



**The Corporation of The Nation Municipality  
Regular Council Agenda**

**Meeting #:** MEE-CM-02-2025  
**Date:** February 10, 2025  
**Time:** 4:30 a.m.  
**Location:** Town Hall, 958 Route 500 West, Casselman

**Chair:** Francis Brière, Mayor

**Prepared by:** Julie Langlois-Caisse, Administrative Assistant

**Reviewed by:** Aimée Roy, Clerk

**Video:** Council meetings are streamed live on The Nation's YouTube channel.

**Scheduled agenda items:**

**4:30 p.m. :** Presentation from City Wide regarding the Asset Management Plan

**5:30 p.m. :** Presentation of a petition regarding the 2025 budget

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	<b>Pages</b>
<b>1. Roll Call</b>	
<b>2. Additions and Modifications</b>	
<b>3. Adoption of Agenda</b>	
<b>4. Disclosure of Pecuniary Interest</b>	
<b>5. Adoption of Council Minutes</b>	
<b>6. Presentations, Delegations, and Petitions</b>	
<b>6.1 Presentation from City Wide regarding the Asset Management Plan (4:30 p.m.)</b>	<b>11</b>
Presentation to follow.	
<b>6.2 Presentation of a petition regarding the 2025 budget (5:30 p.m.)</b>	<b>160</b>
<b>7. Consent Items</b>	
All items listed under the Consent Items will be enacted by one motion. A majority vote is required for the adoption of consent items. There will be no separate discussion of these items unless a request is made prior to the time Council votes on the motion that a consent item is to be separated from the motion. The separated item(s) shall	

be considered immediately thereafter.

- 7.1 Accounts payable voucher** 176  
Motion to approve accounts payable from February 1st, 2025 to February 15, 2025, voucher 2, for the total amount of \$1,150,285.83
- 7.2 Minutes of South Nation Conservation Board of Director meeting held on December 12, 2024** 180
- 7.3 Resolution in support of the RCIF application for St-Isidore Arena upgrades**
- Proposed resolution:
- Whereas** the St-Isidore Arena serves as a vital community hub for residents of The Nation Municipality and surrounding areas, providing essential recreational and social activities;
- And Whereas** the St-Isidore Arena requires significant upgrades and enhancements to continue offering safe, modern, and accessible facilities for all users;
- And Whereas** the United Counties of Prescott and Russell (UCPR) have established the Regional Community Investment Fund (RCIF) program to support municipal projects that promote community development and infrastructure improvements;
- And Whereas** Mayor Francis Briere will submit an application on behalf of The Nation Municipality to the RCIF UCPR program, requesting the maximum allowable non-committed funding available under the program for 2025, as well as pre-approval for the maximum allowable funding for 2026, conditional upon the program's continuation;
- And Whereas** these works align with The Nation Municipality's commitment to improving community infrastructure and ensuring long-term sustainability of municipal assets;
- Now Therefore Be It Resolved** that The Nation Municipal Council hereby expresses its full support for Mayor Francis Briere's application to the RCIF UCPR program.
- Be It Further Resolved** that a copy of this resolution be forwarded to the United Counties of Prescott and Russell as part of the application process.
- Furthermore Be It Resolved** that The Nation Municipality will

install bilingual recognition signage and implement any other agreed-upon methods to acknowledge UCPR’s support, including the following measures:

- A special recognition ceremony;
- Indoor Arena advertising signage;
- Name prominently listed on a donor wall;
- Logo displayed on the municipality's website for five (5) years;
- An individual social media post acknowledging UCPR’s contribution.

7.4	<b>Report of the Superintendent of Drainage for the month of January 2025</b>	191
7.5	<b>Report REP-REC-03-2025 Update regarding the Inclusive Community Grant</b>	193
8.	<b>Reports from Departments and Council Committees</b>	
8.1	<b>Report REP-CL-02-2025 Second Draft of the New Community Engagement Fund Policy POL-CL-01-2025</b>	204
9.	<b>Reports from an Investigator or the Ombudsman</b>	
10.	<b>Notices of Motion</b>	
10.1	<b>Tim Stewart, Notice of Motion requesting the Renewal of By-Law No. 4-2024 – Interim Control By-Law for Large Scale Renewable Energy Facilities NOTICE OF MOTION  Moved by: Councillor Stewart Seconded by: Councillor Mainville  Subject: Renewal of By-Law No. 4-2024 – Interim Control By-Law for Large Scale Renewable Energy Facilities  WHEREAS Section 38(1) of the Planning Act, R.S.O. 1990, as amended, permits the Council of a municipality to pass an Interim Control By-Law where Council has directed that a review or study be undertaken in respect of land use planning policies and regulations within the municipality or defined areas thereof;  AND WHEREAS the Council of The Nation Municipality previously passed By-Law No. 4-2024 to prohibit the</b>	

**establishment of new large-scale renewable energy facilities for a period of twelve (12) months in order to allow for the appropriate completion of further research and consultations;**

**AND WHEREAS the ongoing study and consultation process regarding land use planning policies for large-scale renewable energy facilities has not yet been completed;**

**AND WHEREAS it is deemed necessary and appropriate to extend the Interim Control By-Law to allow for the continued review and analysis of these matters to ensure proper regulation and siting of such facilities within The Nation Municipality;**

**NOW THEREFORE BE IT RESOLVED THAT:**

1. The Council of The Nation Municipality directs that By-Law No. 4-2024 be renewed for a further period of twelve (12) months, continuing the prohibition on the establishment of new large-scale renewable energy facilities, including battery storage facilities and solar farm projects, within the Municipality;
2. The prohibition shall remain in effect for the duration of the extension period unless repealed or replaced by a subsequent by-law;
3. The Municipality shall continue its review and consultations on land use planning policies related to renewable energy projects and report back to Council with recommendations prior to the expiry of the extended interim control period.

**11. Resolutions**

**11.1 Adoption of items listed under #8. Reports from departments and Council Committees**

**12. By-laws**

**13. New Business Reports**

**14. Other Business presented by Council Members**

**15. Public Consultations & Hearings**

**16. Announcements**

**17. Strategic Discussion**

**18. Closed session**

**19. Confirming By-law**

20. Notice of public meeting

21. Adjournment

Corporation de la municipalité de La Nation  
Ordre du jour

N° de la réunion : MEE-CM-02-2025  
Date : le 10 février 2025  
Heure : 04 h 30  
Endroit : Hôtel de ville, 958 route 500 ouest, Casselman

Président : Francis Brière, Maire

Préparé par : Julie Langlois-Caisse, Assistante administrative

Révisé par: Aimée Roy, Greffière

Vidéo : la réunion du Conseil sera diffusée en direct sur [YouTube](#)

**Sujets prévu à l'horaire:**

16H30: Présentation de City Wide au sujet du Plan de gestion des actifs

17H30: Présentation d'une pétition au sujet du budget 2025

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	Pages
1. Appel de présences	
2. Additions et modifications	
3. Adoption de l'ordre du jour	
4. Déclaration d'intérêt pécunier	
5. Adoptions de procès-verbaux du Conseil	
6. Présentations, délégations et pétitions	
6.1 Présentation de City Wide au sujet du Plan de gestion des actifs (16h30) Présentation à suivre.	11
6.2 Présentation d'une pétition au sujet du budget 2025 (17h30)	160
7. Items par consentement	
Tous les articles énumérés sous la rubrique Articles faisant l'objet d'un consentement seront adoptés par une résolution. Ces articles	

requièrent un vote majoritaire et ne doivent pas faire l'objet d'une discussion séparée, à moins qu'une demande à cet effet soit faite avant que le conseil vote sur la résolution. Les articles séparés doivent être examinés immédiatement par la suite.

**7.1 Pièce justificative des comptes payables** 176

Motion pour approuver les comptes payables du 1er février 2025 au 15 février 2025, pièce justificative 2, pour le montant total de 1 150 285,83 \$.

**7.2 Procès-verbal de la réunion du Conseil d'administration de la Conservation de la Nation Sud tenue le 12 décembre 2024** 180

**7.3 Résolution en Appui à la demande de financement dans le cadre du Fonds d'investissement communautaire régional (FICR) pour les améliorations de l'aréna de Saint-Isidore**  
**Résolution proposée:**

**Attendu que** l'aréna de St-Isidore constitue un lieu de rassemblement essentiel pour les résidents de la municipalité de La Nation et des environs, offrant des activités récréatives et sociales importantes;

**Attendu que** l'aréna de St-Isidore nécessite des améliorations importantes afin de continuer à offrir des installations sécuritaires, modernes et accessibles à tous les usagers;

**Attendu que** les Comtés unis de Prescott et Russell (CUPR) ont mis en place le programme du Fonds d'investissement communautaire régional (FICR) pour soutenir les projets municipaux qui favorisent le développement communautaire et les améliorations des infrastructures;

**Attendu que** le maire Francis Brière soumettra une demande au nom de la municipalité de La Nation au programme FICR des CUPR, sollicitant le financement maximal disponible sans engagement pour l'année 2025, ainsi que l'approbation préalable pour le financement maximal disponible pour l'année 2026, sous réserve de la poursuite du programme;

**Attendu que** ces travaux sont en ligne avec l'engagement de la municipalité de La Nation à améliorer les infrastructures communautaires et à assurer la durabilité à long terme des biens municipaux;

**Il est donc résolu que** le Conseil municipal de La Nation exprime son plein soutien à la demande du maire Francis Brière dans le cadre du programme FICR des CUPR.

**Qu'il soit également résolu qu'une copie de la présente résolution soit transmise aux Comtés unis de Prescott et Russell dans le cadre du processus de demande.**

**De plus, il est résolu que** la municipalité de La Nation installera une signalisation bilingue de reconnaissance et mettra en œuvre toute autre méthode convenue pour reconnaître le soutien des CUPR, y compris les mesures suivantes :

- Une cérémonie de reconnaissance spéciale;
- Des panneaux publicitaires à l'intérieur de l'aréna;
- Le nom inscrit de manière proéminente sur un mur des donateurs;
- Le logo affiché sur le site web de la municipalité pendant cinq (5) ans;
- Un message individuel sur les médias sociaux pour reconnaître la contribution des CUPR.

7.4	<b>Rapport du Surintendant de drainage pour le mois de janvier 2025</b>	191
7.5	<b>Rapport REP-REC-03-2025 Mise à jour au sujet du Programme de subvention pour des collectivités inclusives</b>	193
8.	<b>Rapports des départements et des comités du Conseil</b>	
8.1	<b>Rapport REP-CL-02-2025 Deuxième ébauche de la nouvelle Politique sur les fonds d'engagement communautaire POL-CL-01-2025</b>	204
9.	<b>Rapports d'un enquêteur ou de l'Ombudsman</b>	
10.	<b>Avis de motion</b>	
10.1	<b>Tim Stewart, Avis de Motion demandant le Renouvellement du Règlement No. 4-2024 – Règlement de Contrôle Interim pour les Installations d'Énergie Renouvelable à Grande Échelle AVIS DE MOTION</b>	
	<b>Proposé par : Le conseiller Stewart</b>	
	<b>Appuyé par : Le conseiller Mainville</b>	
	<b>Objet : Renouvellement du Règlement No. 4-2024 – Règlement de Contrôle Interim pour les Installations d'Énergie Renouvelable à Grande Échelle</b>	
	<b>ATTENDU QUE</b> l'article 38(1) de la Loi sur l'aménagement du	



territoire, L.R.O. 1990, tel que modifiée, permet au Conseil d'une municipalité d'adopter un Règlement de Contrôle Interim lorsque le Conseil a ordonné qu'une révision ou une étude soit entreprise concernant les politiques et régulations d'aménagement du territoire au sein de la municipalité ou dans des zones définies de celle-ci;

**ET ATTENDU QUE** le Conseil de la municipalité de La Nation a précédemment adopté le Règlement No. 4-2024 interdisant l'établissement de nouvelles installations d'énergie renouvelable à grande échelle pour une période de douze (12) mois afin de permettre l'achèvement approprié de recherches et de consultations supplémentaires;

**ET ATTENDU QUE** l'étude et le processus de consultation en cours concernant les politiques d'aménagement du territoire pour les installations d'énergie renouvelable à grande échelle n'ont pas encore été complétés;

**ET ATTENDU QU'IL EST** jugé nécessaire et approprié de prolonger le Règlement de Contrôle Interim afin de permettre la poursuite de l'examen et de l'analyse de ces questions pour assurer une régulation et une localisation adéquates de ces installations au sein de la municipalité de La Nation;

**PAR CONSÉQUENT, IL EST RÉSOLU QUE :**

1. Le Conseil de la municipalité de La Nation ordonne que le Règlement No. 4-2024 soit renouvelé pour une période supplémentaire de douze (12) mois, poursuivant ainsi l'interdiction de l'établissement de nouvelles installations d'énergie renouvelable à grande échelle, y compris les installations de stockage de batteries et les projets de fermes solaires, au sein de la municipalité;
2. L'interdiction restera en vigueur pendant toute la période de prolongation, à moins qu'elle ne soit abrogée ou remplacée par un règlement ultérieur;
3. La municipalité poursuivra sa révision et ses consultations sur les politiques d'aménagement du territoire liées aux projets d'énergie renouvelable et fera rapport au Conseil avec des recommandations avant l'expiration de la période de contrôle intérimaire prolongée.

## 11. Résolutions

**11.1 Adoption des items énumérés sous #8. Rapports des départements et des comités du Conseil**

- 12. Règlements**
- 13. Rapports concernant des nouveaux dossiers**
- 14. Autres dossiers présentés par les membres du Conseil**
- 15. Consultations publiques et audiences**
- 16. Annonces**
- 17. Discussions stratégiques**
- 18. Huis clos**
- 19. Règlement pour confirmer les procédures du Conseil**
- 20. Avis de réunion publique**
- 21. Ajournement**

# Asset Management Plan 2024

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The Nation Municipality

**January 2025**



This Asset Management Plan was prepared by:



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

## Key Statistics

**\$411m** 2023 Replacement Cost of Asset Portfolio

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**\$78k** Replacement Cost of Infrastructure Per Household

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**73%** Percentage of Assets in Fair or Better Condition

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**92%** Percentage of Assets with Assessed Condition Data

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**\$7.8m** Annual Capital Infrastructure Deficit

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**15 Years** Recommended Timeframe for Eliminating Annual Infrastructure Deficit

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**2.8%** Target Investment Rate

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**1.0%** Actual Investment Rate

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# 1. Executive Summary

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

## 1.1 Scope

This Asset Management Plan (AMP) identifies 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 Nation Municipality can ensure that public infrastructure is managed to support the sustainable delivery of municipal services.

This AMP includes the following asset categories:

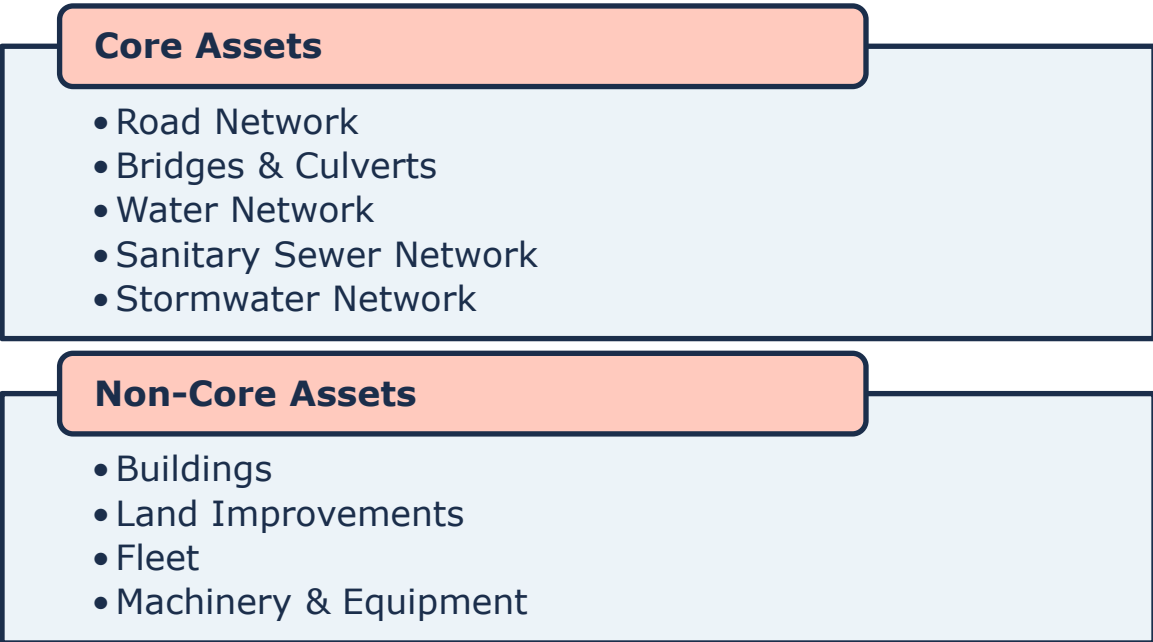


Figure 1 Core and Non-Core Asset Categories

## 1.2 O. Reg. 588/17 Compliance

With the development of this AMP the Municipality has achieved compliance with July 1, 2024, requirements under O. Reg. 588/17. This includes requirements for levels of service and inventory reporting for all asset categories. More details on compliance can be found in section 2.5.1 O. Reg. 588/17 Compliance Review.

### 1.3 Findings

The overall replacement cost of the asset categories included in this AMP totals \$411 million. 73% of all assets analyzed in this AMP are in fair or better condition and assessed condition data was available for 92% of assets. For the remaining 8% of assets, assessed condition data was unavailable, and asset age was used to approximate condition – a data gap that persists in most municipalities. Generally, age misstates the true condition of assets, making assessments essential to accurate asset management planning, and a recurring recommendation in this AMP.

The development of a long-term, sustainable financial plan requires an analysis of whole lifecycle costs. This AMP uses a combination of proactive lifecycle strategies and replacement only strategies 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 Municipality’s average annual capital requirement totals \$11.6 million. Based on a historical analysis of sustainable capital funding sources, the Municipality is committing approximately \$3.8 million towards capital projects or reserves per year. As a result, there is currently an annual funding gap of \$7.8 million. The values presented in this report are based on current day costs and do not account for inflation or projected growth.

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 Municipality. Strategic asset management planning is an ongoing and dynamic process that requires continuous improvement and dedicated resources.

### 1.4 Recommendations

A financial strategy was developed to address the annual capital funding gap. The following graphics show the annual tax/rate change required to eliminate the Municipality’s infrastructure deficit based on a 15-year plan for tax funded assets and 20-year plan for rate funded assets:

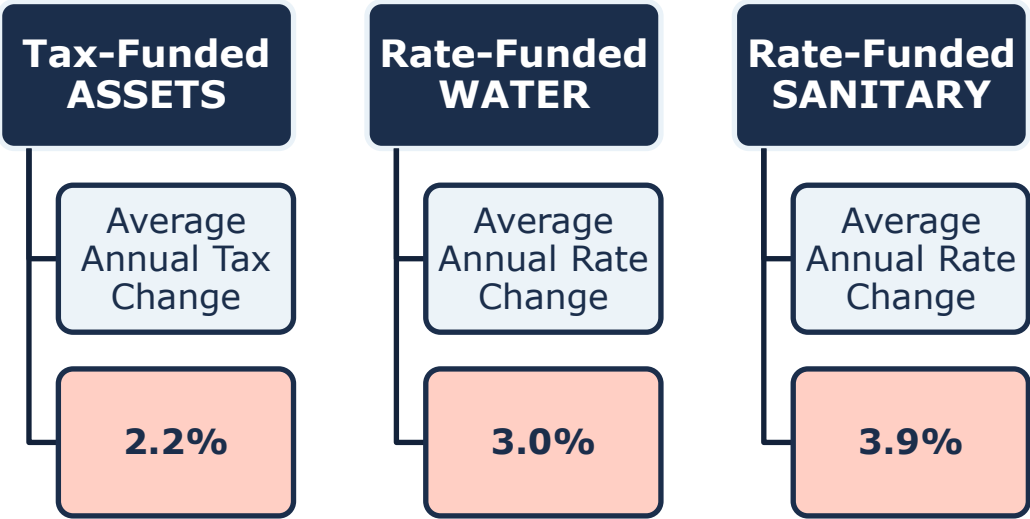


Figure 2 Proposed Tax/Rate Changes



## 2. Introduction & Context

### 2.1 Community Profile

Census Characteristic	The Nation Municipality	Ontario
Population 2021	13,350	14,223,942
Population Change 2016-2021	4.2%	5.8%
Total Private Dwellings	5,259	5,929,250
Population Density	20.3/km <sup>2</sup>	15.9/km <sup>2</sup>
Land Area	658.93 km <sup>2</sup>	892,411.76 km <sup>2</sup>

Table 1 The Nation Municipality Community Profile

The Nation Municipality is a lower-tier municipality, part of United Counties of Prescott and The Nation, which is located within eastern Ontario. It is situated directly between Ottawa and Montreal.

