**Tara Mieske, Clerk**

# **MUNICIPAL FUNDING AGREEMENT ON THE CANADA COMMUNITY-BUILDING FUND**

**BETWEEN:**

**THE ASSOCIATION OF MUNICIPALITIES OF ONTARIO**

(referred to herein as “**AMO**”)

**AND:**

**THE TOWNSHIP OF NORTH FRONTENAC**

(a municipal corporation pursuant to the *Municipal Act, 2001*, referred to herein as the “**Recipient**”)

**WHEREAS** the Government of Canada, the Government of Ontario, AMO, and the City of Toronto are signatories to the Administrative Agreement on the Canada Community-Building Fund effective April 1, 2024 (the “**Administrative Agreement**”), which governs the transfer and use of the Canada Community-Building Fund (“**CCBF**”) in Ontario;

**AND WHEREAS** AMO is responsible for the administration of CCBF funding made available to all Municipalities in Ontario – except the City of Toronto – under the Administrative Agreement, and will therefore undertake (and require the Recipient to undertake) certain activities as set out in this Agreement;

**AND WHEREAS** the Recipient wishes to enter into this Agreement to access CCBF funding;

**NOW THEREFORE** the Parties agree as follows:

## 1. DEFINITIONS AND INTERPRETATIONS

1.1 **Definitions.** For the purposes of this Agreement, the following terms shall have the meanings ascribed to them below:

**“Annual Report”** means the duly completed report to be prepared and delivered to AMO as described in Section 6.1.

**“Asset Management”** is a principle/practice that includes planning processes, approaches, plans, or related documents that support an integrated lifecycle approach to the effective stewardship of infrastructure assets to maximize benefits and effectively manage risk.

**“Canada”** means the Government of Canada, as represented by the Minister of Housing, Infrastructure and Communities.

**“Canada Community-Building Fund” or “CCBF”** means the program established under section 161 of the *Keeping Canada’s Economy and Jobs Growing Act*, S.C. 2011, c. 24 as amended by section 233 of the *Economic Action Plan 2013 Act, No. 1*, S.C. 2013, c. 33, as the Gas Tax Fund and renamed the Canada Community-Building Fund in section 199 of *Budget Implementation Act, 2021, No. 1*.

**“Contract”** means an agreement between the Recipient and a Third Party whereby the latter agrees to supply a product or service to an Eligible Project in return for financial consideration.

**“Eligible Expenditure”** means an expenditure described as eligible in Schedule B or deemed eligible by Canada in accordance with Section 4.2.

**“Eligible Investment Category”** means an investment category listed in Schedule A or deemed eligible by Canada in accordance with Section 3.2.

**“Eligible Project”** means a project that fits within an Eligible Investment Category.

**“Event of Default”** has the meaning given to it in Section 13.1 of this Agreement.

**“Funds”** mean the funds made available to the Recipient through the CCBF or any other source of funding as determined by Canada. Funds are made available pursuant to this Agreement and includes any interest earned on the said Funds. Funds transferred to another Municipality in accordance with Section 5.3 of this Agreement are to be treated as Funds by the Municipality to which the Funds are transferred; and Funds transferred to a non-municipal entity in accordance with Section 5.4 of this Agreement shall remain as Funds under this Agreement for all purposes and the Recipient shall continue to be bound by all provisions of this Agreement with respect to such transferred Funds.

**“Housing Needs Assessment”** or **“HNA”** means a report informed by data and research describing the current and future housing needs of a Municipality or community according to guidance provided by Canada.

**“Ineligible Expenditures”** means those expenditures described as ineligible in Schedule C or deemed ineligible by Canada in accordance with Section 4.2.

**“Infrastructure”** means tangible capital assets that are primarily for public use or benefit in Ontario – whether municipal or regional, and whether publicly or privately owned.

**“Lower-Tier Municipality”** means a Municipality that forms part of an Upper-Tier Municipality for municipal purposes, as defined under the *Municipal Act, 2001*, S.O. 2001, c. 25.

**“Municipal Fiscal Year”** means the period beginning January 1st of a year and ending December 31st of the same year.

**“Municipality”** and **“Municipalities”** means every municipality as defined under the *Municipal Act, 2001*, S.O. 2001, c. 25.

**“Non-Municipal Transfer By-law”** means a by-law passed by Council of the Recipient pursuant to Section 5.4 of this Agreement.

**“Parties”** means AMO and the Recipient.

**“Prior Agreement”** means the municipal funding agreement for the transfer of federal gas tax funds entered into by AMO and the Recipient, effective April 2014 and with an expiry date of March 31, 2024.

**“Single-Tier Municipality”** means a Municipality, other than an Upper-Tier Municipality, that does not form part of an Upper-Tier Municipality for municipal purposes, as defined under the *Municipal Act, 2001*, S.O. 2001 c. 25.

**“Third Party”** means any person or legal entity, other than the Parties to this Agreement, who participates in the implementation of an Eligible Project by means of a Contract.

**“Transfer By-law”** means a by-law passed by Council of the Recipient pursuant to Section 5.3 of this Agreement.

**“Unspent Funds”** means the amount reported as unspent by the Recipient as of December 31, 2023 in the Recipient’s 2023 Annual Report (as defined under the Prior Agreement).

**“Upper-Tier Municipality”** means a Municipality of which two or more Lower-Tier Municipalities form part for municipal purposes, as defined under the *Municipal Act, 2001*, S.O. 2001 c. 25.