The Nation was incorporated in 1998. The incorporation was part of a provincial initiative in Ontario to reduce the number of municipalities through amalgamation. This effort aimed to streamline services, improve governmental efficiency, and reduce administrative costs by combining smaller municipalities into larger municipal governments. The amalgamation of The Nation involved the merging of the former municipalities of Caledonia, Cambridge, South Plantagenet, and the Village of St-Isidore.

The region is characterized by its rural setting and natural landscapes, primarily agricultural with expanses of farmland and forested areas. It includes the South Nation River, which is a central feature, enhancing the area's biodiversity and offering recreational water activities. The region's rural charm is paired with a culturally diverse community, blending Francophone and Anglophone influences, which adds to its unique character.

Demand in the Municipality is primarily driven by the residential and recreational needs of its population. As urban centers in Ontario continue to grow, there is an increasing demand for more rural and semi-rural living spaces, which The Nation can offer due to its scenic environment and lower cost of living. Furthermore, the area attracts those interested in outdoor and recreational activities, including fishing, hiking, and bird watching along the South Nation River. This demand is also fueled by the municipality's efforts to develop its infrastructure and services, making it more appealing for new residents and businesses looking to establish themselves in a less congested yet accessible region.

## 2.2 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.

### 2.2.1 The Nation Municipality Climate Profile

The Nation Municipality, located in eastern Ontario, is within the United Counties of Prescott and Russell. The Municipality is expected to experience notable effects of climate change which include higher average annual temperatures, an increase in total annual precipitation, and an increase in the frequency and severity of extreme events. According to [Climatedata.ca](#) – a collaboration supported by Environment and Climate Change Canada (ECCC) – The Nation Municipality may experience the following trends:

#### **Higher Average Annual Temperature:**

- Between the years 1971 and 2000 the annual average temperature was 5.8 °C
- Under a high emissions scenario, the annual average temperatures are projected to increase by 4.8 °C by the year 2050 and over 6.6 °C by the end of the century.

#### **Increase in Total Annual Precipitation:**

- Under a high emissions scenario, The Nation is projected to experience an 13% increase in precipitation by the year 2051 and a 16% increase by the end of the century.

#### **Increase in Frequency of Extreme Weather Events:**

- It is expected that the frequency and severity of extreme weather events will change.

## 2.2.2 Integration of Climate Change and Asset Management

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

In order to achieve 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's best practices and enables the development of a holistic approach to risk management.

## 2.3 Asset Management Overview

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

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

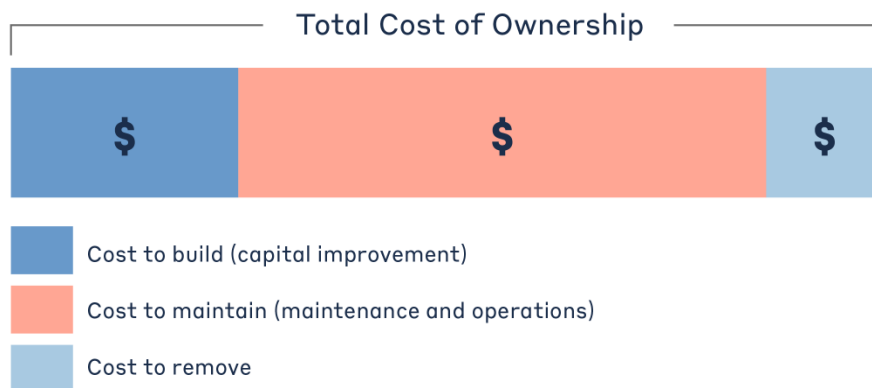


Figure 3 Total Cost of Asset Ownership

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 a broader asset management program.

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

### 2.3.1 Foundational Asset Management Documentation

The industry-standard approach and sequence to developing a practical asset management program begins with a Strategic Plan, followed by an Asset Management Policy and an Asset Management Strategy, concluding with an Asset Management Plan.

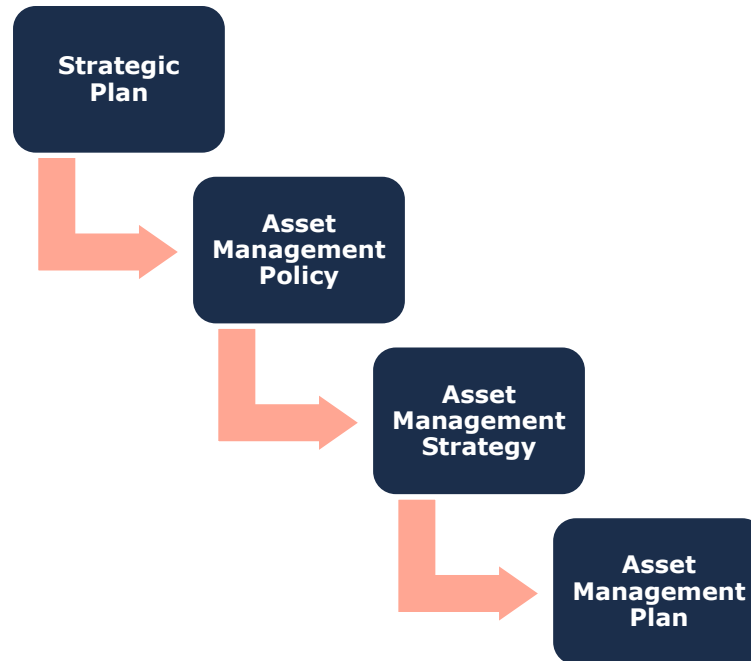


Figure 4 Foundational Asset Management Documents

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

#### **Asset Management Policy**

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

The Nation adopted their Strategic Asset Management Policy on June 24, 2019, in accordance with Ontario Regulation 588/17. The policy provides a foundation for the development of an asset management program within the Municipality. It covers key components that define a comprehensive asset management policy:

- The policy's purpose dictates 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 Municipality'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.

### **Asset Management Strategy**

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

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

### **Asset Management Plan**

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

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

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

The Municipality's last iteration of the AMP was completed in 2022. Since then, the asset inventory has undergone revisions and updates. This document is an AMP that uses the updated asset inventory and has been prepared in accordance with O. Reg. 588/17.

## **2.3.2 Key Concepts in Asset Management**

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

### **Lifecycle Management Strategies**

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

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

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

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

Lifecycle Activity	Cost	Typical Associated Risks
<p><b>Maintenance</b></p> <p>Activities that prevent defects or deteriorations from occurring</p>	<p>\$</p>	<ul style="list-style-type: none"> <li>Balancing limited resources between planned maintenance and reactive, emergency repairs and interventions;</li> <li>Diminishing returns associated with excessive maintenance activities, despite added costs;</li> <li>Intervention selected may not be optimal and may not extend the useful life as expected, leading to lower payoff and potential premature asset failure;</li> </ul>
<p><b>Rehabilitation/ Renewal</b></p> <p>Activities that rectify defects or deficiencies that are already present and may be affecting asset performance</p>	<p>\$\$\$</p>	<ul style="list-style-type: none"> <li>Useful life may not be extended as expected;</li> <li>May be costlier in the long run when assessed against full reconstruction or replacement;</li> <li>Loss or disruption of service, particularly for underground assets;</li> </ul>
<p><b>Replacement/ Reconstruction</b></p> <p>Asset end-of-life activities that often involve the complete replacement of assets</p>	<p>\$\$\$\$\$</p>	<ul style="list-style-type: none"> <li>Incorrect or unsafe disposal of existing asset;</li> <li>Costs associated with asset retirement obligations;</li> <li>Substantial exposure to high inflation and cost overruns;</li> <li>Replacements may not meet capacity needs for a larger population;</li> <li>Loss or disruption of service, particularly for underground assets;</li> </ul>

Table 2 Lifecycle Management: Typical Lifecycle Interventions

The Municipality's approach to lifecycle management is described within each asset category outlined in this AMP. Staff will continue to evolve and innovate current practices for developing and implementing proactive lifecycle strategies to determine which activities to perform on an asset and when they should be performed to maximize useful life at the lowest total cost of ownership.

## Risk & Criticality

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

Risk is a product of two variables: the probability that an asset will fail, and the resulting consequences of that failure event. It can be a qualitative measurement, (i.e. low, medium, high) or quantitative measurement (i.e. 1-5), that can be used to rank assets and projects, identify appropriate lifecycle strategies, optimize short- and long-term budgets, minimize service disruptions, and maintain public health and safety.

### Formula to Assess Risk of Assets

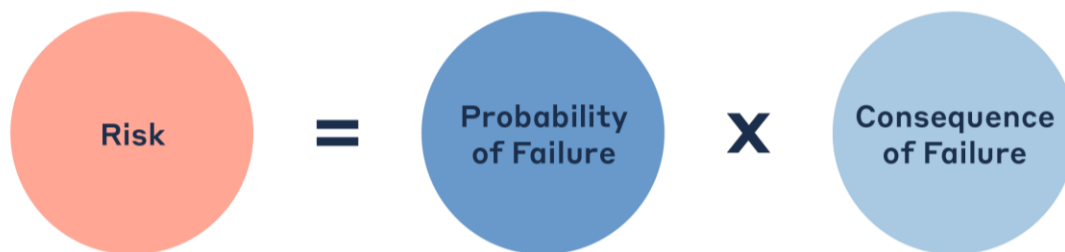


Figure 5 Risk Equations

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

#### Probability of Failure

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

#### Consequence of Failure

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

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

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

Table 3 Risk Analysis: Types of Consequences of Failure

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

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

### Levels of Service

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

The Municipality 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 as applicable (Roads, Bridges & Culverts, Water, Sanitary, and Stormwater) the province, through O. Reg. 588/17, has provided qualitative descriptions that are required to be included in this AMP. For non-core asset categories, each municipality may incorporate community levels of service they find useful.

## **Technical Levels of Service**

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

For core asset categories as applicable (Roads, Bridges & Culverts, Water, Sanitary, and Stormwater) the province, through O. Reg. 588/17, has also provided technical metrics that are required to be included in this AMP. For non-core asset categories, each municipality may incorporate technical levels of service they find useful.

## **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 Municipality plans to establish proposed levels of service over a 10-year period, in accordance with O. Reg. 588/17, as part of the 2025 requirements.

Proposed levels of service should be realistic and achievable within the timeframe outlined by the Municipality. 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 Municipality must identify a lifecycle management and financial strategy which allows these targets to be achieved.

## **2.4 Scope & Methodology**

### **2.4.1 Asset Categories for this AMP**

This asset management plan for the Municipality is produced in compliance with O. Reg. 588/17. The July 2024 deadline under the regulation—the second of three AMPs—requires analysis of core and non-core asset categories.

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

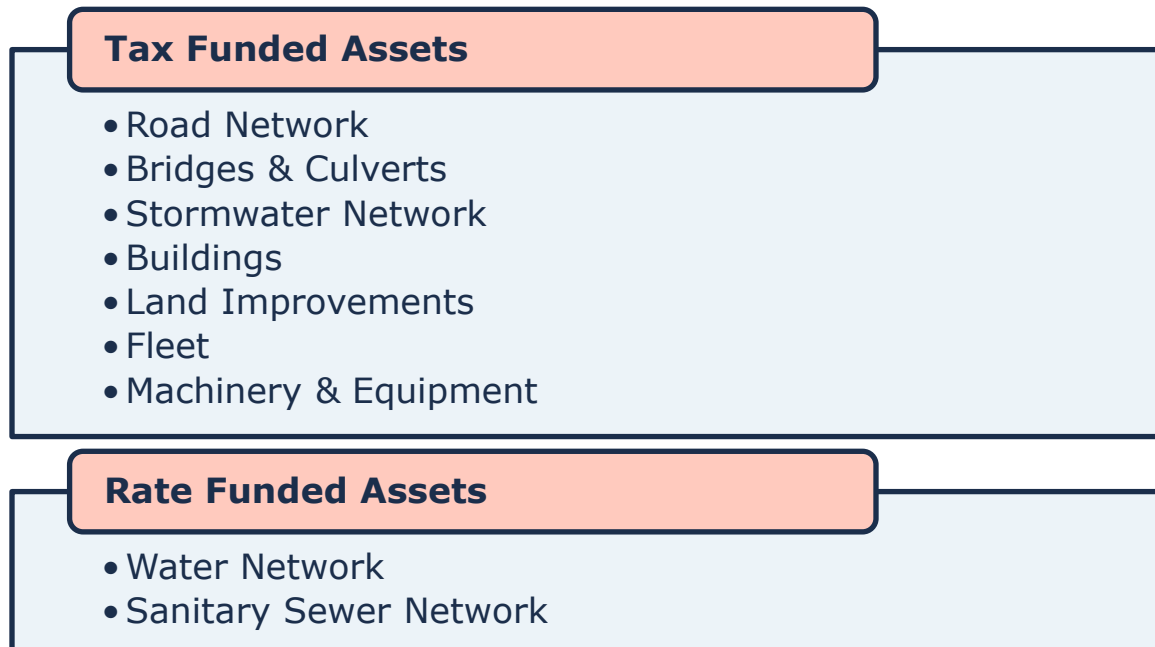


Figure 6 Tax Funded and Rate Funded Asset Categories

## 2.4.2 Data Effective Date

It is important to note that this plan is based on data as of **December 2023**; therefore, it represents a snapshot in time using the best available processes, data, and information at the Municipality. Strategic asset management planning is an ongoing and dynamic process that requires continuous data updates and dedicated data management resources.

## 2.4.3 Deriving Replacement Costs

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

### *User-Defined Cost and Cost Per Unit*

Based on costs provided by municipal staff which 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 costs of the assets are inflated based on Consumer Price Index or Non-Residential Building Construction Price Index.

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

### 2.4.4 Estimated Service Life & Service Life Remaining

The estimated useful life (EUL) of an asset is the period over which the Municipality 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 Municipality can determine the service life remaining (SLR) for each asset. Using condition data and the asset’s SLR, the Municipality can more accurately forecast when it will require replacement. The SLR is calculated as follows:



Figure 7 Service Life Remaining Calculation

### 2.4.5 Reinvestment Rate

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

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



Figure 8 Target Reinvestment Rate Calculation

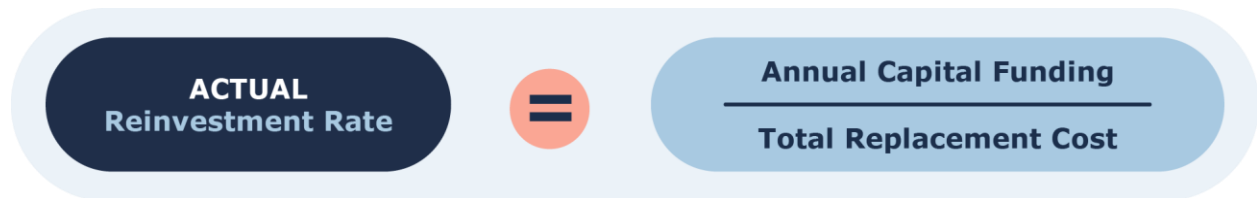


Figure 9 Actual Reinvestment Rate Calculation

### 2.4.6 Deriving Asset Condition

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

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

Condition	Description	Criteria	Service Life Remaining (%)
<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	60-79
<b>Fair</b>	Requires attention	Signs of deterioration, some elements exhibit significant deficiencies	40-59
<b>Poor</b>	Increasing potential of affecting service	Approaching end of service life, condition below standard, large portion of system exhibits significant deterioration	20-39
<b>Very Poor</b>	Unfit for sustained service	Near or beyond expected service life, widespread signs of advanced deterioration, some assets may be unusable	0-19

Table 4 Standard Condition Rating Scale

The analysis in this AMP is based on assessed condition data only as available. In the absence of assessed condition data, asset age is used as a proxy to determine asset condition.

## 2.5 Ontario Regulation 588/17

As part of the Infrastructure for Jobs and Prosperity Act, 2015, the Ontario government introduced Regulation 588/17 - Asset Management Planning for Municipal Infrastructure (O. Reg 588/17)<sup>1</sup>. Along with creating better performing organizations, more liveable and sustainable communities, regulation is a key, mandated driver of asset management planning and reporting. It places substantial emphasis on current and proposed levels of service and the lifecycle costs incurred in delivering them.

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

<sup>1</sup> O. Reg. 588/17: Asset Management Planning for Municipal Infrastructure  
<https://www.ontario.ca/laws/regulation/170588>

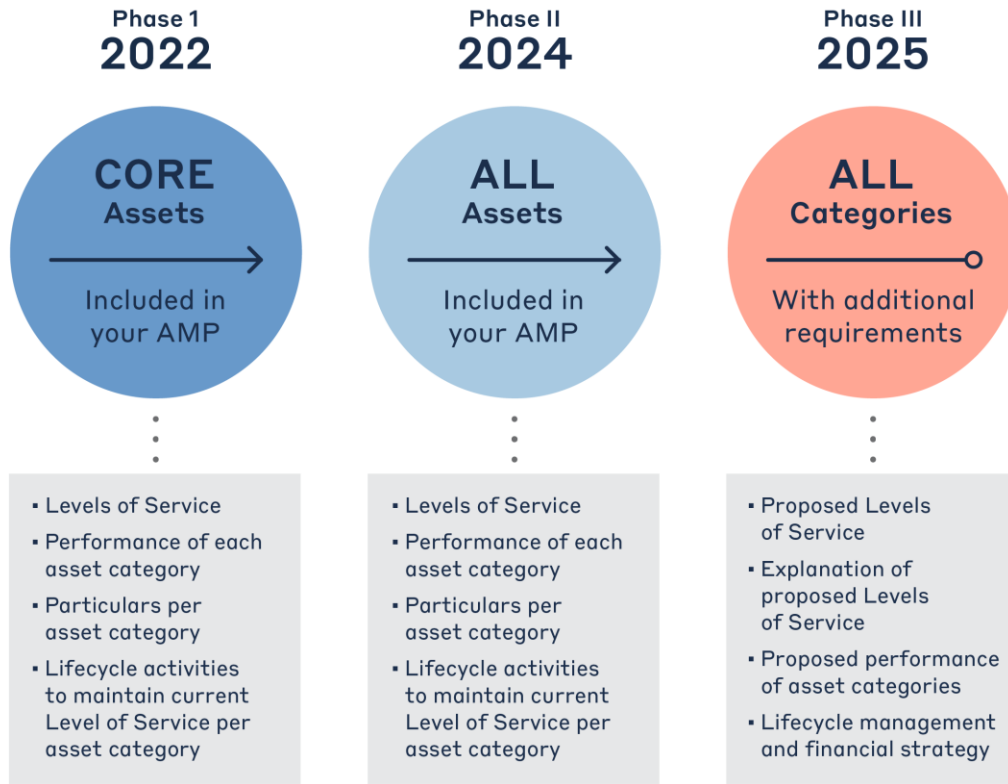


Figure 10 O. Reg. 588/17 Requirements and Reporting Deadlines

### 2.5.1 O. Reg. 588/17 Compliance Review

Requirement	O. Reg. 588/17 Section	AMP Section Reference	Status
Summary of assets in each category	S.5(2), 3(i)	4.1 – 12.1	Complete
Replacement cost of assets in each category	S.5(2), 3(ii)	4.1 – 12.1	Complete
Average age of assets in each category	S.5(2), 3(iii)	4.3 – 12.3	Complete
Condition of core assets in each category	S.5(2), 3(iv)	4.2 – 12.2	Complete
Description of municipality’s approach to assessing the condition of assets in each category	S.5(2), 3(v)	4.4 – 12.4	Complete
Current levels of service in each category	S.5(2), 1(i-ii)	4.7 – 12.7	Complete

Current performance measures in each category	S.5(2), 2	4.7 – 12.7	Complete
Lifecycle activities needed to maintain current levels of service for 10 years	S.5(2), 4	4.4 – 12.4	Complete
Costs of providing lifecycle activities for 10 years	S.5(2), 4	Appendix B	Complete
Growth assumptions	S.5(2), 5(i-ii) S.5(2), 6(i-vi)	13.1 – 13.2	Complete

Table 5 O. Reg. 588/17 Compliance Review

### 3. Portfolio Overview – State of the Infrastructure

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

#### 3.1 Asset Hierarchy & Data Classification

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



Figure 11 Asset Hierarchy and Data Classification

### 3.2 Portfolio Overview

#### 3.2.1 Total Replacement Cost of Asset Portfolio

The nine asset categories analyzed in this Asset Management Plan have a total current replacement cost of \$411 million. This estimate was calculated using user-defined costing, as well as inflation of historical or original costs to current date. This estimate reflects the replacement of historical assets with similar, not necessarily identical, assets available for procurement today. Figure 12 illustrates the replacement cost of each asset category; combined at 42% of the total portfolio, the water and sanitary sewer networks comprise the largest share of the Municipality’s asset portfolio, followed by bridges and culverts at 20%.

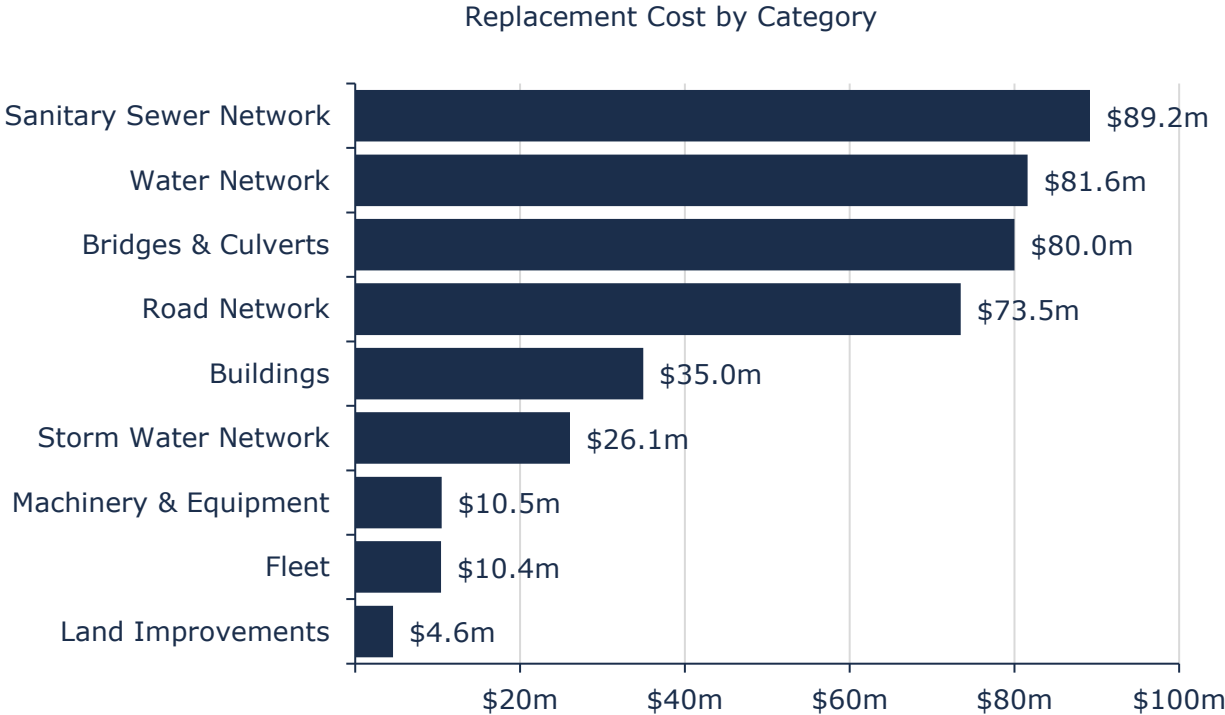


Figure 12 Current Replacement Cost by Asset Category

#### 3.2.2 Target vs. Actual Reinvestment Rate

The graph below depicts funding gaps by comparing the target to the current reinvestment rate. To meet the existing long-term capital requirements, the Municipality requires an annual capital investment of \$11.6 million, for a target portfolio reinvestment rate of 2.81%. Currently, annual investment from sustainable revenue sources is \$3.8 million, for a current portfolio reinvestment rate of 0.92%. Target and current re-investment rates by asset category are detailed below.



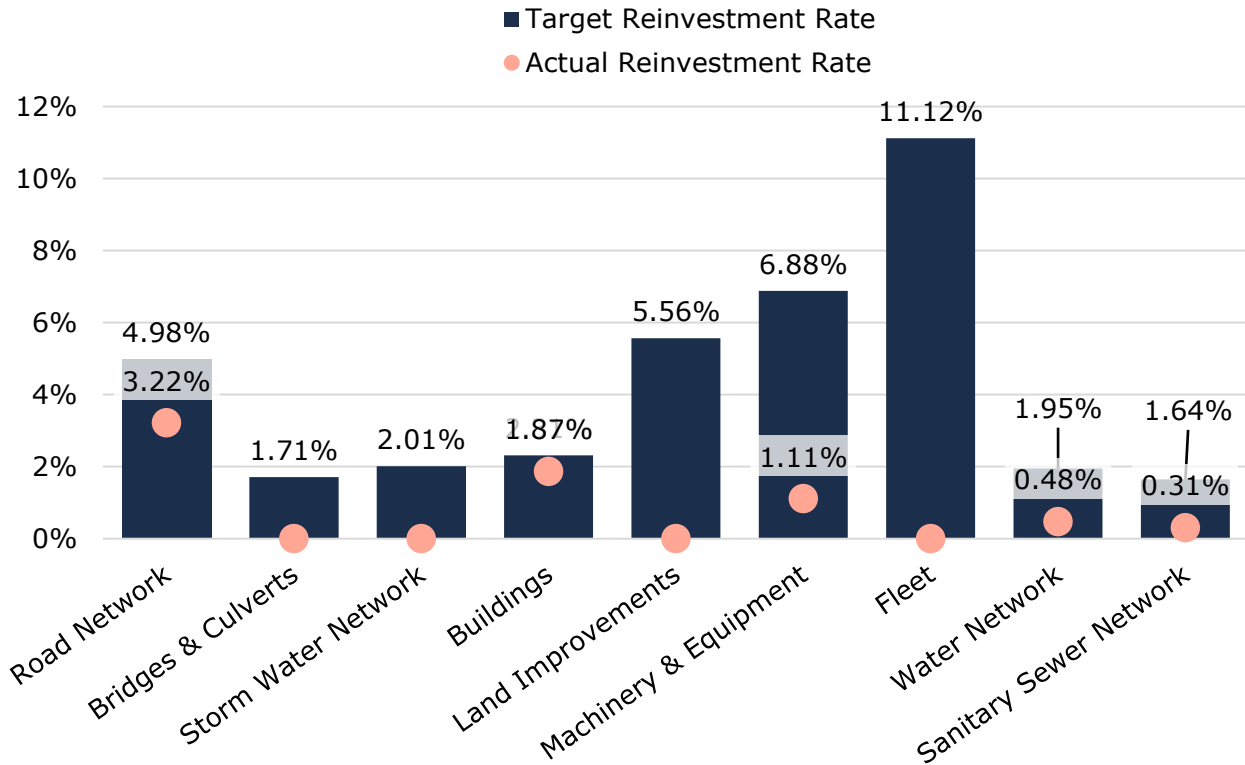


Figure 13 Current Vs. Target Reinvestment Rate

### 3.2.3 Condition of Asset Portfolio

Figure 14 and Figure 15 summarize asset condition at the portfolio and category levels, respectively. Based on both assessed condition and age-based analysis, 73% of the Municipality’s infrastructure portfolio is in fair or better condition, with the remaining 27% in poor or worse condition. Typically, assets in poor or worse condition may require replacement or major rehabilitation in the immediate or short-term. Targeted condition assessments may help further refine the list of assets that may be candidates for immediate intervention, including potential replacement or reconstruction.

Similarly, assets in fair condition should be monitored for disrepair over the medium term. Keeping assets in fair or better condition is typically more cost-effective than addressing assets needs when they enter the latter stages of their lifecycle or decline to a lower condition rating, e.g., poor or worse.

Condition data was available for the majority of assets with the exception of the Stormwater Network. For all remaining assets, including major infrastructure such as storm mains, age was used as an approximation of condition for these assets. Age-based condition estimations can skew data and lead to potential under- or overstatement of asset needs.

Further, when assessed condition data was available, it was projected to the current year (2023). This ‘projected condition’ can generate lower condition ratings than those established at the time of the condition assessment. The rate of this deterioration will also depend on lifecycle curves used to project conditions over time.

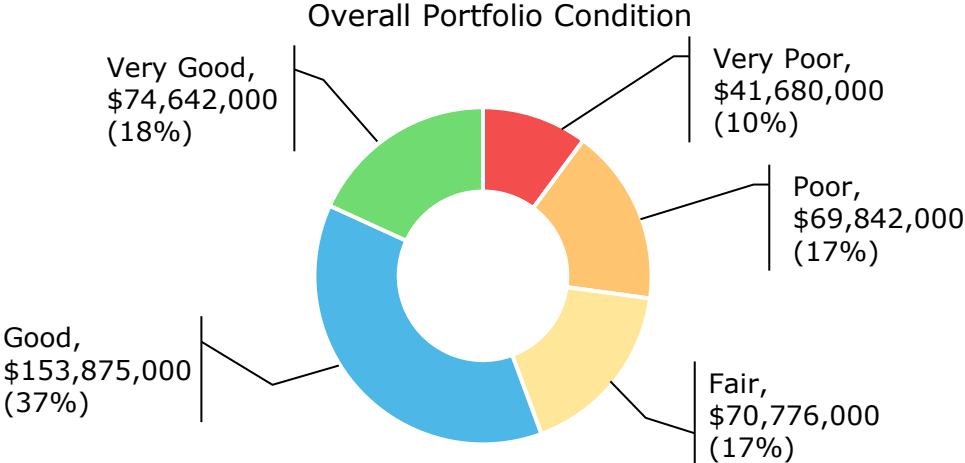


Figure 14 Asset Condition: Portfolio Overview

As further illustrated in Figure 15 at the category level, the majority of major, core infrastructure including roads, bridges, structural culverts, water and sanitary mains are in fair or better condition, based on in-field condition assessment data. Most catch basins, manholes, and storm sewer mains are poor or worse condition, based on recent condition assessments and asset age.

See Table 6 for details on how condition data was derived for each asset segment.

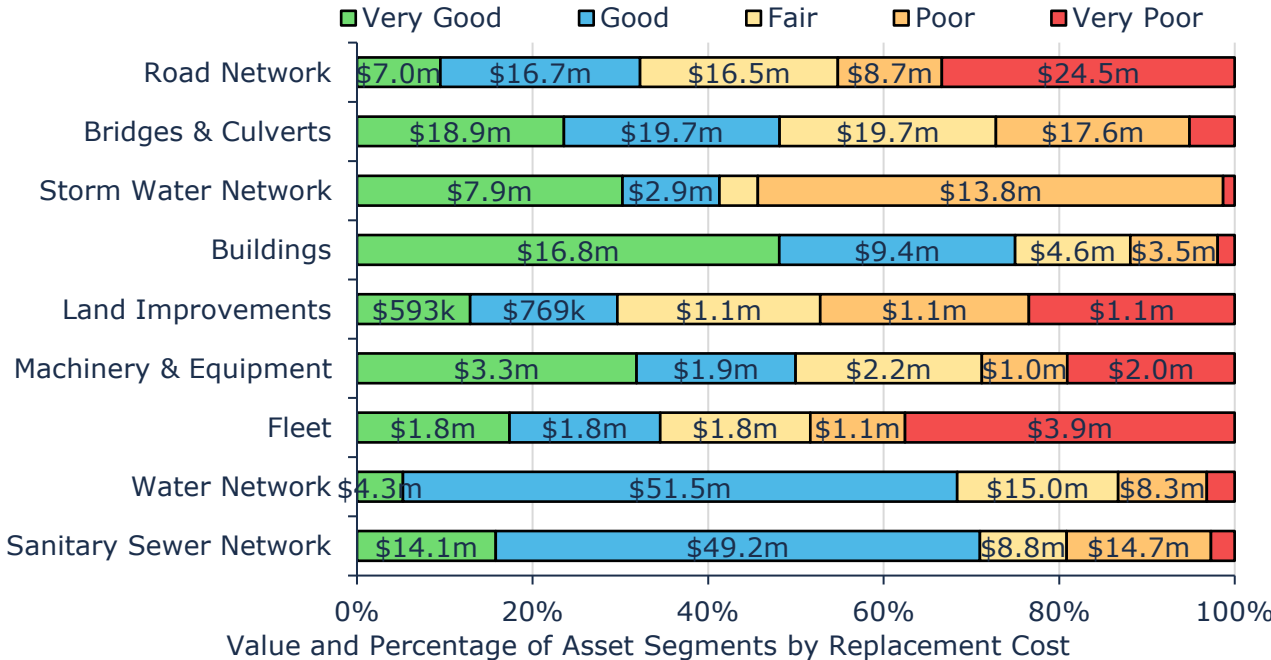


Figure 15 Asset Condition by Asset Category

As outlined previously, buildings are not consistently fully componentized into their individual major elements and components. This limits the validity of some current condition estimates as they are presented only at the 'parent' asset level, such as 'Fire Hall, Original', or 'Town Hall, Addition'.

## Source of Condition Data

This AMP relies on assessed condition for 92% of assets, based on and weighted by replacement cost. For the remaining assets, age is used as an approximation of condition. Assessed condition data is invaluable in asset management planning as it reflects the true condition of the asset and its ability to perform its functions. The table below identifies the source of condition data used throughout this AMP.

Asset Category	Asset Segment(s)	% of Assets with Assessed Conditions	Source of Condition Data
Road Network	Curb	99%	Internal Assessments
	Guide Rails		
	Paved Shoulders		
	Road Signs		
	Road Surface Treatment		
	Road Surface- Gravel		
	Road Surface- Hot Mix		
	Road/Berm		
	Sidewalks		
	Street Lights		
Traffic Signal			
Bridges & Culverts	Bridges	100%	2023 OSIM Inspections
	Culverts (under 3m)		
	Structural Culverts (over 3m)		
Storm Water Network	Catch Basins	19%	Internal Assessments
	Manholes		
	Storm Sewer Mains		
Buildings	Administration	89%	Internal Assessments
	Protection Services		
	Recreation & Cultural Services		
	Transportation Services		

Land Improvements	Fencing & Lighting Fields & Courts Parks & Playgrounds Pavement Towers	88%	Internal Assessments
Machinery & Equipment	Admin / Library Emergency Response IT/Computer Public Works Recreation & Parks SCADA Water/Wastewater	61%	Internal Assessments
Fleet	Heavy Equipment Light Duty Medium Duty Rescue	69%	Internal Assessments
Water Network	Buildings Flowmeter Hydrants Meters Reservoir Tower Treatment Valve Chambers and Manholes Valves Water Housing Connection Watermains Well	99%	Internal Assessments

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Sanitary Sewer Network	Buildings	100%	Internal Assessments
	Collection		
	Electrical System		
	Force main		
	House Sewer Connection		
	Lagoon		
	Manholes		
	Monitoring		
	Pumping Station		
	Scada		
	Septic Field		
	Sewer mains		
	Treatment		

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Table 6 Source of Condition Data

**3.2.4 Service Life Remaining**



Based on asset age, available assessed condition data and estimated useful life, 15% of the Municipality’s assets will require replacement within the next 10 years. More information can be found in Appendix B – 10-Year Capital Requirements.

### 3.2.5 Risk Analysis

#### Qualitative Risk

The qualitative risk assessment involves the documentation of risks to the delivery of services that the municipality faces given the current state of the infrastructure and asset management strategies. These risks can be understood as corporate level risks. Municipality staff provided information related to the following potential risks:

	Risk Type	Description
	Asset Data Confidence	As the Municipality’s asset management program matures, the Municipality is gaining more confidence in their asset data. A lack of confidence in asset data can result in a lack of confidence in the results of the asset management plan and subsequently result in uncertainty in funding requirements for the future.
	Lifecycle Management Strategies	<p>In addition to asset level risk, the Municipality may also face risk associated with not executing key lifecycle activities, including repairs, rehabilitation, and replacement of critical assets. These include:</p> <ul style="list-style-type: none"> <li>- missed opportunities for cost savings and increases in lifecycle costs;</li> <li>- deferral of vital projects, or further lending and borrowing;</li> <li>- accelerated asset deterioration and premature failure, which may lead to public health and safety hazards, and disruption of services;</li> <li>- a decline in public satisfaction with the Municipality’s service standards and the resulting reputational damage.</li> </ul>
	Organizational Cognizance/Capacity	While the Municipality has confidence in their capacity to engage in asset management practices, on-going training is needed for staff to have the knowledge and capacity to engage in informed asset management practices moving into the future.
	Aging Infrastructure	The Municipality’s current state of infrastructure show a large portion of the current infrastructure in moderate stages of their estimated useful lives. Ongoing infrastructure replacement should aim to maintain these moderate levels and avoid significant portions of the infrastructure reaching the end of their useful lives at the same time.
	Climate Change & Extreme Weather Events	Climate and extreme weather events have an impact on infrastructure service life as well as functionality. Examples of these impacts include accelerated degradation of road surfaces due to increase freeze/thaw cycles, minimized capacity in storm systems due to increased intensity in rainfall events,

Risk Type	Description
	and increased use of salt to combat winter storms resulting in degradation of vehicles and equipment. To date the municipality has not noticed significant impacts on the infrastructure due to the increase in extreme weather events.
 Growth	Community growth is expected to continue in the Municipality, consistent with the growth trend in the Province of Ontario. It is critical to consider growth when planning long-term infrastructure replacements to ensure infrastructure is not required to be replaced prematurely due to capacity issues. Staff have indicated that upgrades to the system will be required to accommodate projected growth in the municipality.
 Infrastructure Reinvestment	Current levels of investment in infrastructure need to be looked at to ensure they are meeting lifecycle requirements and maintaining a good state of repair. Chronic underfunding of infrastructure replacement may lead to detrimental impacts in the future requiring significant changes to service levels. Staff have indicated that due to the steep increase in the cost of materials, major projects are heavily dependent on subsidies.

### Risk Matrix

Using the risk equation and preliminary risk models, Figure 16 shows how assets across the different asset categories are stratified within a risk matrix.

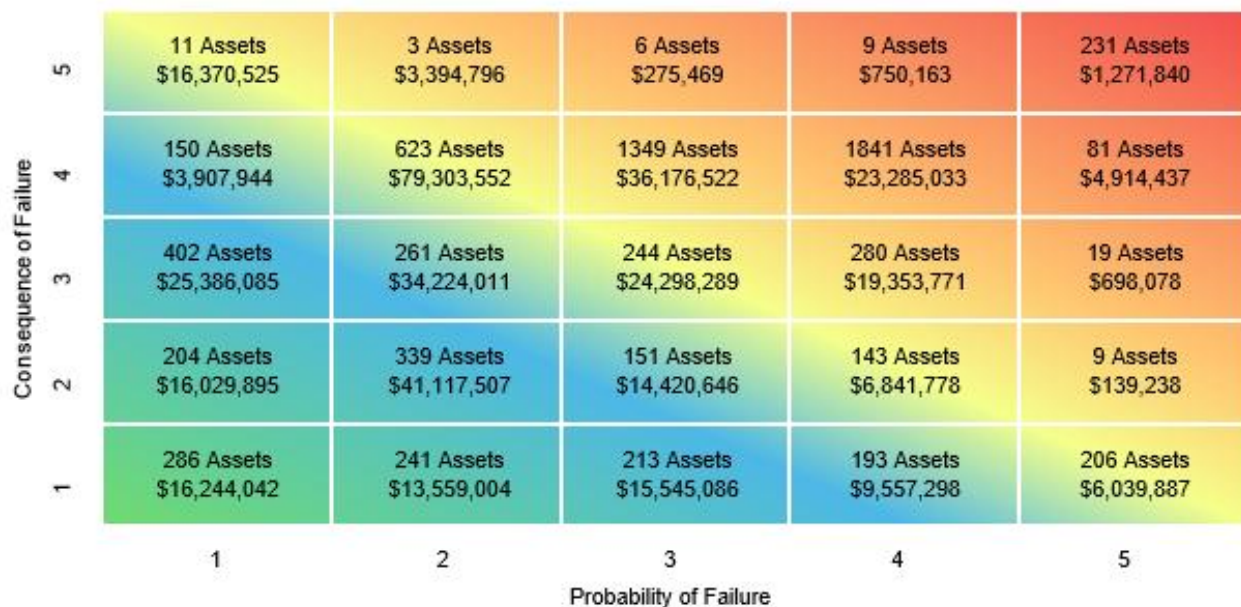


Figure 16 Risk Matrix: All Assets

The analysis shows that based on current risk models, approximately 12% of the Municipality's assets, with a current replacement cost of approximately \$50 million, carry a risk rating of 15 or higher (red) out of 25. Assets in this group may have a high probability of failure based on available condition data and age-based estimates and were considered to be most essential to the Municipality.