## 1.2 Interpretations

- a) **“Agreement”** refers to this agreement as a whole, including the cover and execution pages and all of the schedules hereto, and all amendments made hereto in accordance with the provisions hereof.
- b) The words **“herein”**, **“hereof”** and **“hereunder”** and other words of similar import refer to this Agreement as a whole and not any particular schedule, article, section, paragraph or other subdivision of this Agreement.
- c) The term **“including”** or **“includes”** means including or includes (as applicable) without limitation or restriction.
- d) Any reference to a federal or provincial statute is to such statute and to the regulations made pursuant to such statute as such statute and regulations may at any time be amended or modified and in effect and to any statute or regulations that may be passed that have the effect of supplementing or superseding such statute or regulations.

## 2. TERM OF THE AGREEMENT

- 2.1 **Term.** Subject to any extension or termination of this Agreement or the survival of any of the provisions of this Agreement pursuant to the provisions contained herein, this Agreement shall come into effect as of April 1, 2024 up to and including March 31, 2034.
- 2.2 **Review.** This Agreement will be reviewed by AMO by June 30, 2027.
- 2.3 **Amendment.** This Agreement may be amended at any time in writing as agreed to by AMO and the Recipient.
- 2.4 **Notice.** Any of the Parties may terminate this Agreement on two (2) years written notice.
- 2.5 **Prior Agreement.** The Parties agree that the Prior Agreement, including Section 15.5 thereof, is hereby terminated. Notwithstanding the termination of the Prior Agreement, including Section 15.5, the reporting and indemnity obligations of the Recipient thereunder with respect to expended Funds governed by the Prior Agreement as set forth in Sections 5, 7, 10.3, 10.4 and 10.5 of the Prior Agreement shall survive the said termination.

### 3. ELIGIBLE PROJECTS

- 3.1 **Eligible Projects.** Eligible Projects are those that fit within an Eligible Investment Category. Eligible Investment Categories are listed in Schedule A.
- 3.2 **Discretion of Canada.** The eligibility of any investment category not listed in Schedule A is solely at the discretion of Canada.
- 3.3 **Recipient Fully Responsible.** The Recipient is fully responsible for the completion of each Eligible Project in accordance with Schedule A and Schedule B.

### 4. ELIGIBLE EXPENDITURES

- 4.1 **Eligible Expenditures and Ineligible Expenditures.** Eligible Expenditures are described in Schedule B. Ineligible Expenditures are described in Schedule C.
- 4.2 **Discretion of Canada.** The eligibility of any item not listed in Schedule B or Schedule C to this Agreement is solely at the discretion of Canada.
- 4.3 **Reasonable Access.** The Recipient shall allow AMO and Canada reasonable and timely access to all documentation, records and accounts and those of their respective agents or Third Parties related to the receipt, deposit and use of Funds and Unspent Funds, and any interest earned thereon, and all other relevant information and documentation requested by AMO or Canada or their respective designated representatives for the purposes of audit, evaluation, and ensuring compliance with this Agreement.
- 4.4 **Retention of Receipts.** The Recipient will keep proper and accurate accounts and records of all Eligible Projects including invoices and receipts for Eligible Expenditures for at least six (6) years after the completion of the project.
- 4.5 **Contracts.** The Recipient will award and manage all Contracts in accordance with its relevant policies and procedures and, if applicable, in accordance with any domestic or international trade agreements, and all other applicable laws. The Recipient will ensure any of its Contracts for the supply of services or materials to implement its responsibilities under this Agreement will be awarded in a way that is transparent, competitive, consistent with value for money principles and pursuant to its adopted procurement policy.

### 5. FUNDS

- 5.1 **Use of Funds.** The Recipient acknowledges and agrees the Funds are intended for and shall be used only for Eligible Expenditures in respect of Eligible Projects.

- 5.2 **Unspent Funds.** Any Unspent Funds, and any interest earned thereon, will be subject to the terms and conditions of this Agreement, and will no longer be governed by the terms and conditions of the Prior Agreement.
- 5.3 **Transfer of Funds to a Municipality.** Where a Recipient decides to allocate and transfer Funds to another Municipality (the “Transferee Municipality”):
- a) The allocation and transfer shall be authorized by a Transfer By-law. The Transfer By-law shall be passed by the Recipient’s council and submitted to AMO as soon thereafter as practicable. The Transfer By-law shall identify the Transferee Municipality and the amount of Funds the Transferee Municipality is to receive for the Municipal Fiscal Year(s) specified in the Transfer By-law.
  - b) The Recipient is still required to submit an Annual Report in accordance with Section 6.1 hereof with respect to the Funds transferred.
  - c) No transfer of Funds pursuant to this Section 5.3 shall be effected unless and until the Transferee Municipality has either (i) entered into an agreement with AMO on substantially the same terms as this Agreement, or (ii) has executed and delivered to AMO a written undertaking to assume all of the Recipient’s obligations under this Agreement with respect to the Funds transferred, such as undertaking in a form satisfactory to AMO.
- 5.4 **Transfer of Funds to a Non-Municipal Entity.** Where a Recipient decides to support an Eligible Project undertaken by a non-municipal entity (whether a for profit, non-governmental, or not-for profit organization):
- a) The provision of such support shall be authorized by a Transfer By-law (a “Non-Municipal Transfer By-law”). The Non-Municipal Transfer By-law shall be passed by the Recipient’s council and submitted to AMO as soon as practicable thereafter. The Non-Municipal Transfer By-law shall identify the non-municipal entity, and the amount of Funds the non-municipal entity is to receive for that Eligible Project.
  - b) The Recipient shall continue to be bound by all the provisions of this Agreement notwithstanding any such transfer.
  - c) No transfer of Funds pursuant to this Section 5.4 shall be effected unless and until the non-municipal entity receiving the Funds has executed and delivered to AMO a written undertaking to assume all of the Recipient’s obligations under this Agreement with respect to the Funds transferred, in a form exclusively satisfactory to AMO.
- 5.5 **Payout of Funds.** Subject to Sections 5.14 and 5.15, AMO will transfer Funds twice yearly, on or before the dates agreed upon by Canada and AMO.