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

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

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

### **3.2.6 Forecasted Capital Requirements**

Aging assets require maintenance, rehabilitation, and replacement. Figure 17 below illustrates the cyclical short-, medium- and long-term infrastructure replacement requirements for all asset categories analyzed in this AMP over an 80-year time horizon. On average, \$11.6 million is required each year to remain current with capital replacement needs for the Municipality's asset portfolio (red dotted line). Although actual spending may fluctuate substantially from year to year, this figure is a useful benchmark for annual capital expenditure targets (or allocations to reserves) to ensure projects are not deferred and replacement needs are met as they arise. This figure relies on age and available condition data.

The chart also illustrates a backlog of more than \$13.1 million. It is unlikely that all such assets are in a state of disrepair, requiring immediate replacements. This makes continued and expanded targeted and consistent condition assessments integral.



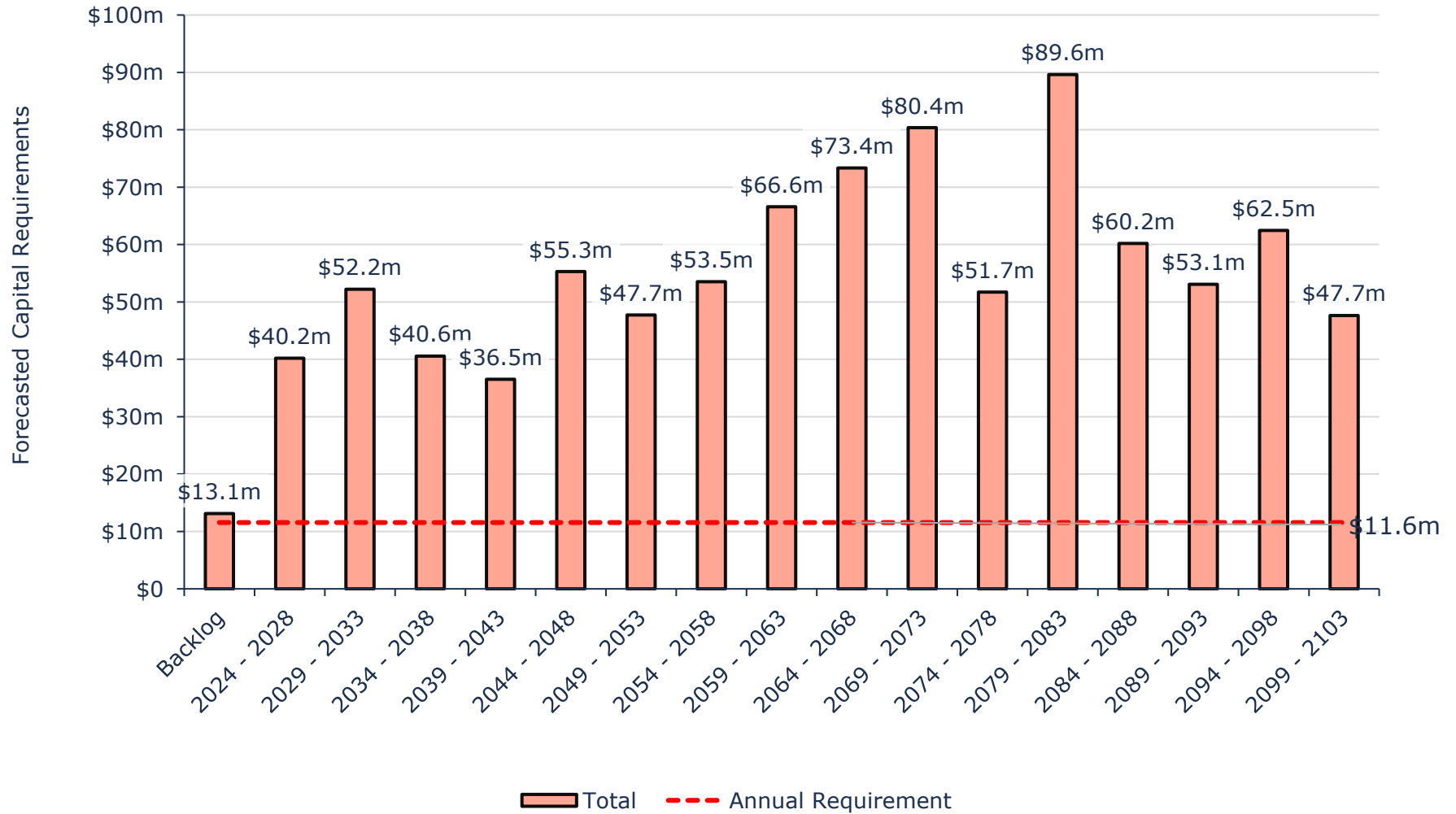


Figure 17 Capital Replacement Needs: Portfolio Overview 2024-2103

Risk frameworks, proactive lifecycle strategies, and levels of service targets can then be used to prioritize projects, continuously refine estimates for both backlogs and ongoing capital needs and help select the right treatment for each asset. In addition, more effective componentization of buildings will improve these projections, including backlog estimates.

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# Core Assets

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Road Network



Bridges & Culverts



Water Network



Sanitary Sewer Network



Stormwater Network

## 4. Road Network

The Municipality’s road network comprises a large proportion of its infrastructure portfolio, with a current replacement cost of more than \$73 million, distributed primarily between paved and surface treated roads. The Municipality also owns and manages other supporting infrastructure and capital assets, including sidewalks, curbs, signage and streetlights.

### 4.1 Inventory & Valuation

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

Segment	Quantity	Unit of Measure	Replacement Cost	Primary RC Method
Curb	1,201	Meters	\$138,000	CPI
Guide Rails	10,059	Meters	\$4,513,000	CPI
Paved Shoulders	33,856	Meters	\$1,287,000	CPI
Road Signs	1,260	Assets	\$292,000	CPI
Road Surface Treatment	58,142	Meters	\$11,648,000	CPI
Road Surface- Gravel	192,401	Meters	\$5,384,000	CPI
Road Surface- Hot Mix	203,710	Meters	\$41,644,000	CPI
Road/Berm	1,590	Meters	\$728,000	CPI
Sidewalks	16,492	Meters	\$4,081,000	CPI
Street Lights	1,644	Assets	\$3,645,000	CPI
Traffic Signal	1	Assets	\$130,000	CPI
<b>TOTAL</b>			<b>\$73,490,000</b>	

Table 7 Detailed Asset Inventory: Road Network

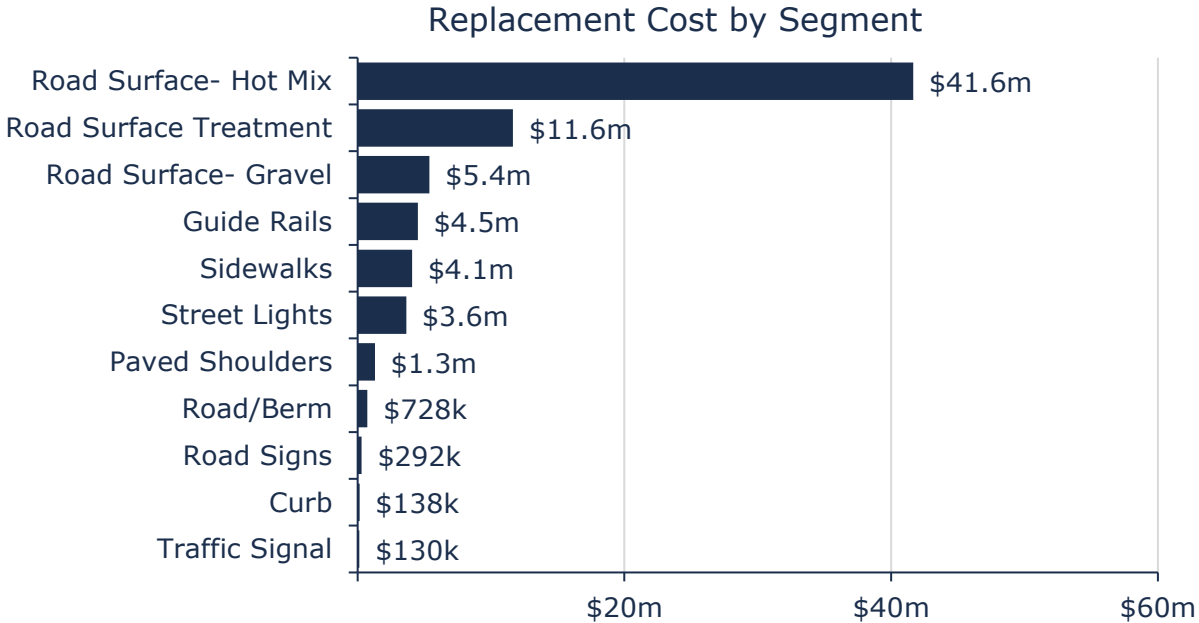


Figure 18 Portfolio Valuation: Road Network

## 4.2 Asset Condition

Figure 19 summarizes the replacement cost-weighted condition of the Municipality’s road network. Based on a combination of field inspection data and age, 55% of assets are in fair or better condition; the remaining 45% of assets are in poor to very poor condition. Condition assessments were available for 99% of roads based on replacement cost. This condition data was projected from inspection date to current year to estimate their condition today. No condition data was available for the remaining asset types.

Assets in poor or worse condition may be candidates for replacement in the short term; similarly, assets in fair condition may require rehabilitation or replacement in the medium term and should be monitored for further degradation in condition. As illustrated in Figure 19, the majority of the Municipality’s road network assets are in fair or better condition.

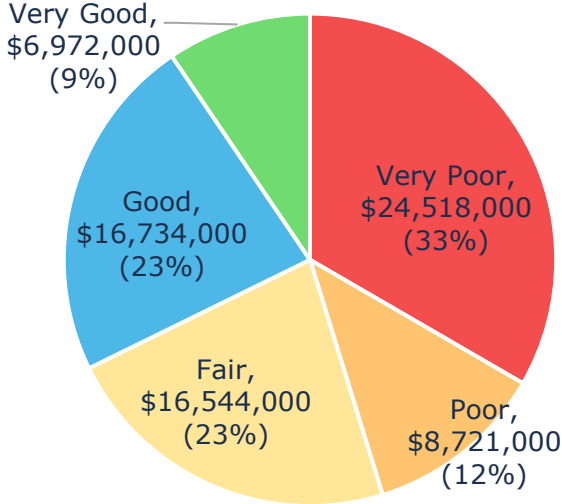
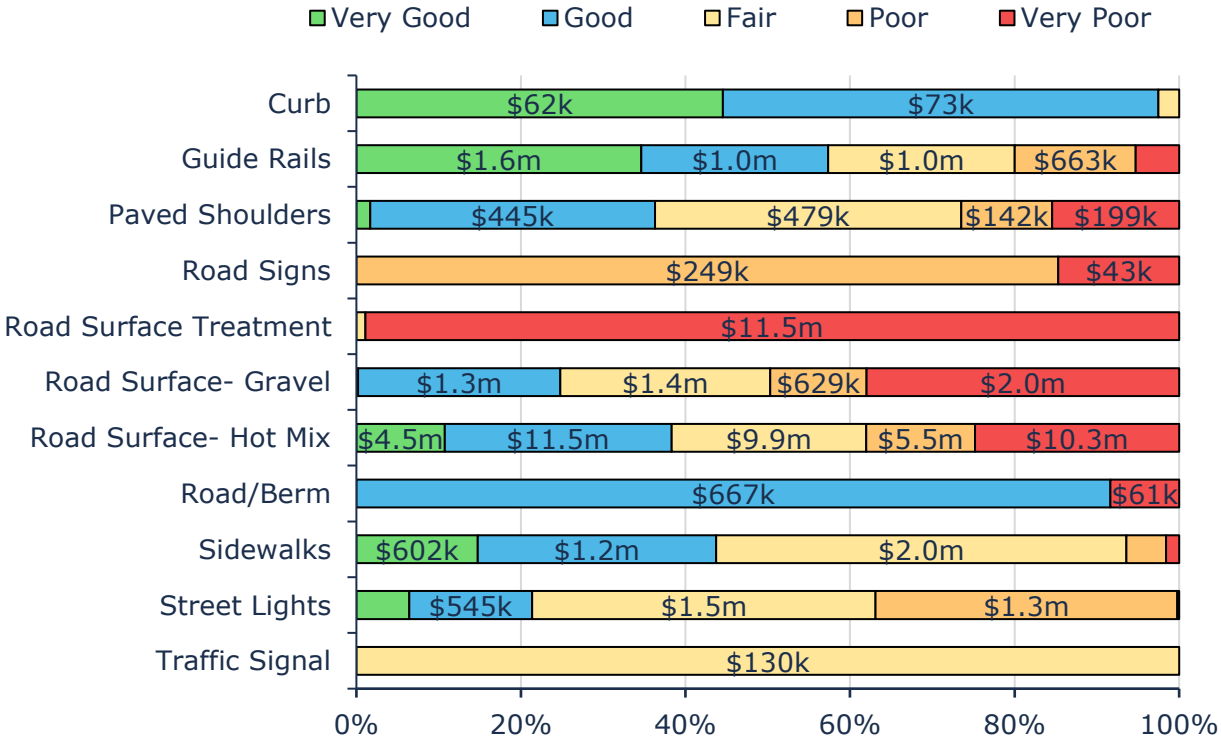


Figure 19 Asset Condition: Road Network Overall

As illustrated in Figure 20, based on condition assessments, the majority of the Municipality’s hot mix roads are in fair or better condition; however, 100% of road signs, 99% of surface treated roads, and 50% of gravel roads are in poor or worse condition.



Value and Percentage of Asset Segments by Replacement Cost

Figure 20 Asset Condition: Road Network by Segment

### 4.3 Age Profile

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

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

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

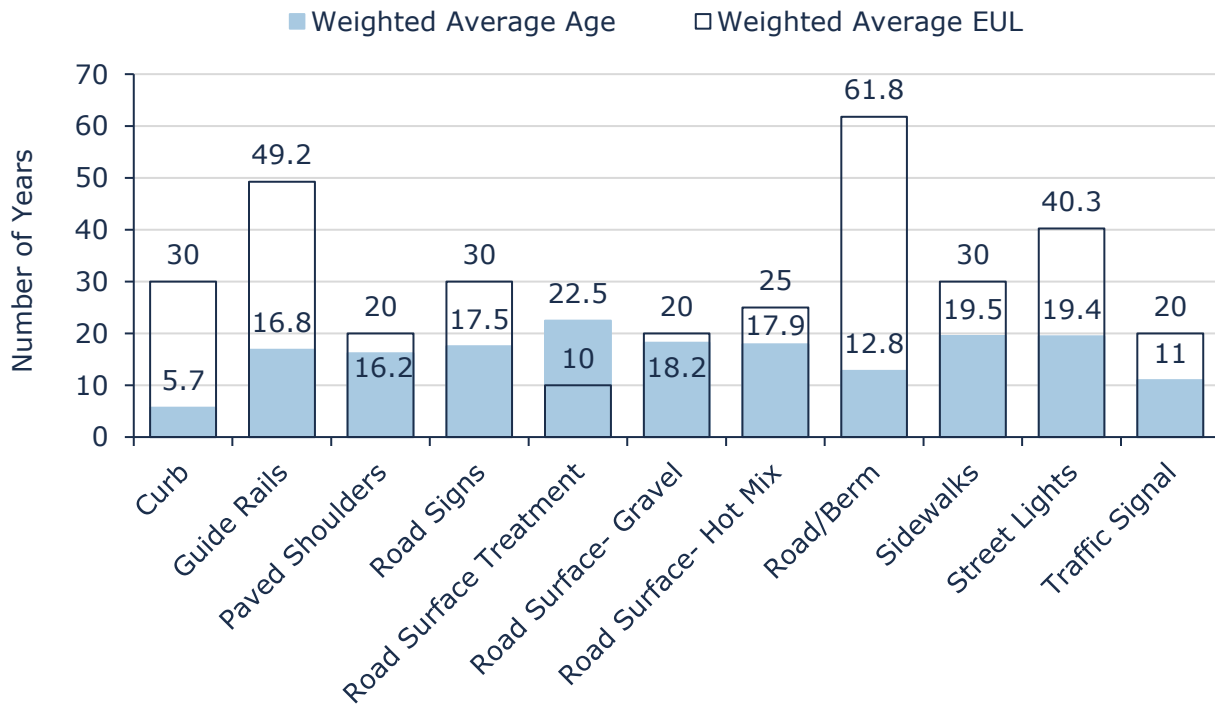


Figure 21 Estimated Useful Life vs. Asset Age: Road Network

Age analysis shows that the majority of paved roads are in later stages of their expected useful life, with an average age of 17.9 years against a design life of 25 years. Surface treated roads continue to remain in service well beyond their expected useful life and gravel roads are approaching their end of life, however, gravel roads can be maintained on a perpetual cycle through the operational maintenance budget with a regular roadway granular replacement program.

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

## 4.4 Current Approach to Lifecycle Management

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 Municipality’s current lifecycle management strategy.

Activity Type	Description of Current Strategy
Maintenance	Routine maintenance includes cleaning, minor repairs, and vegetation management. Maintenance is triggered by visual inspection, and safety hazards.
Rehabilitation	Rehabilitation includes resurfacing, structural repairs, and major upgrades, usually triggered by a PCI of below 50. Rehabilitation programs are typically every 5 years.
Replacement	Replacement is considered when rehabilitation is no longer cost-effective and the condition has deteriorated significantly, prioritizing assets that frequently incur costly repairs or are nearing the end of service life.
Inspection	Internal staff conduct bi-annual or annual assessments, depending on asset usage. As needed, external contractors are secured to perform formal assessments. Inspections are conducted in accordance with the MMS.

Table 8 Lifecycle Management Strategy: Road Network

The following lifecycle strategies have been developed to formalize the current approach to manage the lifecycle of hot mix and surface treated roads. Instead of allowing the roads to deteriorate until replacement is required, strategic rehabilitation is expected to extend the service life of roads at a lower total cost.

Hot Mix Roads		
Event Name	Event Class	Event Trigger
40mm overlay (Arterial)	Rehabilitation	Condition: 50 - 55
40mm overlay (Local)	Rehabilitation	Condition: 49 - 60
Patching	Regulatory	Condition: 30 - 80
Asset replacement	Replacement	Condition 30 - 40

Table 9 Lifecycle Strategy: Hot Mix Roads

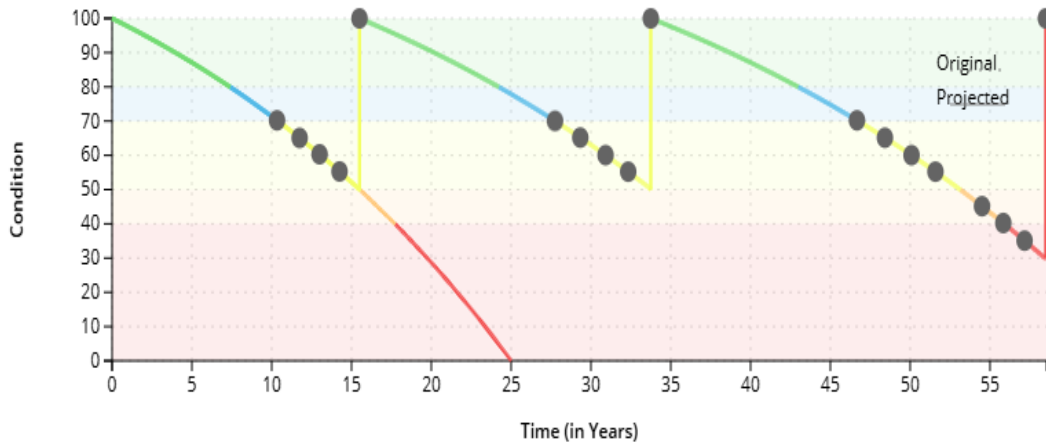


Figure 22 Lifecycle Strategy: Hot Mix Roads

Surface Treated Roads		
Event Name	Event Class	Event Trigger
40mm overlay	Rehabilitation	Condition: 55 - 60
Patching	Regulatory	Condition: 30 - 80
Asset replacement	Replacement	Condition 30 - 40

Table 10 Lifecycle Strategy: DST Roads

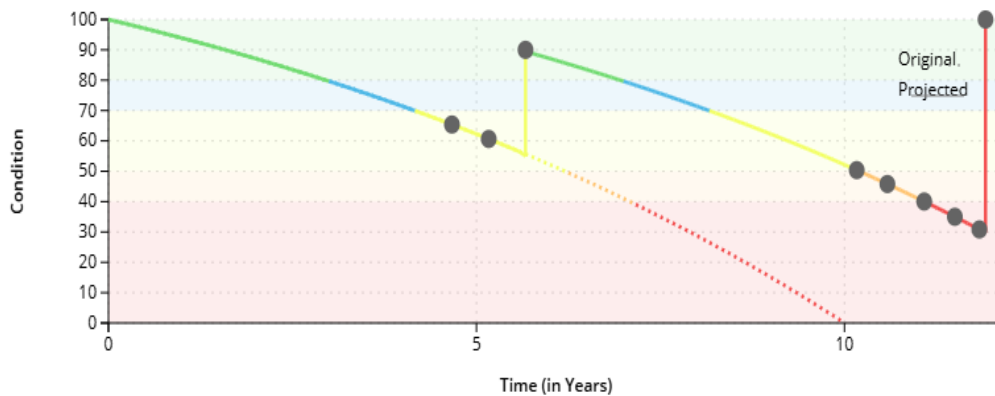


Figure 23 Lifecycle Strategy: DST Roads

## 4.5 Forecasted Long-Term Replacement Needs

Figure 24 illustrates the cyclical short-, medium- and long-term infrastructure rehabilitation and replacement requirements for the Municipality's road network. This analysis was run until 2078 to capture at least one iteration of replacement for the longest-lived asset in Citywide Assets, the Municipality's primary asset management system and asset register.



The average annual requirements (red dotted line) total \$3.7 million for all assets in the road network. Although actual spending may fluctuate substantially from year to year, this figure is a useful benchmark value for annual capital expenditure targets (or allocations to reserves) to ensure projects are not deferred and replacement needs are met as they arise.

The chart illustrates substantial capital needs through the forecast period. It also shows a backlog \$5.7 million, primarily consisting of surface treated roads. These projections are based on asset replacement costs, age analysis, and condition data when available, as well as lifecycle modeling (roads only). They are designed to provide a long-term, portfolio-level overview of capital needs and should be used to support improved financial planning over several decades.

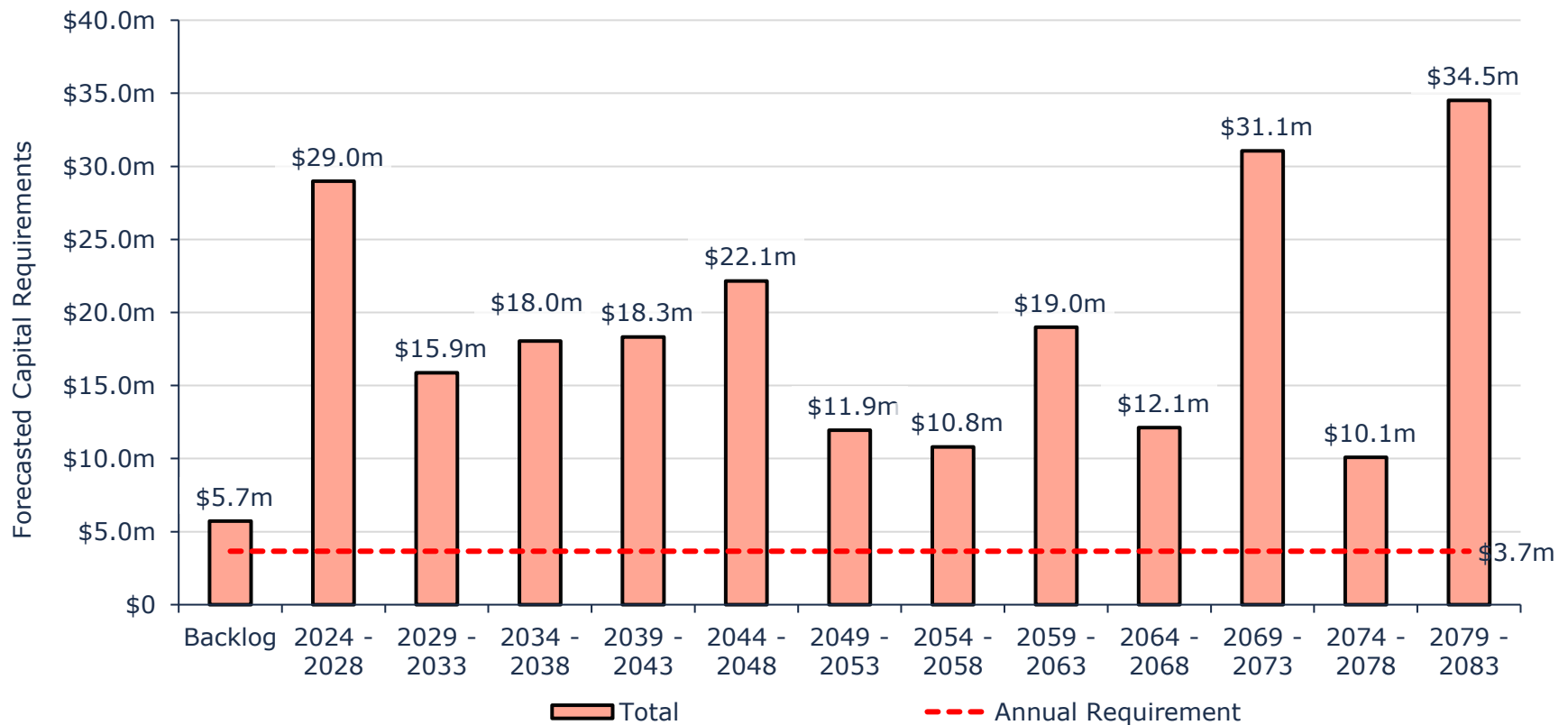


Figure 24 Forecasted Capital Replacement Needs: Road Network 2024-2078

Often, the magnitude of replacement needs is substantially higher than most municipalities can afford to fund. In addition, most assets may not need to be replaced. However, quantifying and monitoring these spikes is essential for long-term financial planning, including establishing dedicated reserves. Regular pavement condition assessments and a robust risk framework will ensure that high-criticality assets receive proper and timely lifecycle intervention, including replacements.

Tables summarizing the projected lifecycle activities (rehabilitation and replacements) that may be undertaken in the next 10 years to support current levels of service can be found in Appendix B – 10-Year Capital Requirements.

## 4.6 Risk Analysis

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

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

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

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<p><b>1 - 4</b> <b>Very Low</b> \$9,676,000 (13%)</p>	<p><b>5 - 7</b> <b>Low</b> \$16,431,000 (22%)</p>	<p><b>8 - 9</b> <b>Moderate</b> \$10,908,000 (15%)</p>	<p><b>10 - 14</b> <b>High</b> \$25,612,000 (35%)</p>	<p><b>15 - 25</b> <b>Very High</b> \$10,862,000 (15%)</p>
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Figure 25 Risk Matrix: Road Network

## 4.7 Levels of Service

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

#### 4.7.1 Community Levels of Service

Service Attribute	Qualitative Description	Current LOS (2023)
Scope	Description, which may include maps, of the road network in the municipality and its level of connectivity	See Appendix C
Quality	Description or images that illustrate the different levels of road class pavement condition	Using a Pavement Condition Index (PCI), each road segment is assessed and assigned a rating on a scale from 0-100.

Table 11 O. Reg. 588/17 Community Levels of Service: Road Network

#### 4.7.2 Technical Levels of Service

Service Attribute	Technical Metric	Current LOS (2023)
Scope	Lane-km of arterial roads (MMS classes 1 and 2) per land area (km/km <sup>2</sup> )	0 km/km <sup>2</sup>
	Lane-km of collector roads (MMS classes 3 and 4) per land area (km/km <sup>2</sup> )	0.92 km/km <sup>2</sup>
	Lane-km of local roads (MMS classes 5 and 6) per land area (km/km <sup>2</sup> )	0.61 km/km <sup>2</sup>
Quality	Average pavement condition index for paved roads in the Municipality	56
	Average surface condition for unpaved roads in the Municipality (e.g. excellent, good, fair, poor)	Very Poor
Performance	% of paved surfaces in good or very good condition	38.3%
	% of paved surfaces in poor or very poor condition	36.88%
Affordable	Annual capital reinvestment rate	3.22%

Table 12 O. Reg. 588/17 Technical Levels of Service: Road Network

## 5. Bridges & Culverts

The Municipality’s transportation network also includes bridges and structural culverts, with a current replacement cost of \$80 million. Bridges and culverts represent a critical portion of the transportation services provided to the community. The Municipality is responsible for the maintenance of all bridges and structural culverts ( $\geq 3\text{m}$  in span) located across municipal roads with the goal of keeping structures in an adequate state of repair and minimizing service disruptions.

### 5.1 Inventory & Valuation

Table 13 summarizes the quantity and current replacement cost of bridges and culverts. The Municipality owns and manages 25 bridges and 21 structural culverts.

Segment	Quantity	Unit of Measure	Replacement Cost	Primary RC Method
Bridges	25	Assets	\$49,411,000	User-Defined
Structural Culverts (over 3m)	21	Assets	\$15,656,000	CPI
Culverts (Under 3m)	724	Assets	\$14,940,000	User-Defined
<b>TOTAL</b>			<b>\$80,006,000</b>	

Table 13 Detailed Asset Inventory: Bridges & Culverts

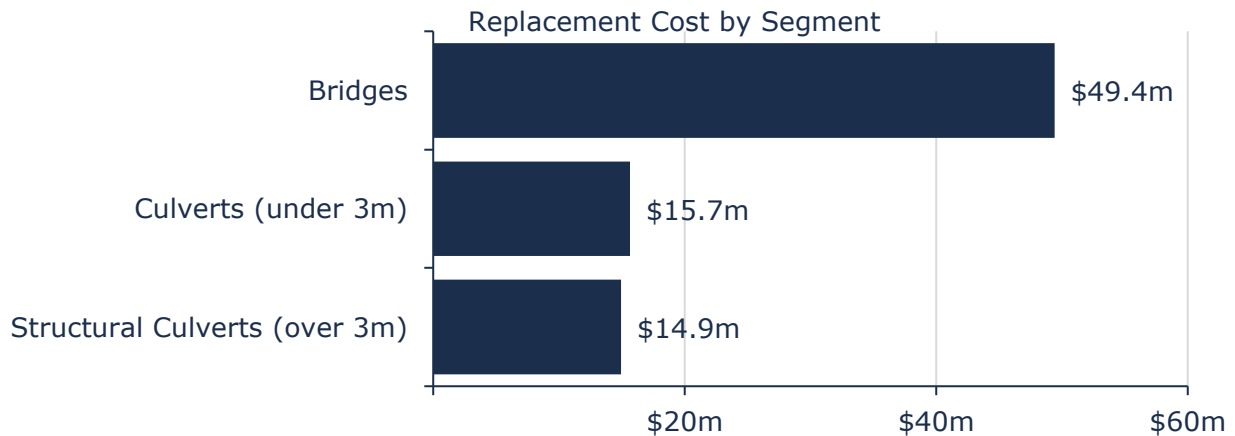


Figure 26 Portfolio Valuation: Bridges & Culverts

### 5.2 Asset Condition

Figure 27 summarizes the replacement cost-weighted condition of the Municipality’s bridges and culverts. Based on the Municipality’s recent Ontario Structures Inspection Manual (OSIM) assessments, 73% of bridges and culverts are in fair or better condition. Some elements or components of these structures may be candidates for replacement or rehabilitation in the medium term and should be monitored for further degradation in

condition. At 27% of the total bridges and culverts portfolio, assets in poor or worse condition may require replacement in the immediate or short term.

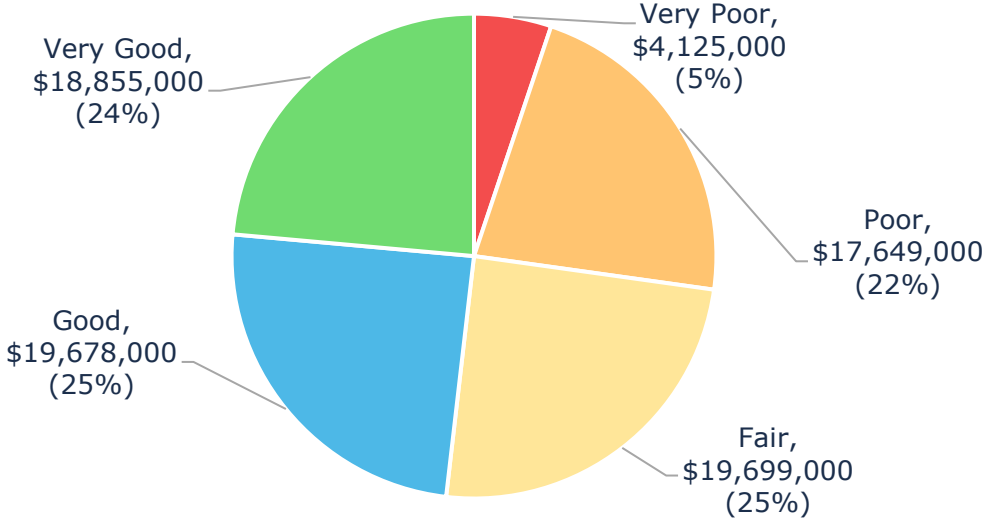


Figure 27 Asset Condition: Bridges & Culverts Overall

As further detailed in Figure 28, based on in-field condition assessments, \$21 million of bridge and culvert assets were assessed as being in poor or worse condition. Bridges and structures with a poor or worse rating (i.e., a bridge condition index of less than 55) are not necessarily unsafe for regular use. The OSIM ratings are designed to identify repairs needed to elevate condition ratings to a fair or higher.

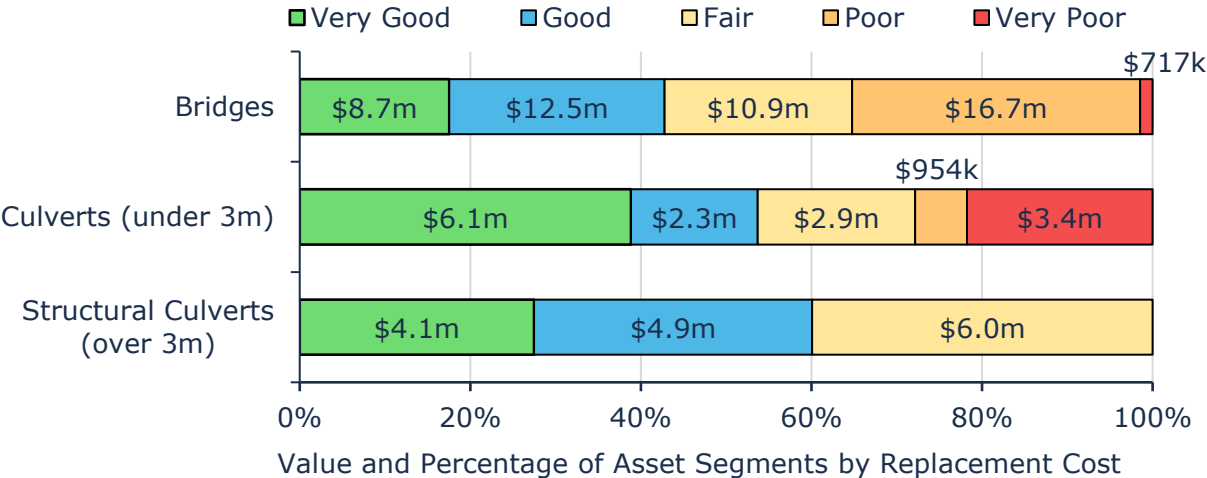


Figure 28 Asset Condition: Bridges & Culverts by Segment

### 5.3 Age Profile

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

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

Figure 29 illustrates the average current age of each asset type and its estimated useful life. Both values are weighted by the replacement cost of individual assets.

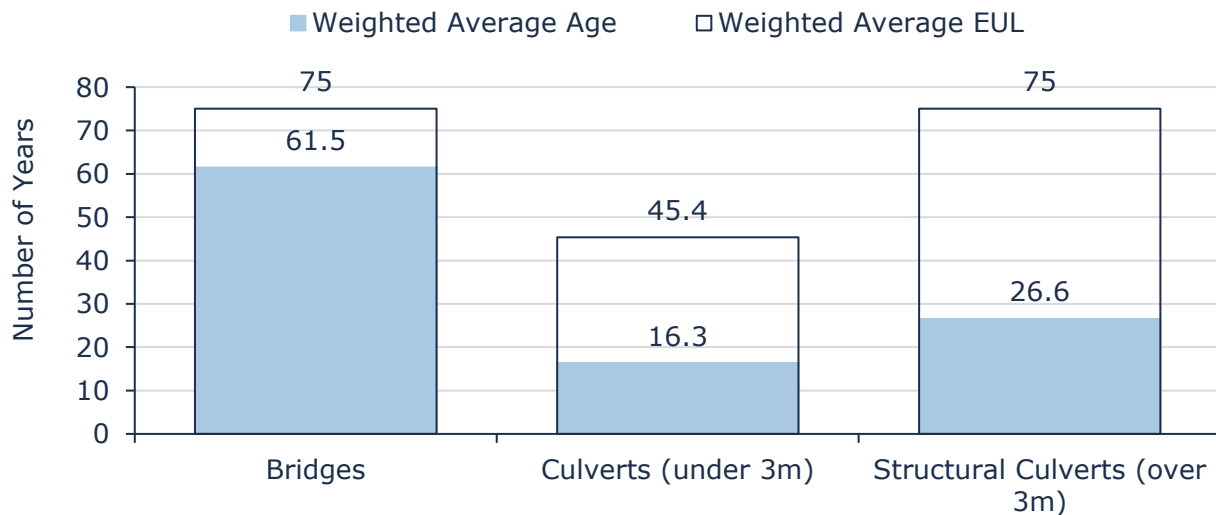


Figure 29 Estimated Useful Life vs. Asset Age: Bridges & Culverts

Age analysis reveals that on average, bridges and culverts are in the moderate to later stages of their estimated useful life. OSIM assessments should continue to be used in conjunction with age and asset criticality to prioritize capital and maintenance expenditures.