- 5.6 **Deposit of Funds.** The Recipient will deposit the Funds in:
- a) An interest-bearing bank account; or
  - b) An investment permitted under:
    - i. The Recipient's investment policy; and
    - ii. Provincial legislation and regulation.
- 5.7 **Interest Earnings and Investment Gains.** Interest earnings and investment gains will be:
- Proportionately allocated to the CCBF when applicable; and
  - Applied to Eligible Expenditures for Eligible Projects.
- 5.8 **Funds Advanced.** Funds shall be spent (in accordance with Sections 3 and 4) or transferred (in accordance with Sections 5.3 or 5.4) within five (5) years after the end of the year in which Funds were received. Unexpended Funds shall not be retained beyond such five (5) year period without the documented consent of AMO. AMO reserves the right to declare that unexpended Funds after five (5) years become a debt to Canada which the Recipient will reimburse forthwith on demand to AMO for transmission to Canada.
- 5.9 **Expenditure of Funds.** The Recipient shall expend all Funds by December 31, 2038.
- 5.10 **HST.** The use of Funds is based on the net amount of harmonized sales tax to be paid by the Recipient net of any applicable tax rebates.
- 5.11 **Limit on Canada's Financial Commitments.** The Recipient may use Funds to pay up to one hundred percent (100%) of Eligible Expenditures of an Eligible Project.
- 5.12 **Federal Funds.** The Recipient agrees that any Funds received will be treated as "federal funds" for the purpose of other federal infrastructure programs.
- 5.13 **Stacking.** If the Recipient is receiving federal funds under other federal infrastructure programs in respect of an Eligible Project to which the Recipient wishes to apply Funds, the maximum federal contribution limitation set out in any other federal infrastructure program agreement made in respect of that Eligible Project shall continue to apply.
- 5.14 **Withholding Payment.** AMO may, in its exclusive discretion, withhold Funds where the Recipient is in default of compliance with any provisions of this Agreement.
- 5.15 **Insufficient Funds Provided by Canada.** Notwithstanding the provisions of Section 2, if Canada does not provide sufficient funds to continue the Funds for any Municipal

Fiscal Year during which this Agreement is in effect, AMO may immediately terminate this Agreement on written notice to the Recipient.

## 6. REPORTING REQUIREMENTS

- 6.1 **Annual Report.** The Recipient shall submit a report to AMO by April 30<sup>th</sup> each year, or as otherwise notified by AMO. The report shall be submitted in an electronic format deemed acceptable by AMO and shall contain the information described in Schedule D.
- 6.2 **Project List.** The Recipient shall ensure that projects are reported in advance of construction. Information required is as noted in Section 2.3 of Schedule E.

## 7. ASSET MANAGEMENT

- 7.1 **Implementation of Asset Management.** The Recipient will develop and implement an Asset Management plan, culture, and methodology in accordance with legislation and regulation established by the Government of Ontario (e.g., O. Reg. 588/17).
- 7.2 **Asset Data.** The Recipient will continue to improve data describing the condition of, long-term cost of, levels of service provided by, and risks associated with infrastructure assets.

## 8. HOUSING NEEDS ASSESSMENT

- 8.1 **Requirement.** While an HNA is encouraged for all Municipalities, the Recipient must complete a HNA if it had a population of 30,000 or more on the 2021 Census of Canada and is a Single-Tier Municipality or a Lower-Tier Municipality.
- 8.2 **Content of the HNA.** The Recipient will prepare the HNA in accordance with the guidance provided from time to time by Canada.
- 8.3 **Use of HNA.** The Recipient is expected to prioritize projects that support the growth of the housing supply. The HNA is to be used by Municipalities to prioritize, where possible, Infrastructure or capacity building projects that support increased housing supply where it makes sense to do so.
- 8.4 **Publication of the HNA.** The Recipient will publish the HNA on its website.
- 8.5 **HNA reporting requirements.** The Recipient will send to AMO by March 31, 2025, unless otherwise agreed upon:
- a) A copy of any HNA it is required to complete in accordance with Section 8.1; and

- b) The URL to the published HNA on the Recipient's website.

## 9. COMMUNICATIONS REQUIREMENTS

- 9.1 The Recipient will comply with all communication requirements outlined in Schedule E.

## 10. RECORDS AND AUDIT

- 10.1 **Accounting Principles.** All accounting terms not otherwise defined herein have the meanings assigned to them; all calculations will be made and all financial data to be submitted will be prepared in accordance with generally accepted accounting principles ("GAAP") in effect in Ontario. GAAP will include, without limitation, those principles approved or recommended for local governments from time to time by the Public Sector Accounting Board or the Chartered Professional Accountants of Canada or any successor institute, applied on a consistent basis.
- 10.2 **Separate Records.** The Recipient shall maintain separate records and documentation for the Funds and keep all records including invoices, statements, receipts, and vouchers in respect of Funds expended on Eligible Projects in accordance with the Recipient's municipal records retention by-law. Upon reasonable notice by AMO or Canada, the Recipient shall submit all records and documentation relating to the Funds for inspection or audit.
- 10.3 **External Auditor.** AMO or Canada may request, upon written notice to Recipient, an audit of Eligible Project(s) or Annual Report(s). AMO shall retain an external auditor to carry out an audit and ensure that any auditor who conducts an audit pursuant to this Agreement or otherwise, provides a copy of the audit report to the Recipient.

## 11. INSURANCE AND INDEMNITY

- 11.1 **Insurance.** The Recipient shall put in effect and maintain in full force and effect or cause to be put into effect and maintained for the term of this Agreement all the necessary insurance with respect to each Eligible Project, including any Eligible Projects with respect to which the Recipient has transferred Funds pursuant to Section 5 of this Agreement, that would be considered appropriate for a prudent Municipality undertaking similar Eligible Projects, including, where appropriate and without limitation, property, construction, and liability insurance, which insurance coverage shall identify Canada and AMO as additional insureds for the purposes of the Eligible Projects.
- 11.2 **Certificates of Insurance.** Throughout the term of this Agreement, the Recipient shall have a valid certificate of insurance that confirms compliance with the requirements

of Section 11.1. The Recipient shall produce such certificate of insurance on request, including as part of any AMO or Canada audit.

11.3 **AMO Not Liable.** In no event shall Canada or AMO be liable for:

- Any bodily injury, death or property damages to the Recipient, its employees, agents, or consultants or for any claim, demand or action by any Third Party against the Recipient, its employees, agents, or consultants, arising out of or in any way related to this Agreement; or
- Any incidental, indirect, special, or consequential damages, or any loss of use, revenue or profit to the Recipient, its employees, agents, or consultants arising out of any or in any way related to this Agreement.

11.4 **Recipient to Compensate Canada.** The Recipient will ensure that it will not, at any time, hold the Government of Canada, its officers, servants, employees or agents responsible for any claims or losses of any kind that the Recipient, Third Parties or any other person or entity may suffer in relation to any matter related to the Funds or an Eligible Project and that the Recipient will, at all times, compensate Canada, its officers, servants, employees and agents for any claims or losses of any kind that any of them may suffer in relation to any matter related to CCBF funding or an Eligible Project.

11.5 **Recipient to Indemnify AMO.** The Recipient hereby agrees to indemnify and hold harmless AMO, its officers, servants, employees or agents (each of which is called an “**Indemnitee**”), from and against all claims, losses, damages, liabilities and related expenses including the fees, charges and disbursements of any counsel for any Indemnitee incurred by any Indemnitee or asserted against any Indemnitee by whomsoever brought or prosecuted in any manner based upon, or occasioned by, any injury to persons, damage to or loss or destruction of property, economic loss or infringement of rights caused by or arising directly or indirectly from:

- The Funds;
- The Recipient’s Eligible Projects, including the design, construction, operation, maintenance, and repair of any part or all of the Eligible Projects;
- The performance of this Agreement or the breach of any term or condition of this Agreement by the Recipient, its officers, servants, employees, and agents, or by a Third Party, its officers, servants, employees, or agents; and
- Any omission or other wilful or negligent act of the Recipient or Third Party and their respective officers, servants, employees, or agents.

## 12. TRANSFER AND OPERATION OF MUNICIPAL INFRASTRUCTURE

- 12.1 **Reinvestment.** The Recipient will invest into Eligible Projects, any revenue that is generated from the sale, lease, encumbrance, or other disposal of an asset resulting from an Eligible Project where such disposal takes place within five (5) years of the date of completion of the Eligible Project.
- 12.2 **Notice.** The Recipient shall notify AMO in writing 120 days in advance and at any time during the five (5) years following the date of completion of an Eligible Project if it is sold, leased, encumbered, or otherwise disposed of.
- 12.3 **Public Use.** The Recipient will ensure that Infrastructure resulting from any Eligible Project that is not sold, leased, encumbered, or otherwise disposed of, remains primarily for public use or benefit.

## 13. DEFAULT AND TERMINATION

- 13.1 **Event of Default.** AMO may declare in writing that an Event of Default has occurred when the Recipient has not complied with any condition, undertaking or term in this Agreement. AMO will not declare in writing that an Event of Default has occurred unless it has first consulted with the Recipient. For the purposes of this Agreement, each of the following events shall constitute an “Event of Default”:
- Failure by the Recipient to deliver in a timely manner an Annual Report or respond to questionnaires or reports as required;
  - Delivery of an Annual Report that discloses non-compliance with any condition, undertaking or material term in this Agreement;
  - Failure by the Recipient to co-operate in an external audit undertaken by Canada, AMO or their agents;
  - Delivery of an external audit report that discloses non-compliance with any condition, undertaking or term in this Agreement; and
  - Failure by the Recipient to expend Funds in accordance with the terms of this Agreement, including Section 5.8.
- 13.2 **Waiver.** AMO may withdraw its notice of an Event of Default if the Recipient, within thirty (30) calendar days of receipt of the notice, either corrects the default or demonstrates, to the satisfaction of AMO in its sole discretion that it has taken such steps as are necessary to correct the default.
- 13.3 **Remedies on Default.** If AMO declares that an Event of Default has occurred under Section 13.1, after thirty (30) calendar days from the Recipient’s receipt of the notice

of an Event of Default, it may immediately terminate this Agreement or suspend its obligation to pay the Funds. If AMO suspends payment, it may pay suspended Funds if AMO is satisfied that the default has been cured.