### 5.4 Current Approach to Lifecycle Management

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

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

Activity Type	Description of Current Strategy
Maintenance	<p>Typical routine maintenance includes cleaning, and minor repairs.</p> <p>Biennial OSIM inspection reports include a list of recommended maintenance activities that the Municipality considers and completes according to cost and urgency.</p>
Rehabilitation / Replacement	<p>Biennial OSIM inspection reports include a Capital Needs List identifying recommended rehabilitation and replacement activities with estimated costs. Activities may include resurfacing, structural repairs, and upgrading.</p> <p>Replacement is considered when an asset's condition has deteriorated significantly, and rehabilitation is no longer cost-effective. Assets with an expected service life nearing its end or those incurring frequent and costly repairs are prioritized for replacement.</p>
Inspection	<p>OSIM reports are conducted every 2 years, while informal staff inspections are conducted twice a year. The most recent OSIM inspection reports were prepared in 2023 by Keystone.</p>

Table 14 Lifecycle Management Strategy: Bridges & Culverts

## 5.5 Forecasted Long-Term Replacement Needs

Figure 30 illustrates the cyclical short-, medium- and long-term infrastructure rehabilitation and replacement requirements for the Municipality’s bridges and culverts. This analysis was run until 2098 to capture at least one iteration of replacement for the longest-lived asset in Citywide Assets, the Municipality’s primary asset management system and asset register. The Municipality’s average annual requirements (red dotted line) for bridges and culverts total \$1.4 million. Although actual spending may fluctuate substantially from year to year, this figure is a useful benchmark value for annual capital expenditure targets (or allocations to reserves) to ensure projects are not deferred and replacement needs are met as they arise.

Major replacement spikes will occur between 2054 and 2088 as assets near end of life. These projections and estimates are based on asset replacement costs, age analysis, and condition data. They are designed to provide a long-term, portfolio-level overview of capital needs and should be used to support improved financial planning over several decades.

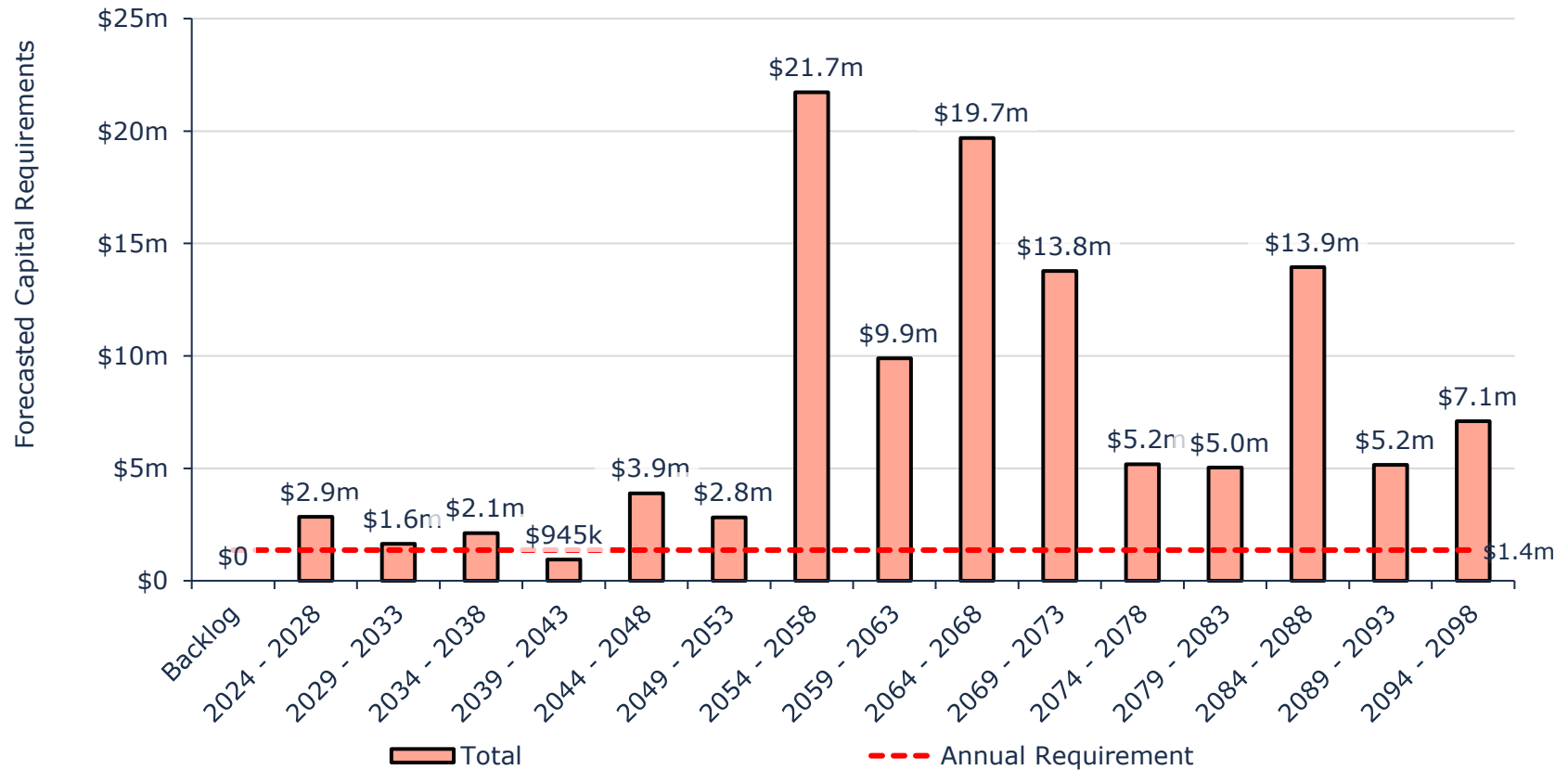


Figure 30 Forecasted Capital Replacement Needs: Bridges & Culverts 2024-2093

Often, the magnitude of replacement needs is substantially higher than most municipalities can afford to fund. In addition, most assets may not need to be replaced. However, quantifying and monitoring these spikes is essential for long-term financial planning, including establishing dedicated reserves. OSIM condition assessments and a robust risk framework will ensure that high-criticality assets receive proper and timely lifecycle intervention, including replacements.

Tables summarizing the projected lifecycle activities (rehabilitation and replacements) that may be undertaken in the next 10 years to support current levels of service can be found in Appendix B – 10-Year Capital Requirements.



## 5.6 Risk Analysis

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

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

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

<b>1 - 4</b> <b>Very Low</b> \$4,273,000 (5%)	<b>5 - 7</b> <b>Low</b> \$15,787,000 (20%)	<b>8 - 9</b> <b>Moderate</b> \$9,144,000 (11%)	<b>10 - 14</b> <b>High</b> \$34,274,000 (43%)	<b>15 - 25</b> <b>Very High</b> \$16,528,000 (21%)
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Figure 31 Risk Matrix: Bridges & Culverts

## 5.7 Levels of Service

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

### 5.7.1 Community Levels of Service

Service Attribute	Qualitative Description	Current LOS (2023)
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 play a significant role and the majority of them are accessible to most types of traffic including heavy transport, emergency vehicles, motor vehicles and cyclists without restrictions. Only 5 bridges have loading and/or dimensional restrictions, out of which one is the pedestrian bridge.
Quality	Description or images of the condition of bridges & culverts and how this would affect use of the bridges & culverts	See Appendix C – Level of Service Images

Table 15 O. Reg. 588/17 Community Levels of Service: Bridges & Culverts

## 5.7.2 Technical Levels of Service

Service Attribute	Technical Metric	Current LOS (2023)
Scope	% of bridges in the Municipality with loading or dimensional restrictions	10.64%
Quality	Average bridge condition index value for bridges in the Municipality	68.4
	Average bridge condition index value for structural culverts in the Municipality	73.71
Performance	% of bridges and structural culverts in good or very good condition	67.4%
	% of bridges and structural culverts in poor or very poor condition	42.6%
Affordability	Annual capital reinvestment rate	0.0%

Table 16 O. Reg. 588/17 Technical Levels of Service: Bridges & Culverts

## 6. Water Network

The Municipality’s water network includes water mains, hydrants, and treatment facilities, with a current replacement cost of almost \$82 million. Potable water represents a critical portion of the services provided to the community.

### 6.1 Inventory & Valuation

Table 17 summarizes the quantity and current replacement cost of the Municipality’s various water network assets as managed in its primary asset management register, Citywide.

Segment	Quantity	Unit of Measure	Replacement Cost	Primary RC Method
Buildings	4	Assets	\$522,000	CPI
Flowmeter	12	Assets	\$129,000	CPI
Hydrants	277	Assets	\$3,040,000	CPI
Meters	1,294	Assets	\$10,339,000	CPI
Reservoir	7	Assets	\$5,063,000	CPI
Tower	1	Assets	\$5,799,000	CPI
Treatment	45	Assets	\$2,061,000	CPI
Valve Chambers and Manholes	6	Assets	\$151,000	CPI
Valves	379	Assets	\$4,809,000	CPI
Water Housing Connection	1,961	Assets	\$10,020,000	CPI
Watermains	64,979	Meters	\$39,509,000	CPI
Well	9	Assets	\$170,000	CPI
<b>TOTAL</b>			<b>\$81,611,000</b>	

Table 17 Detailed Asset Inventory: Water Network

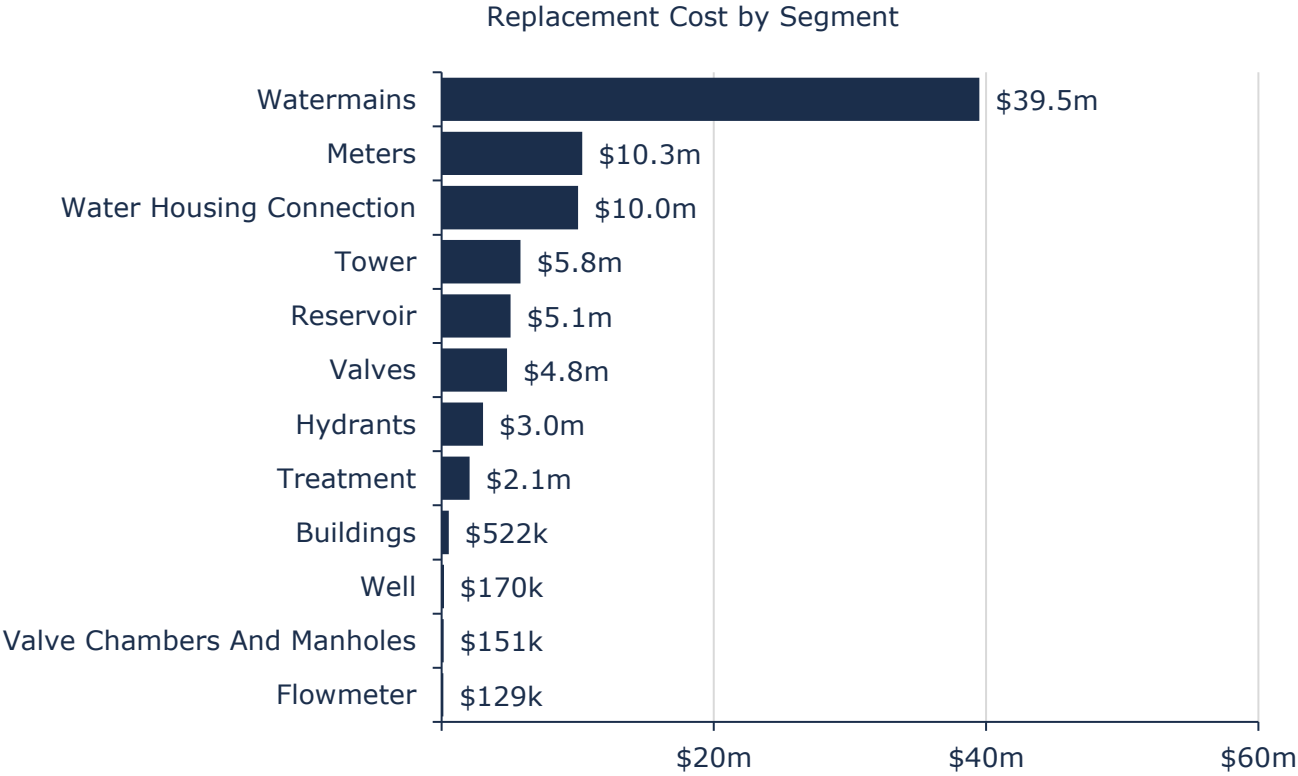


Figure 32 Portfolio Valuation: Water Network

## 6.2 Asset Condition

Figure 33 summarizes the replacement cost-weighted condition of the Municipality’s water network. Based on a combination of field inspection data and age, 87% of assets are in fair or better condition; the remaining 13% of assets are in poor to very poor condition. Condition assessments were available for 99% of water assets. This condition data was projected from inspection date to current year to estimate their condition today.

Assets in poor or worse condition may be candidates for replacement in the short term; similarly, assets in fair condition may require rehabilitation or replacement in the medium term and should be monitored for further degradation in condition. As illustrated in Figure 33, the majority of the Municipality’s water network assets are in fair or better condition.

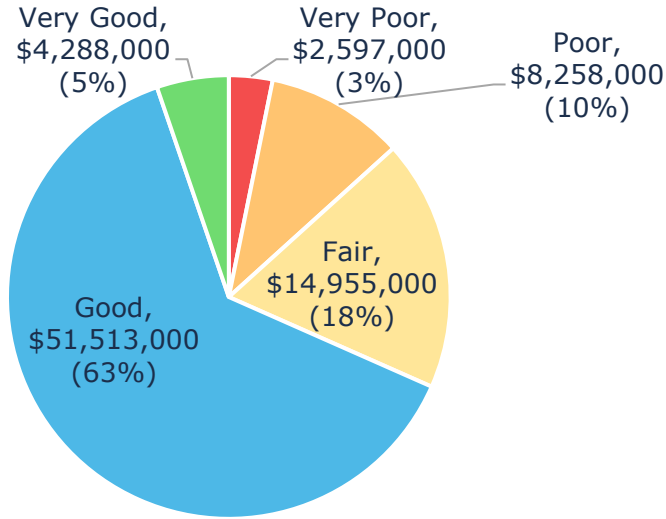
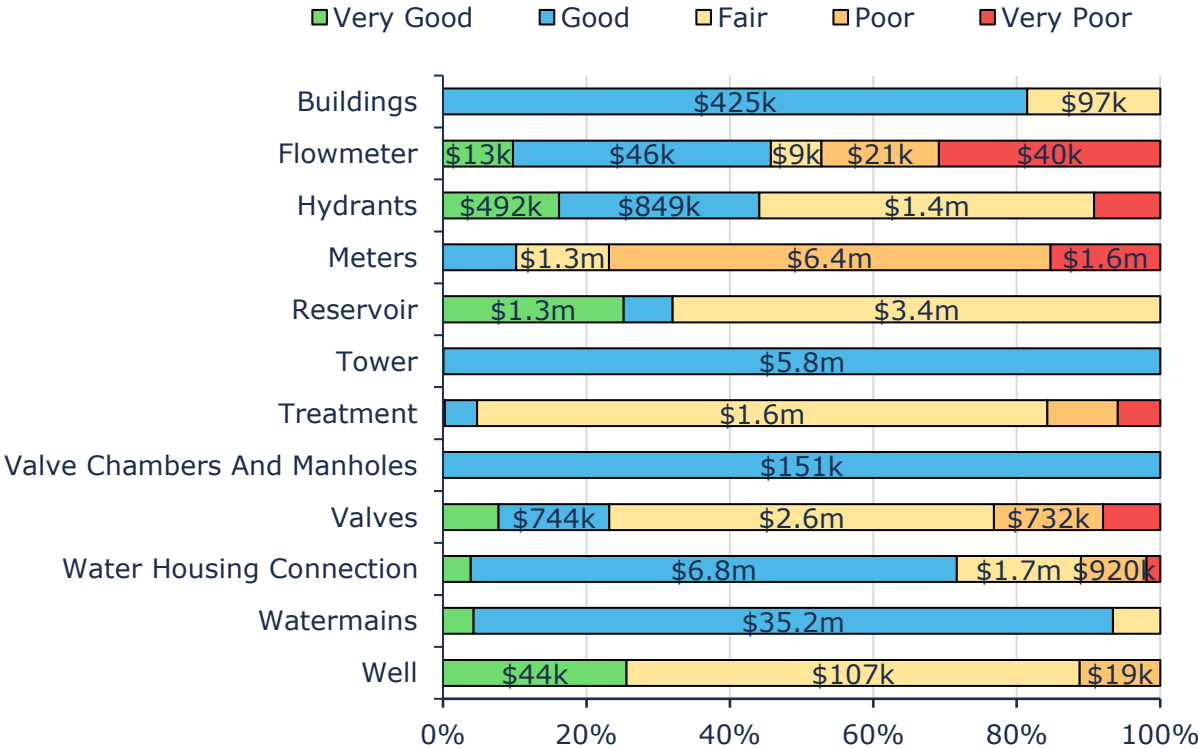


Figure 33 Asset Condition: Water Network Overall

As illustrated in Figure 34, based on condition assessments and age-based conditions, the majority of the Municipality’s water mains and water facilities are in good to very good condition; however, 77% of water meters are in poor or worse condition.



Value and Percentage of Asset Segments by Replacement Cost

Figure 34 Asset Condition: Water Network by Segment

### 6.3 Age Profile

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

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

Figure 35 illustrates the average current age of each asset type and its estimated useful life. Both values are weighted by the replacement cost of individual assets.

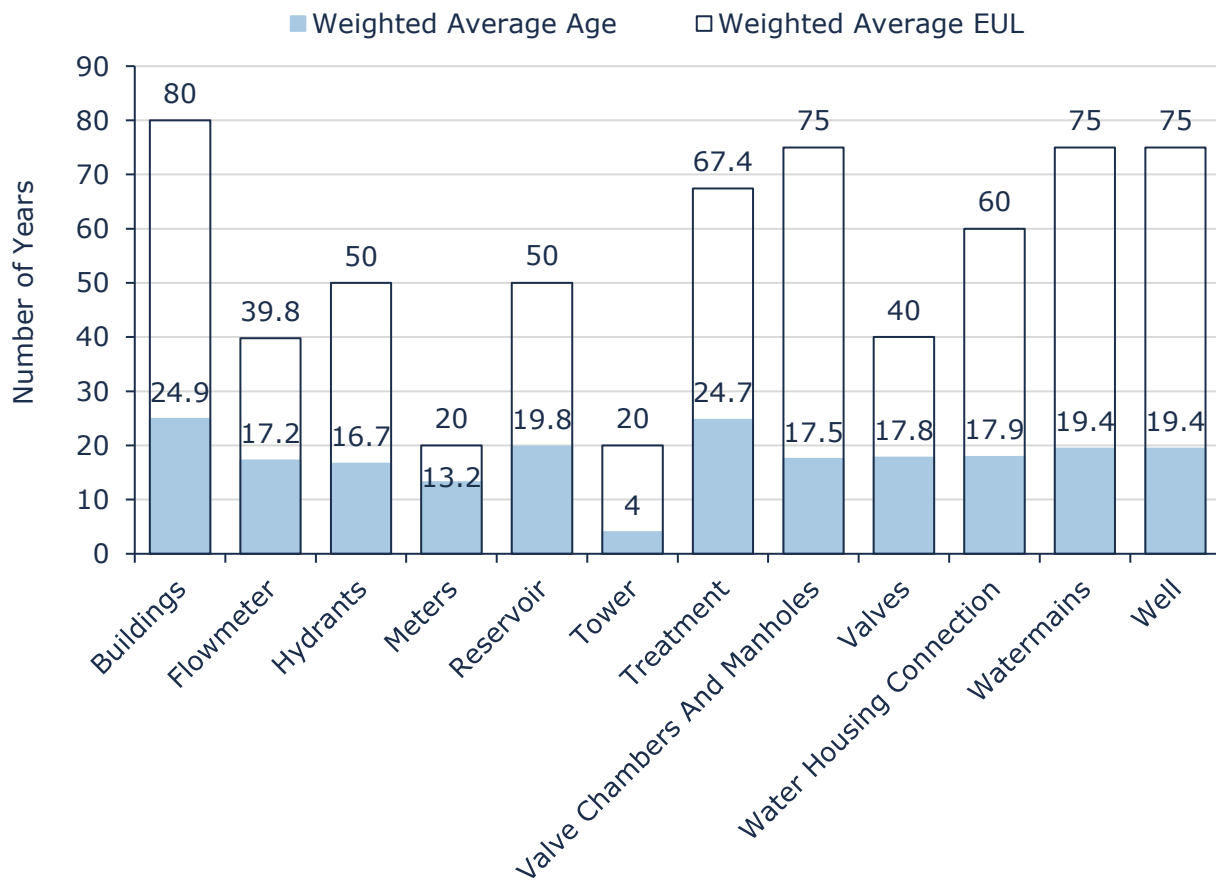


Figure 35 Estimated Useful Life vs. Asset Age: Water Network

Age analysis reveals that on average, water network assets are in the early to moderate stages of their design life. Age profiles and condition assessments will help to identify mains in need of replacements and/or upgrades. Extensions to EULs for mains may also be considered based on performance history to date.

## 6.4 Current Approach to Lifecycle Management

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

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

Activity Type	Description of Current Strategy
Maintenance	Routine maintenance includes cleaning, valve turning, and water main flushing. Maintenance is triggered by our maintenance schedule board to reduce the cost of any breaks or maintenance after hours.
Rehabilitation/ Replacement	Rehabilitation activities include resurfacing of the water tower exterior, upgrading SCADA systems, ect., with different assets having different programs each lasting 5 years.
	Replacement is considered when the condition of an asset has deteriorated significantly, and rehabilitation is no longer cost-effective. Assets whose expected lifespan is nearing the end or those incurring frequent and costly repairs are prioritized for replacement
Inspection	Internal staff provide water main assessments, with the most recent being conducted in 2020. Fire hydrants and booster stations are inspected every year. Distribution systems are inspected every month, and treatment trains, pumps, etc., are inspected semi-annually and annually.
	Major infrastructure like Reservoirs, Water tower, Wells, etc. are assessed by an external firm. This firm provides an estimation of when to perform the maintenance and rehabilitation.

Table 18 Lifecycle Management Strategy: Water Network

The following lifecycle strategy has been documented to formalize the current strategy used to manage the lifecycle of water mains.

Water Mains		
Event Name	Event Class	Event Trigger
Water Main Flushing	Maintenance	Annually
Asset Replacement	Replacement	Condition: 10 - 20

Table 19 Lifecycle Strategy: Water Mains

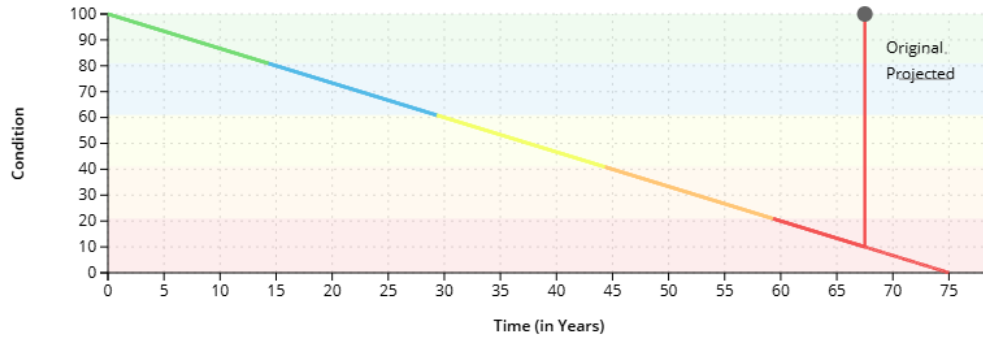


Figure 36 Lifecycle Strategy: Water Mains

## 6.5 Forecasted Long-Term Replacement Needs

Figure 37 illustrates the cyclical short-, medium- and long-term infrastructure rehabilitation and replacement requirements for the Municipality’s water network. This analysis was run until 2098 to capture at least one iteration of replacement for the longest-lived asset in Citywide Assets, the Municipality’s primary asset management system and asset register. The Municipality’s average annual requirements (red dotted line) total \$1.6 million for all assets in the water network. Although actual spending may fluctuate substantially from year to year, this figure is a useful benchmark value for annual capital expenditure targets (or allocations to reserves) to ensure projects are not deferred and replacement needs are met as they arise.

The chart illustrates substantial capital needs throughout the forecast period. These projections are based on asset replacement costs, age analysis, and condition data when available. They are designed to provide a long-term, portfolio-level overview of capital needs and should be used to support improved financial planning over several decades.



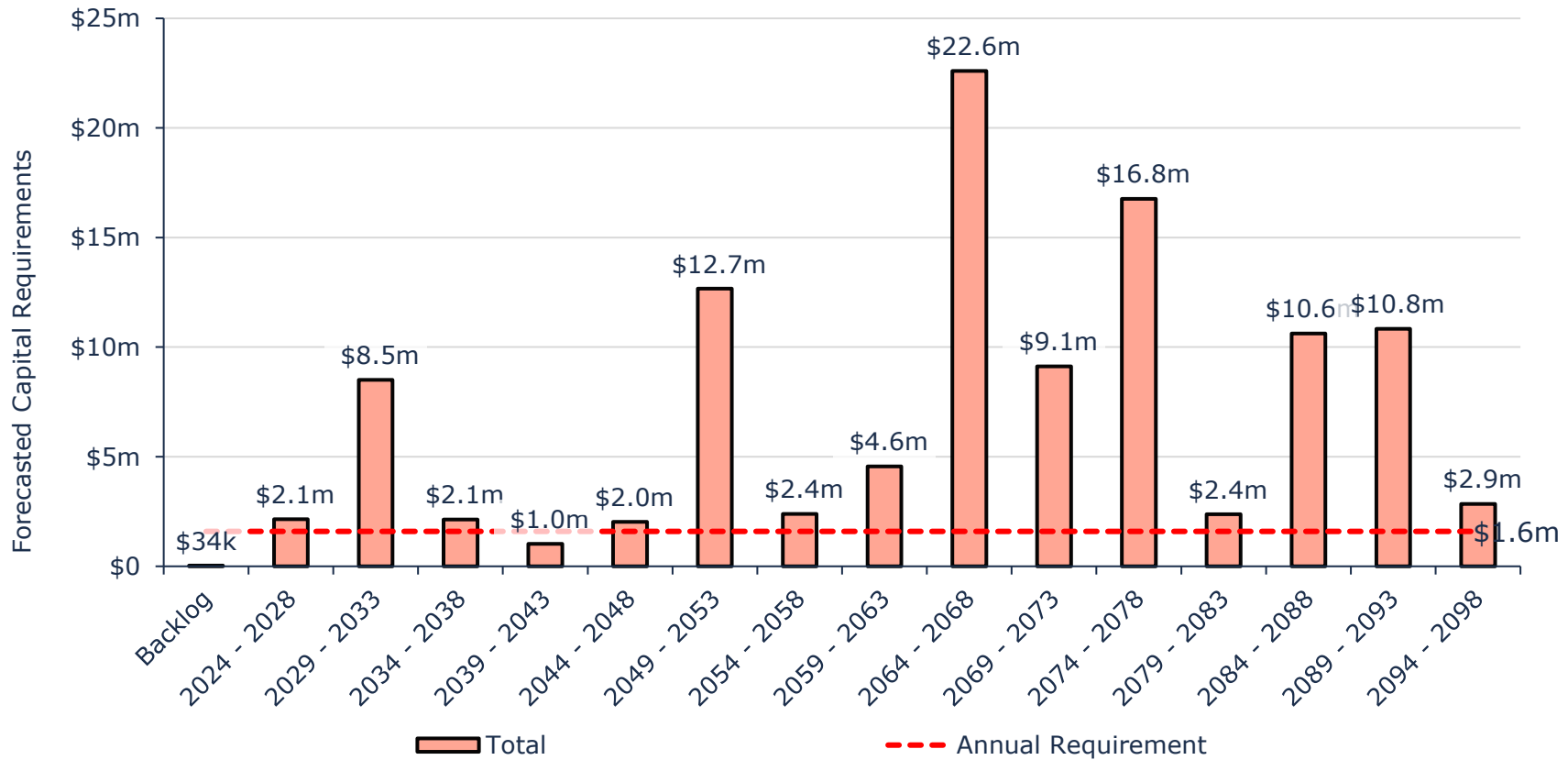


Figure 37 Forecasted Capital Replacement Needs: Water Network 2024-2098

Often, the magnitude of replacement needs is substantially higher than most municipalities can afford to fund. In addition, most assets may not need to be replaced. However, quantifying and monitoring these spikes is essential for long-term financial planning, including establishing dedicated reserves. Regular condition assessments and a robust risk framework will ensure that high-criticality assets receive proper and timely lifecycle intervention, including replacements.

Tables summarizing the projected lifecycle activities (rehabilitation and replacements) that may be undertaken in the next 10 years to support current levels of service can be found in Appendix B – 10-Year Capital Requirements.

## 6.6 Risk Analysis

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

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

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

<b>1 - 4</b> <b>Very Low</b> \$12,286,000 (15%)	<b>5 - 7</b> <b>Low</b> \$16,282,000 (20%)	<b>8 - 9</b> <b>Moderate</b> \$28,207,000 (35%)	<b>10 - 14</b> <b>High</b> \$14,256,000 (17%)	<b>15 - 25</b> <b>Very High</b> \$10,637,000 (13%)
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Figure 38 Risk Matrix: Water Network

## 6.7 Levels of Service

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

### 6.7.1 Community Levels of Service

Service Attribute	Qualitative Description	Current LOS (2023)
Scope	Description, which may include maps, of the user groups or areas of the municipality that are connected to the municipal water system	See Appendix C
	Description, which may include maps, of the user groups or areas of the municipality that have fire flow	
Reliability	Description of boil water advisories and service interruptions	Water service interruptions may occur due to main breaks, maintenance activities or reconstruction projects. Staff tend to these interruptions and inform residents in a timely manner.

Table 20 O. Reg. 588/17 Community Levels of Service: Water Network

### 6.7.2 Technical Levels of Service

Service Attribute	Technical Metric	Current LOS (2023)
Scope	% of properties connected to the municipal water system <sup>2</sup>	87%
	% of properties where fire flow is available <sup>3</sup>	100%
Reliability	# of connection-days per year where a boil water advisory notice is in place compared to the total number of properties connected to the municipal water system	0
	# of connection-days per year where water is not available due to water main breaks compared to the total number of properties connected to the municipal water system	0
Affordable	Annual capital reinvestment rate	0.48%

Table 21 O. Reg. 588/17 Technical Levels of Service: Water Network

<sup>2</sup> This figure represents the connections within the urban areas and is distributed between Limoges and St. Isidore.

<sup>3</sup> This figure indicates, that of those properties with a water connection, 100% have fire flow available.

## 7. Sanitary Sewer Network

The sanitary sewer network provides the essential service of wastewater collection, disposal, and treatment for the community, and has a current replacement value of over \$89 million.

### 7.1 Inventory & Valuation

Table 22 summarizes the quantity and current replacement cost of the Municipality’s various sanitary sewer network assets as managed in its primary asset management register, Citywide.

Segment	Quantity	Unit of Measure	Replacement Cost	Primary RC Method
Buildings	11	Assets	\$793,000	CPI
Collection	5	Assets	\$78,000	CPI
Electrical System	15	Assets	\$1,684,000	CPI
Force main	17,157	Meters	\$8,875,000	CPI
House Sewer Connection	1,941	Assets	\$7,872,000	CPI
Lagoon	2	Assets	\$12,050,000	CPI
Manholes	450	Assets	\$20,155,000	CPI
Monitoring	15	Assets	\$8,857,000	CPI
Pumping Station	33	Assets	\$3,477,000	CPI
Scada	12	Assets	\$563,000	CPI
Septic Field	16	Assets	\$2,382,000	CPI
Sewer mains	39,176	Meters	\$22,128,000	CPI
Treatment	9	Assets	\$268,000	CPI
<b>TOTAL</b>			<b>\$89,181,000</b>	

Table 22 Detailed Asset Inventory: Sanitary Sewer Network

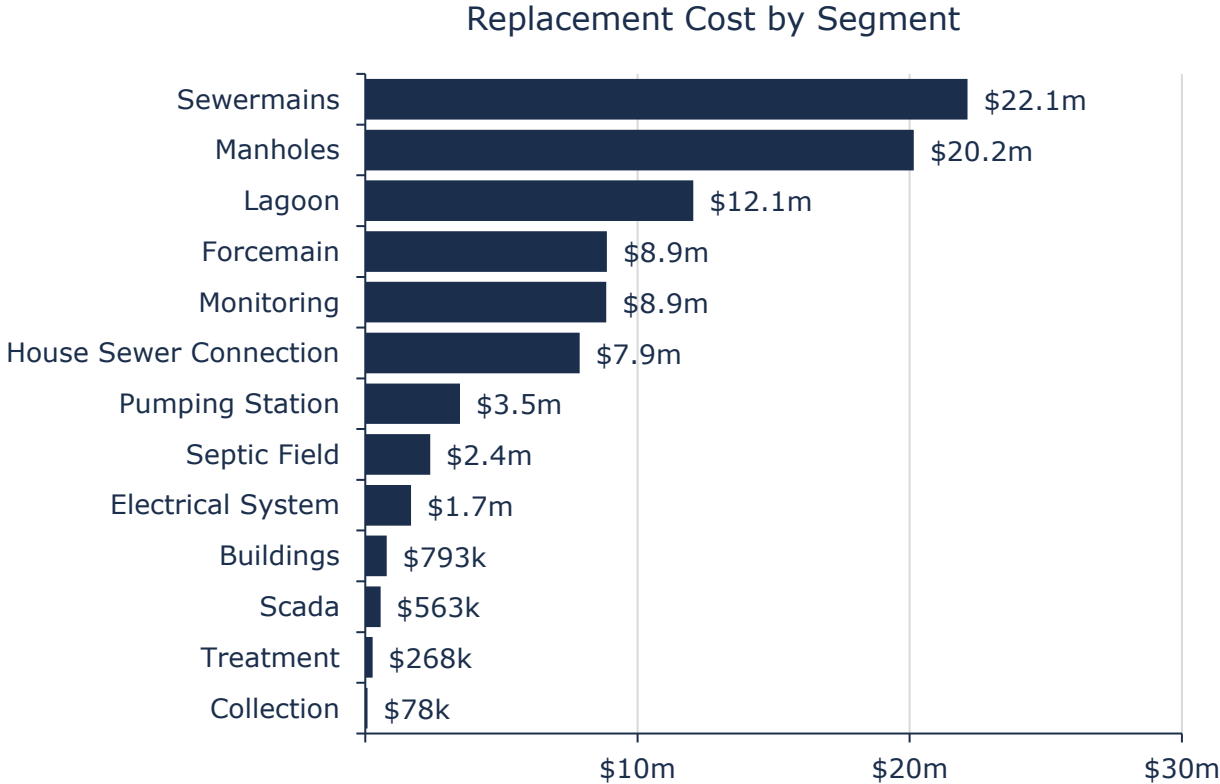


Figure 39 Portfolio Valuation: Sanitary Sewer Network

## 7.2 Asset Condition

Figure 40 summarizes the replacement cost-weighted condition of the Municipality’s sanitary sewer network. Based on a combination of field inspection data and age, 81% of assets are in fair or better condition; the remaining 19% of assets are in poor to very poor condition. Condition assessments were available for 100% of sanitary assets. This condition data was projected from inspection date to current year to estimate their condition today.

Assets in poor or worse condition may be candidates for replacement in the short term; similarly, assets in fair condition may require rehabilitation or replacement in the medium term and should be monitored for further degradation in condition. As illustrated in Figure 40 the majority of the Municipality’s sanitary sewer network assets are in fair or better condition.

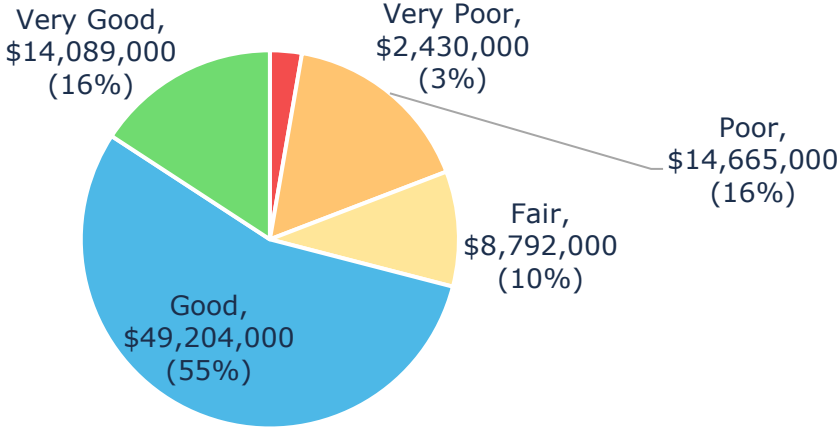


Figure 40 Asset Condition: Sanitary Sewer Network Overall

As illustrated in Figure 41, based on condition assessments and age-based conditions, the majority of the Municipality’s sanitary sewer mains are in good to very good condition.

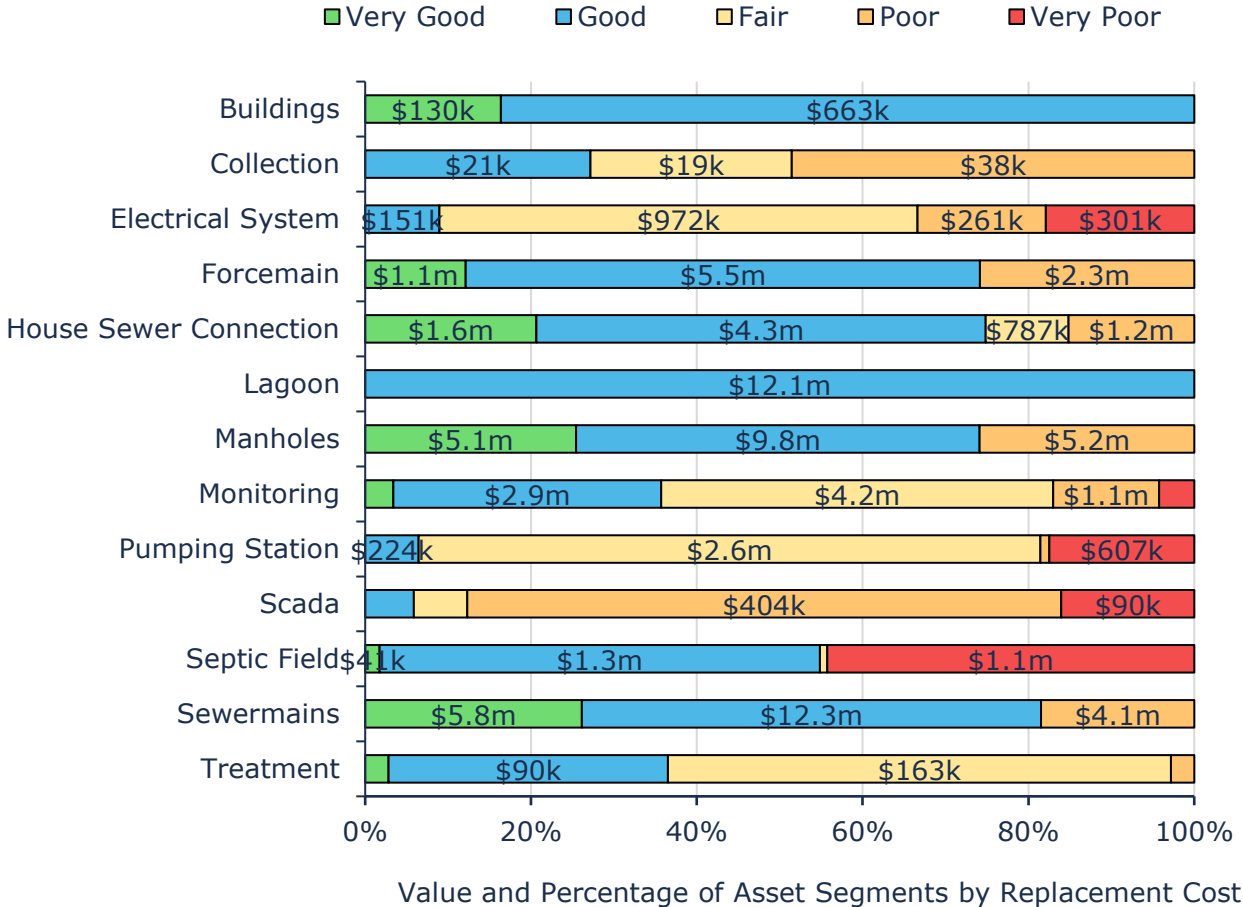


Figure 41 Asset Condition: Sanitary Sewer Network by Segment

### 7.3 Age Profile

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

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

Figure 42 illustrates the average current age of each asset type and its estimated useful life. Both values are weighted by the replacement cost of individual assets.