- 13.4 **Repayment of Funds.** If AMO declares that an Event of Default has not been cured to its exclusive satisfaction, AMO reserves the right to declare that prior payments of Funds become a debt to Canada which the Recipient will reimburse forthwith on demand to AMO for transmission to Canada.

#### 14. CONFLICT OF INTEREST

- 14.1 **No Conflict of Interest.** The Recipient will ensure that no current member of the AMO Board of Directors and no current or former public servant or office holder to whom any post-employment, ethics and conflict of interest legislation, guidelines, codes or policies of Canada applies will derive direct benefit from the Funds, the Unspent Funds, and any interest earned thereon, unless the provision of receipt of such benefits is in compliance with such legislation, guidelines, policies or codes.

#### 15. NOTICE

- 15.1 **Notice.** Any notice, information or document provided for under this Agreement will be effectively given if in writing and if delivered by hand, or overnight courier, mailed, postage or other charges prepaid, or sent by email to the addresses in Section 15.3. Any notice that is sent by hand or overnight courier service shall be deemed to have been given when received; any notice mailed shall be deemed to have been received on the eighth (8) calendar day following the day on which it was mailed; any notice sent by email shall be deemed to have been received on the sender's receipt of an acknowledgment from the intended recipient (such as by the "return receipt requested" function, as available, return email or other written acknowledgment), provided that in the case of a notice sent by email, if it is not given on a business day before 4:30 p.m. Eastern Standard Time, it shall be deemed to have been given at 8:30 a.m. on the next business day for the recipient.
- 15.2 **Representatives.** The individuals identified in Section 15.3 of this Agreement, in the first instance, act as AMO's or the Recipient's, as the case may be, representative for the purpose of implementing this Agreement.
- 15.3 **Addresses for Notice.** Further to Section 15.1 of this Agreement, notice can be given at the following addresses:

- If to AMO:

Executive Director  
Canada Community-Building Fund Agreement  
Association of Municipalities of Ontario  
155 University Avenue, Suite 800  
Toronto, ON M5H 3B7

Telephone: 416-971-9856  
Email: ccbf@amo.on.ca

- If to the Recipient:

Treasurer  
The Township of North Frontenac  
6648 Road 506  
Plevna, ON K0H 2M0

## 16. MISCELLANEOUS

- 16.1 **Counterpart Signature.** This Agreement may be signed (including by electronic signature) and delivered (including by facsimile transmission, by email in PDF or similar format or using an online contracting service designated by AMO) in counterparts, and each signed and delivered counterpart will be deemed an original and both counterparts will together constitute one and the same document.
- 16.2 **Severability.** If for any reason a provision of this Agreement that is not a fundamental term is found to be or becomes invalid or unenforceable, in whole or in part, it will be deemed to be severable and will be deleted from this Agreement, but all the other terms and conditions of this Agreement will continue to be valid and enforceable.
- 16.3 **Waiver.** AMO may waive any right in this Agreement only in writing, and any tolerance or indulgence demonstrated by AMO will not constitute waiver of rights in this Agreement. Unless a waiver is executed in writing, AMO will be entitled to seek any remedy that it may have under this Agreement or under the law.
- 16.4 **Governing Law.** This Agreement shall be governed by and construed in accordance with the laws of the Province of Ontario and the laws of Canada applicable in Ontario.
- 16.5 **Survival.** The Recipient agrees that the following sections and provisions of this Agreement shall extend for seven (7) years beyond the expiration or termination of this Agreement: Sections 4, 5.8, 5.9, 6.1, 11.4, 11.5, 12, 13.4 and 16.8.
- 16.6 **AMO, Canada and Recipient Independent.** The Recipient will ensure its actions do not establish or will not be deemed to establish a partnership, joint venture, principal-

agent relationship, or employer-employee relationship in any way or for any purpose whatsoever between Canada and the Recipient, between AMO and the Recipient, between Canada and a Third Party or between AMO and a Third Party.

- 16.7 **No Authority to Represent.** The Recipient will ensure that it does not represent itself, including in any agreement with a Third Party, as a partner, employee, or agent of Canada or AMO.
- 16.8 **Debts Due to AMO.** Any amount owed under this Agreement will constitute a debt due to AMO, which the Recipient will reimburse forthwith, on demand, to AMO.
- 16.9 **Priority.** In the event of a conflict, the part of this Agreement that precedes the signature of the Parties will take precedence over the Schedules.
- 16.10 **Complementarity.** The Recipient is to use the CCBF to complement, without replacing or displacing, other sources of funding for municipal infrastructure.
- 16.11 **Equity.** The Recipient is to consider Gender Based Analysis Plus (“**GBA+**”) lenses when undertaking a project.

## 17. SCHEDULES

- 17.1 This Agreement, including:

Schedule A	Eligible Investment Categories
Schedule B	Eligible Expenditures
Schedule C	Ineligible Expenditures
Schedule D	The Annual Report
Schedule E	Communications Requirements

constitute the entire agreement between the Parties with respect to the subject matter contained in this Agreement and supersedes all prior oral or written representations and agreements.

**18. SIGNATURES**

**IN WITNESS WHEREOF**, AMO and the Recipient have respectively executed, and delivered this Agreement, effective April 1, 2024.

**THE TOWNSHIP OF NORTH FRONTENAC**

By: \_\_\_\_\_

Name:	_____	Date	_____
Title:	_____		

Name:	_____	Date	_____
Title:	_____		

**THE ASSOCIATION OF MUNICIPALITIES OF ONTARIO**

By: \_\_\_\_\_

Name:	_____	Date	_____
Title: Executive Director			

Witness:	_____	Date	_____
Title:	_____		

## **SCHEDULE A: ELIGIBLE INVESTMENT CATEGORIES**

1. **Broadband connectivity** – investments in the construction, material enhancement, or renewal of infrastructure that provides internet access to residents, businesses, and/or institutions in Canadian communities.
2. **Brownfield redevelopment** – investments in the remediation or decontamination of a brownfield site within municipal boundaries – provided that the site is being redeveloped to construct a public park for municipal use, publicly owned social housing, or Infrastructure eligible under another investment category listed in this schedule.
3. **Capacity-building** – investments that strengthen the Recipient’s ability to develop long-term planning practices as described in Schedule B, item 2.
4. **Community energy systems** – investments in the construction, material enhancement, or renewal of infrastructure that generates energy or increases energy efficiency.
5. **Cultural infrastructure** – investments in the construction, material enhancement, or renewal of infrastructure that supports the arts, humanities, or heritage.
6. **Drinking water** – investments in the construction, material enhancement, or renewal of infrastructure that supports drinking water conservation, collection, treatment, and distribution systems.
7. **Fire halls** – investments in the construction, material enhancement, or renewal of fire halls and fire station infrastructure.
8. **Local roads and bridges** – investments in the construction, material enhancement, or renewal of roads, bridges, tunnels, highways, and active transportation infrastructure.
9. **Public transit** – investments in the construction, material enhancement, or renewal of infrastructure that supports a shared passenger transport system that is available for public use.
10. **Recreational infrastructure** – investments in the construction, material enhancement, or renewal of recreational facilities or networks.
11. **Regional and local airports** – investments in the construction, material enhancement, or renewal of airport-related infrastructure (excluding infrastructure in the National Airports System).
12. **Resilience** – investments in the construction, material enhancement, or renewal of built and natural infrastructure assets and systems that protect and strengthen the resilience

of communities and withstand and sustain service in the face of climate change, natural disasters, and extreme weather events.

13. **Short-line rail** – investments in the construction, material enhancement, or renewal of railway-related infrastructure for carriage of passengers or freight.
14. **Short-sea shipping** – investments in the construction, material enhancement, or renewal of infrastructure related to the movement of cargo and passengers around the coast and on inland waterways, without directly crossing an ocean.
15. **Solid waste** – investments in the construction, material enhancement, or renewal of infrastructure that supports solid waste management systems (including the collection, diversion, and disposal of recyclables, compostable materials, and garbage).
16. **Sport infrastructure** – investments in the construction, material enhancement, or renewal of amateur sport infrastructure (facilities housing professional or semi-professional sports teams are ineligible).
17. **Tourism infrastructure** – investments in the construction, material enhancement, or renewal of infrastructure that attracts travelers for recreation, leisure, business, or other purposes.
18. **Wastewater** – investments in the construction, material enhancement, or renewal of infrastructure that supports wastewater and storm water collection, treatment, and management systems.

Note: Investments in health infrastructure (e.g., hospitals, long-term care facilities, convalescent centres, and senior centres) are not eligible.

## **SCHEDULE B: ELIGIBLE EXPENDITURES**

Eligible Expenditures will be limited to the following:

1. **Infrastructure investments** – expenditures associated with acquiring, planning, designing, constructing, or renovating a tangible capital asset and any related debt financing charges specifically identified with that asset.
2. **Capacity-building costs** – for projects eligible under the capacity-building category only, expenditures associated with the development and implementation of:
  - Capital investment plans, integrated community sustainability plans, integrated regional plans, housing needs assessments, or asset management plans;
  - Studies, strategies, systems, software, third-party assessments, plans, or training related to asset management;
  - Studies, strategies, systems, or plans related to housing or land use;
  - Studies, strategies, or plans related to the long-term management of infrastructure; and
  - Other initiatives that strengthen the Recipient's ability to improve local and regional planning.
3. **Joint communications and signage costs** – expenditures directly associated with joint federal communication activities and with federal project signage.
4. **Employee costs** – the costs of the Recipient's employees for projects eligible under the capacity-building category only – provided that the costs, on an annual basis, do not exceed the lesser of:
  - 40% of the Recipient's annual allocation (i.e., the amount of CCBF funding made available to the Recipient by AMO under Section 5.5 of this Agreement); or
  - \$80,000.

## **SCHEDULE C: INELIGIBLE EXPENDITURES**

The following are deemed Ineligible Expenditures:

1. **Costs incurred before the Fund was established** – project expenditures incurred before April 1, 2005.
2. **Costs incurred before categories were eligible** – project expenditures incurred:
  - Before April 1, 2014 – under the broadband connectivity, brownfield redevelopment, cultural infrastructure, disaster mitigation (now resilience), recreational infrastructure, regional and local airports, short-line rail, short-sea shipping, sport infrastructure, and tourism infrastructure categories; and.
  - Before April 1, 2021 – under the fire halls category.
3. **Internal costs** – the Recipient's overhead costs (including salaries and other employment benefits), operating or administrative costs (related to planning, engineering, architecture, supervision, management, and other activities normally carried out by the Recipient's staff), and equipment leasing costs – except in accordance with Eligible Expenditures described in Schedule B.
4. **Rebated costs** – taxes for which the Recipient is eligible for a tax rebate and all other costs eligible for rebates.
5. **Land costs** – the purchase of land or any interest therein and related costs.
6. **Legal fees.**
7. **Routine repair or maintenance costs** – costs that do not result in the construction, material enhancement, or renewal of a tangible capital asset.
8. **Investments in health infrastructure** – costs associated with health infrastructure or assets (e.g., hospitals, long-term care facilities, convalescent centres, and senior centres).
9. **Investments in professional or semi-professional sports facilities** – costs associated with facilities used by professional or semi-professional sports teams.

## **SCHEDULE D: ANNUAL REPORT**

The Annual Report may include – but is not necessarily limited to – the following information pertaining to the previous fiscal year:

1. **Financial information** – and particularly:
  - Interest earnings and investment gains – in accordance with Section 5.7;
  - Proceeds from the disposal of assets – in accordance with Section 12.1;
  - Outgoing transfers – in accordance with Sections 5.3 and 5.4;
  - Incoming transfers – in accordance with Section 5.3; and
  - Amounts paid – in aggregate for Eligible Expenditures on each Eligible Project.
2. **Project information** – describing each Eligible Project that started, ended, or was ongoing in the reporting year.
3. **Results** – and particularly:
  - Expected outputs and outcomes for each ongoing Eligible Project;
  - Outputs generated and outcomes achieved for each Eligible Project that ended construction in the reporting year; and
  - Housing outcomes resulting from each Eligible Project that ended construction in the reporting year, and specifically:
    - i. The number of housing units enabled, supported, or preserved; and
    - ii. The number of affordable housing units enabled, supported, or preserved.
4. **Other information** – such as:
  - Progress made in the development and implementation of asset management plans and systems; and
  - The impact of the CCBF on housing pressures tied to infrastructure gaps, the housing supply, and housing affordability.

## **SCHEDULE E: COMMUNICATIONS REQUIREMENTS**

### **1. COMMUNICATIONS ACTIVITIES**

- 1.1 **Scope.** The provisions of this Schedule apply to all communications activities related to any Funds and Eligible Projects.
- 1.2 **Definition.** Communications activities may include (but are not limited to) public or media events, news releases, reports, web articles, blogs, project signs, digital signs, publications, success stories and vignettes, photo compilations, videos, advertising campaigns, awareness campaigns, editorials, award programs, and multi-media products.

### **2. INFORMATION SHARING REQUIREMENTS**

- 2.1 **Notification requirements.** The Recipient must report all active Eligible Projects to AMO in advance of construction each year. Reports must be submitted in an electronic format deemed acceptable by AMO.
- 2.2 **Active Eligible Projects.** Active Eligible Projects are those Eligible Projects that either begin in the current calendar year or are ongoing in the current calendar year.
- 2.3 **Information required.** The report must include, at a minimum, the name, category, description, expected outcomes, anticipated CCBF contribution, anticipated start date, and anticipated end date of each active Eligible Project.

### **3. PROJECT SIGNAGE REQUIREMENTS**

- 3.1 **Installation requirements.** Unless otherwise approved by Canada, the Recipient must install a federal sign to recognize federal funding for each Eligible Project in accordance with design, content, and installation guidelines provided by Canada.
- 3.2 **Permanent signs, plaques, and markers.** Permanent signage, plaques, and markers recognizing municipal or provincial contributions to an Eligible Project must also recognize the federal contribution and must be approved by Canada.
- 3.3 **Responsibilities.** The Recipient is responsible for the production and installation of Eligible Project signage in accordance with Section 3 of this Schedule E, except as otherwise agreed upon.
- 3.4 **Reporting requirements.** The Recipient must inform AMO of signage installations in a manner determined by AMO.

#### 4. DIGITAL COMMUNICATIONS REQUIREMENTS

- 4.1 **Social media.** AMO maintains accounts dedicated to the CCBF on several social media networks. The Recipient must @mention the relevant account when producing content that promotes or communicates progress on one or more Eligible Projects. AMO's CCBF-dedicated social media accounts are identified on [www.buildingcommunities.ca](http://www.buildingcommunities.ca).
- 4.2 **Websites and webpages.** Websites and webpages created to promote or communicate progress on one or more Eligible Projects must recognize federal funding using either:
- a) A digital sign; or
  - b) The Canada wordmark and the following wording (as applicable):
    - i. "This project is funded in part by the Government of Canada"; or
    - ii. "This project is funded by the Government of Canada".

The Canada wordmark or digital sign must link to [www.infrastructure.gc.ca](http://www.infrastructure.gc.ca). Guidelines describing how this recognition is to appear and language requirements are posted at <http://www.infrastructure.gc.ca/pub/signage-panneaux/intro-eng.html>.

#### 5. REQUIREMENTS FOR MEDIA EVENTS AND ANNOUNCEMENTS

- 5.1 **Definitions.** Media events and announcements include, but are not limited to, news conferences, public announcements, and the issuing of news releases to communicate the funding of Eligible Projects or achievement of key milestones (such as groundbreaking ceremonies, grand openings, and completions).
- 5.2 **Authority.** Canada, AMO, or the Recipient may request a media event or announcement.
- 5.3 **Notification requirements.** Media events and announcements must not proceed without the prior knowledge and agreement of AMO, Canada, and the Recipient.
- 5.4 **Notice.** The requester of a media event or announcement must provide at least fifteen (15) business days' notice to other parties of their intention to undertake such an event or announcement. If communications are proposed through a news release with no supporting event, Canada additionally requires five (5) business days with the draft news release to secure approvals and confirm the federal representative's quote.
- 5.5 **Date and location.** Media events and announcements must take place at a date and location that is mutually agreed to by the Recipient, AMO and Canada.

- 5.6 **Representatives.** The Recipient, AMO, and Canada will have the opportunity to participate in media events and announcements through a designated representative. Each Party will choose its own designated representative.
- 5.7 **Responsibilities.** AMO and the Recipient are responsible for coordinating all onsite logistics for media events and announcements unless otherwise agreed on.
- 5.8 **No unreasonable delay.** The Recipient must not unreasonably delay media events and announcements.
- 5.9 **Precedence.** The conduct of all joint media events, announcements, and supporting communications materials (e.g., news releases, media advisories) will follow the [Table of Precedence for Canada](#).
- 5.10 **Federal approval.** All joint communications material related to media events and announcements must be approved by Canada and recognize the funding of all contributors.
- 5.11 **Federal policies.** All joint communications material must reflect Canada's Policy on Official Languages and the Policy on Communications and Federal Identity.
- 5.12 **Equal visibility.** The Recipient, Canada, and AMO will have equal visibility in all communications activities.

## 6. PROGRAM COMMUNICATIONS

- 6.1 **Own communications activities.** The Recipient may include messaging in its own communications products and activities with regards to the use of Funds.
- 6.2 **Funding acknowledgements.** The Recipient must recognize the funding of all contributors when undertaking such activities.

## 7. OPERATIONAL COMMUNICATIONS

- 7.1 **Responsibilities.** The Recipient is solely responsible for operational communications with respect to the Eligible Projects, including but not limited to, calls for tender, construction, and public safety notices. Operational communications as described above are not subject to the federal official languages policy.
- 7.2 **Federal funding acknowledgement.** Operational communications should include, where appropriate, the following statement (as appropriate):
  - a) "This project is funded in part by the Government of Canada"; or
  - b) "This project is funded by the Government of Canada".

- 7.3 **Notification requirements.** The Recipient must share information promptly with AMO should significant emerging media or stakeholder issues relating to an Eligible Project arise. AMO will advise the Recipient, when appropriate, about media inquiries received concerning an Eligible Project.

## 8. COMMUNICATING SUCCESS STORIES

- 8.1 **Participation requirements.** The Recipient must work with Canada and AMO when asked to collaborate on communications activities – including, but not limited to, Eligible Project success stories (including positive impacts on housing), Eligible Project vignettes, and Eligible Project start-to-finish features.

## 9. ADVERTISING CAMPAIGNS

- 9.1 **Responsibilities.** The Recipient may, at its own cost, organize an advertising or public information campaign related to the use of the Funds or Eligible Projects, provided that the campaign respects the provisions of this Agreement.
- 9.2 **Notice.** The Recipient must inform Canada and AMO of its intention to organize a campaign no less than twenty-one (21) working days prior to the launch of the campaign.

**The Corporation of the Township of North Frontenac**

**By-law #2024-51**

**Confirming By-law**

**Being a By-law of the Corporation of the Township of North Frontenac to confirm all actions and proceedings of the Council of the Corporation of the Township of North Frontenac for a Regular Council Meeting held June 27, 2024**

**Whereas** Section 9 of the *Municipal Act, S.O.2001, c.25* and amendments thereto provides that a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act;

**And Whereas** Subsection 2 of Section 11 of the *Municipal Act, S.O. 2001, c.25* and amendments thereto provides that a lower-tier and an upper-tier municipality may pass by-laws respecting matters within the spheres of jurisdiction described in the Table to Subsection 2, subject to certain provisions;

**And Whereas** Section 5(3) of the *Municipal Act S.O. 2001, c.25* – A Municipal power, including a municipality’s capacity, rights, powers and privileges under Section 9, shall be exercised by by-law unless the municipality is specifically authorized to do otherwise;

**And Whereas** it is deemed expedient that the proceedings of the Council of The Corporation of the Township of North Frontenac for the June 27, 2024 Regular Council Meeting, be confirmed and adopted by by-law;

**Now Therefore** the Council of The Corporation of the Township of North Frontenac hereby enacts as follows:

1. That all actions and proceedings of the Council of The Corporation of the Township of North Frontenac taken at its Regular Council Meeting held June 27, 2024 be confirmed as actions for which The Corporation of the Township of North Frontenac has the capacity, rights, powers and privileges of a natural person;
2. That all actions and proceedings of the Council of The Corporation of the Township of North Frontenac at its Regular Council Meeting held June 27, 2024 in respect of each recommendation contained in the Minutes and each motion and resolution passed and other actions taken by the Council of The Corporation of North Frontenac at the Meeting, are hereby sanctioned, ratified and confirmed as if all such proceedings were expressly embodied in this By-law;
3. That the Mayor and proper officials of The Corporation of the Township of North Frontenac are hereby authorized and directed to do all things necessary, and to obtain approvals where required, to give effect to the actions passed and taken by Council at the said Meeting;
4. That this by-law shall come into force as of the final passing thereof.

**Read** a first and second time this **27<sup>th</sup> of June, 2024**.

**Read** a third time and finally passed this **27<sup>th</sup> of June, 2024**.

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**Gerry Lichty, Mayor**

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**Tara Mieske, Clerk**