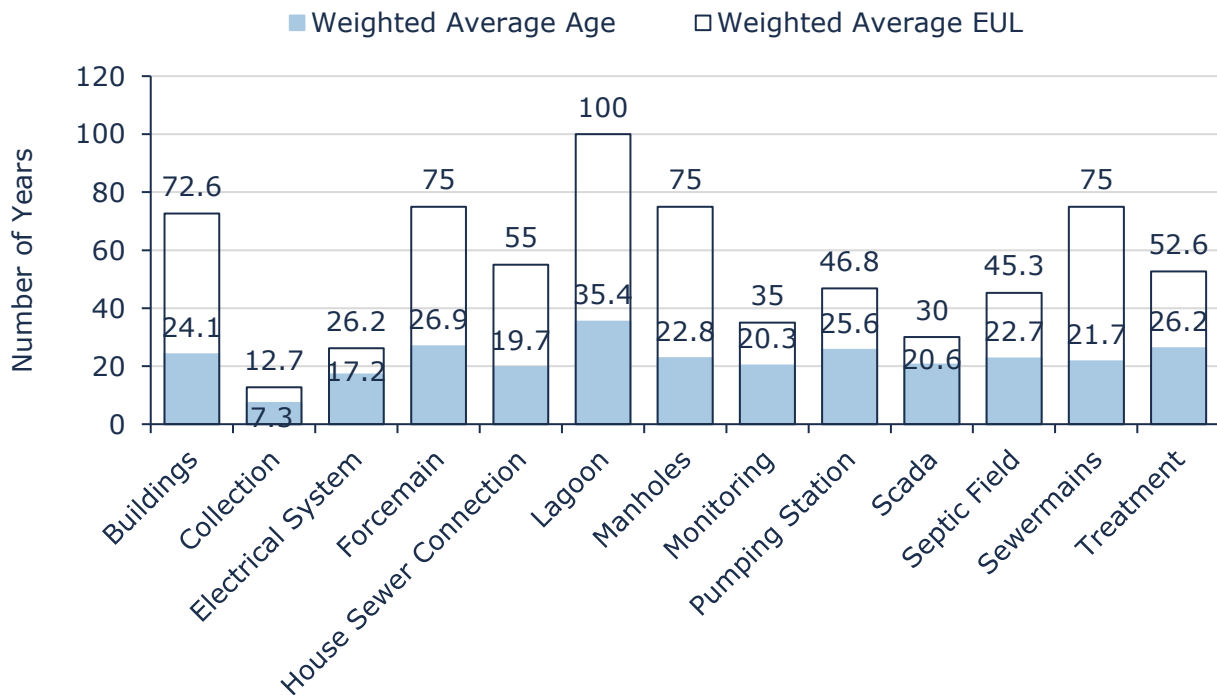


Figure 42 Estimated Useful Life vs. Asset Age: Sanitary Sewer Network

Age analysis reveals that on average, sanitary sewer assets still have about half of their life expectancy remaining. Age profiles and CCTV inspections will help to identify mains in need of replacements and/or upgrades. Extensions to EULs for mains may also be considered based on performance history to date.

### 7.4 Current Approach to Lifecycle Management

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



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

Activity Type	Description of Current Strategy
Maintenance	Routine maintenance includes cleaning, valve turning, and flushing. Maintenance is triggered by our maintenance schedule board to reduce the cost of any breaks or maintenance after hours.
Rehabilitation/ Replacement	Rehabilitation activities include upgrading SCADA systems, Lagoon cell cleaning, etc. Each asset has a different rehabilitation program, lasting approximately 5 years. Replacement is considered when the condition of an asset has deteriorated significantly, and rehabilitation is no longer cost-effective. Assets whose expected lifespan is nearing the end or those incurring frequent and costly repairs are prioritized for replacement.
Inspection	Internal staff complete condition assessments for sewer mains with the most recent being from 2020. Wastewater facilities and pump stations are inspected monthly. The treatment facility and appurtenances are inspected semi-annually and annually.

Table 23 Lifecycle Management Strategy: Sanitary Sewer Network

The following lifecycle strategy has been documented to formalize the current strategy used to manage the lifecycle of sanitary mains.

Sanitary Mains		
Event Name	Event Class	Event Trigger
Main Flushing	Maintenance	Annually
Asset Replacement	Replacement	Condition: 10 - 20

Table 24 Lifecycle Strategy: Sanitary Mains

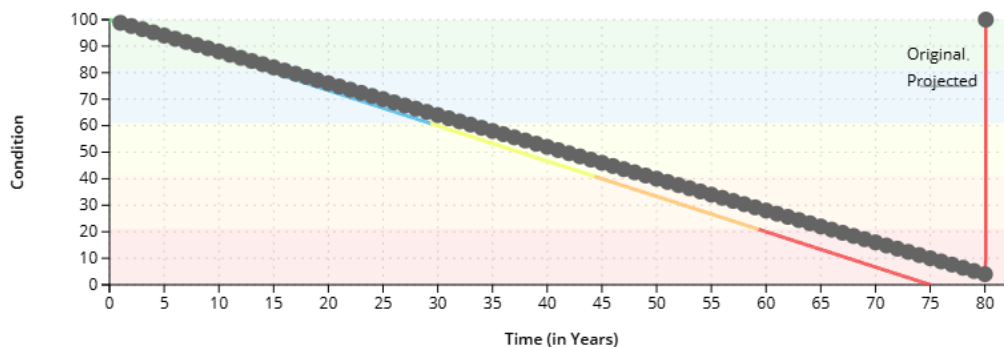


Figure 43 Lifecycle Strategy: Sanitary Mains

## 7.5 Forecasted Long-Term Replacement Needs

Figure 44 illustrates the cyclical short-, medium- and long-term infrastructure rehabilitation and replacement requirements for the Municipality’s sanitary sewer network. This analysis was run until 2098 to capture at least one iteration of replacement for the longest-lived asset in Citywide Assets, the Municipality’s primary asset management system and asset register. The Municipality’s average annual requirements (red dotted line) total \$1.5 million for all assets in the sanitary sewer network. Although actual spending may fluctuate substantially from year to year, this figure is a useful benchmark value for annual capital expenditure targets (or allocations to reserves) to ensure projects are not deferred and replacement needs are met as they arise.

The chart illustrates substantial capital needs throughout the forecast period. These projections are based on asset replacement costs, age analysis, and condition data when available. They are designed to provide a long-term, portfolio-level overview of capital needs and should be used to support improved financial planning over several decades.

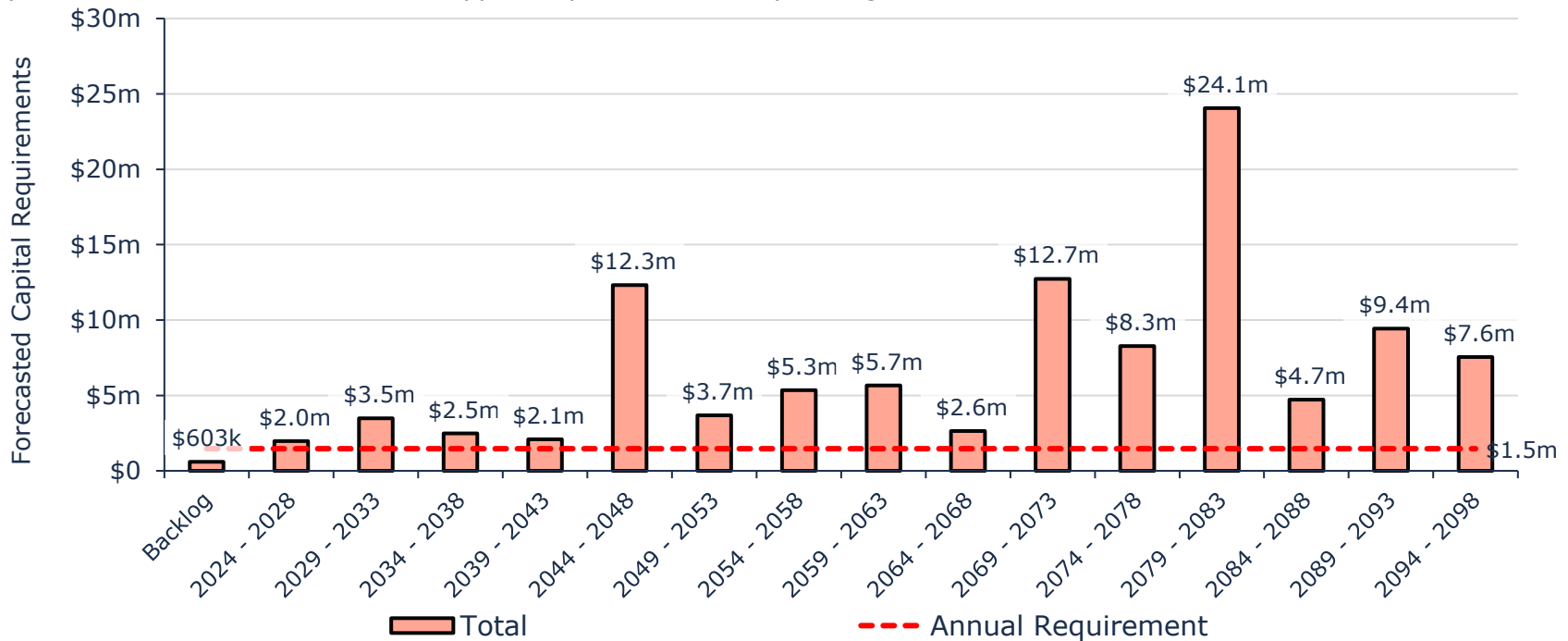


Figure 44 Forecasted Capital Replacement Needs: Sanitary Sewer Network 2024-2103

Often, the magnitude of replacement needs is substantially higher than most municipalities can afford to fund. In addition, most assets may not need to be replaced. However, quantifying and monitoring these spikes is essential for long-term financial planning, including establishing dedicated reserves. Regular condition assessments and a robust risk framework will ensure that high-criticality assets receive proper and timely lifecycle intervention, including replacements.

Tables summarizing the projected lifecycle activities (rehabilitation and replacements) that may be undertaken in the next 10 years to support current levels of service can be found in Appendix B – 10-Year Capital Requirements.

## 7.6 Risk Analysis

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

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

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

<p><b>1 - 4</b> <b>Very Low</b> \$19,926,000 (22%)</p>	<p><b>5 - 7</b> <b>Low</b> \$14,795,000 (17%)</p>	<p><b>8 - 9</b> <b>Moderate</b> \$33,034,000 (37%)</p>	<p><b>10 - 14</b> <b>High</b> \$11,558,000 (13%)</p>	<p><b>15 - 25</b> <b>Very High</b> \$9,869,000 (11%)</p>
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Figure 45 Risk Matrix: Sanitary Sewer Network

## 7.7 Levels of Service

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

### 7.7.1 Community Levels of Service

Service Attribute	Qualitative Description	Current LOS (2023)
Scope	Description, which may include maps, of the user groups or areas of the municipality that are connected to the municipal wastewater system	See Appendix C
	Description of how combined sewers in the municipal wastewater system are designed with overflow structures in place which allow overflow during storm events to prevent backups into homes	There are no combined sewers in the Municipality
	Description of the frequency and volume of overflows in combined sewers in the municipal wastewater system that occur in habitable areas or beaches	
Reliability	Description of how stormwater can get into sanitary sewers in the municipal wastewater system, causing sewage to overflow into streets or backup into homes	During heavy rainfall, sanitary sewers could experience high volumes of inflow, exceeding their design capacity. Storm water can also enter sanitary sewers via infiltration from broken pipes, cracks, or bad joints, holes in the manhole covers, etc. These factors, in extreme conditions, could result in an overflow of sewage/water into streets or backup into homes. Installing a sump pump for storm water can help reduce this occurrence.
	Description of how sanitary sewers in the municipal wastewater system are designed to be resilient to stormwater infiltration	The Municipality adheres to the provincial guidelines and design standards during construction or replacement of sanitary sewers. Also, it does not allow connecting sump pumps to the sanitary system. There are no combined storm and sanitary sewers, and the manhole covers have only two holes each.
	Description of the effluent that is discharged from sewage treatment plants in the municipal wastewater system	N/A

Table 25 O. Reg. 588/17 Community Levels of Service: Sanitary Sewer Network

## 7.7.2 Technical Levels of Service

Service Attribute	Technical Metric	Current LOS (2023)
Scope	% of properties connected to the municipal wastewater system <sup>4</sup>	77%
Reliability	# of events per year where combined sewer flow in the municipal wastewater system exceeds system capacity compared to the total number of properties connected to the municipal wastewater system	0
	# of connection-days per year having wastewater backups compared to the total number of properties connected to the municipal wastewater system	0
	# of effluent violations per year due to wastewater discharge compared to the total number of properties connected to the municipal wastewater system	0
Affordable	Capital reinvestment rate	0.31%

Table 26 O. Reg. 588/17 Technical Levels of Service: Sanitary Sewer Network

<sup>4</sup> This figure represents the connections within the urban areas and is distributed between Limoges and St. Isidore.

## 8. Stormwater Network

The Municipality’s Stormwater Network is comprised of sewer mains and other critical supporting capital assets. The current replacement cost of assets accounted for within the asset management system totals approximately \$26 million.

### 8.1 Inventory & Valuation

Table 27 summarizes the quantity and current replacement cost of the Municipality’s various stormwater network assets as managed in its primary asset management register, Citywide.

Segment	Quantity	Unit of Measure	Replacement Cost	Primary RC Method
Catch Basins	1,294	Assets	\$1,502,000	CPI
Manholes	265	Assets	\$3,336,000	CPI
Storm Sewer Mains	48,345	Meters	\$21,235,000	CPI
<b>TOTAL</b>			<b>\$26,073,000</b>	

Table 27 Detailed Asset Inventory: Stormwater Network

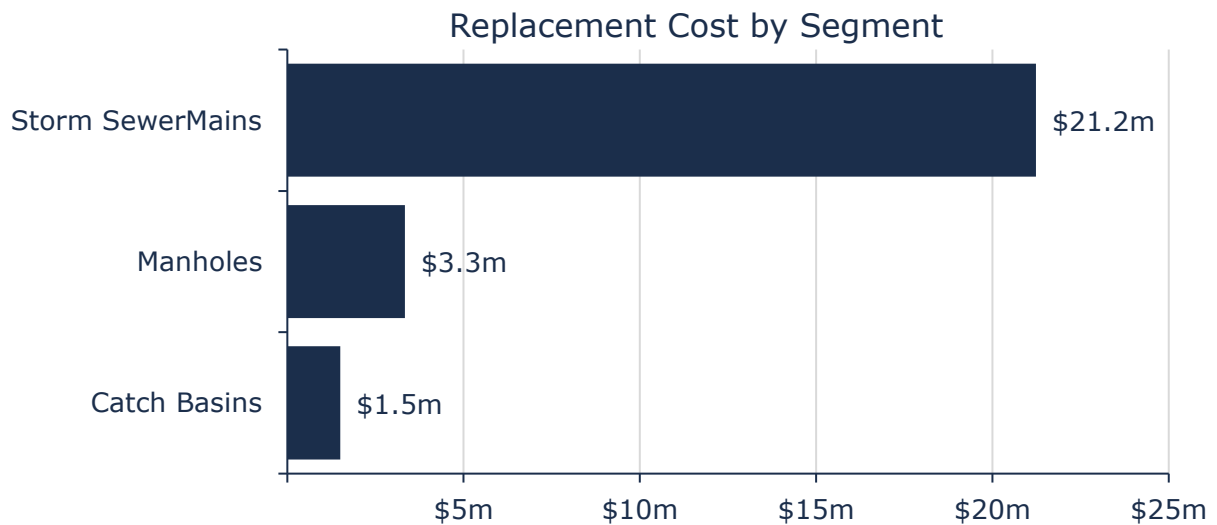


Figure 46 Portfolio Valuation: Stormwater Network

### 8.2 Asset Condition

Figure 47 summarizes the replacement cost-weighted condition of the Municipality’s stormwater management assets. Based on primarily age data, approximately 54% of assets are in poor to very poor condition. These assets may be candidates for replacement in the short term; similarly, assets in fair condition may require rehabilitation or replacement in the medium term and should be monitored for further degradation in condition.

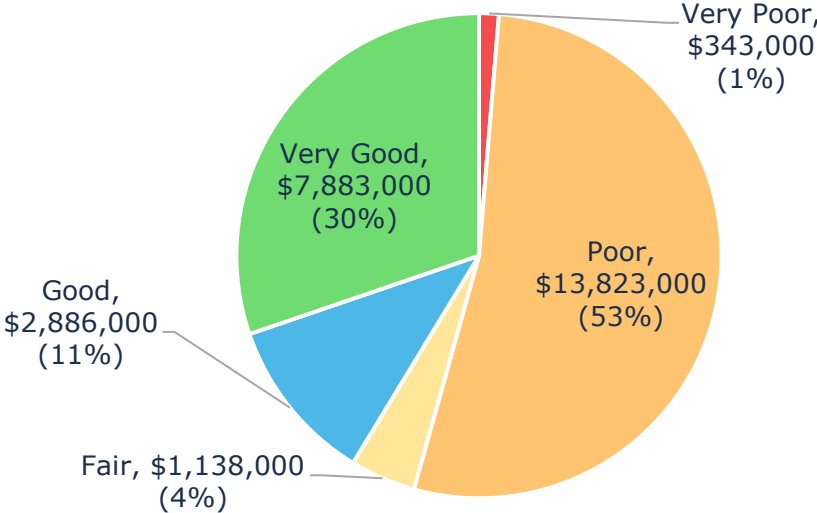
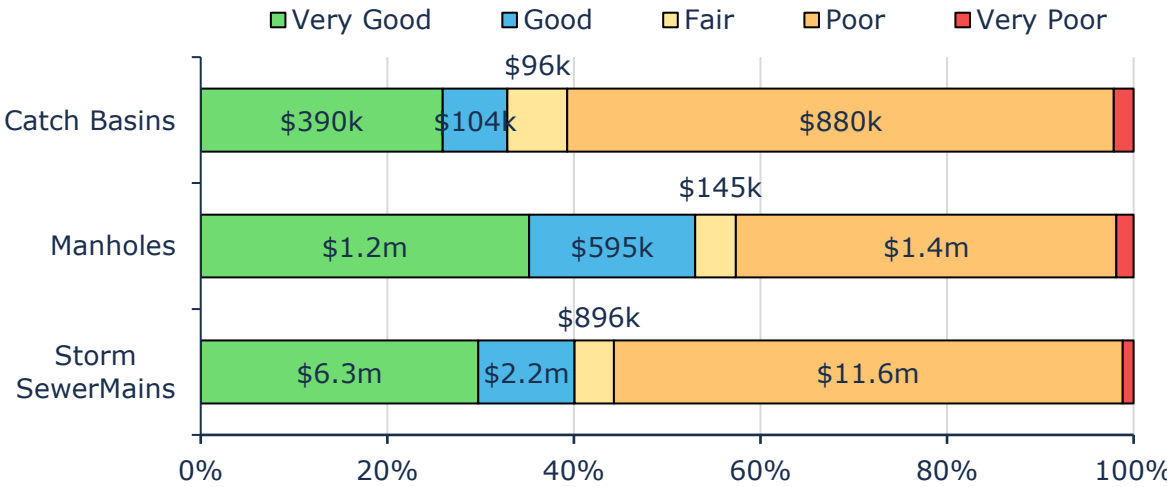


Figure 47 Asset Condition: Stormwater Network Overall

Figure 48 summarizes the mostly age-based condition of stormwater assets. The analysis illustrates that the majority of stormwater mains are in poor or worse condition with a current replacement cost of \$14 million.



Value and Percentage of Asset Segments by Replacement Cost

Figure 48 Asset Condition: Stormwater Network by Segment

### 8.3 Age Profile

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

In conjunction with condition data, an asset’s age profile provides a more complete summary of the state of infrastructure. It can help identify assets that may be candidates

for further review through condition assessment programs; inform the selection of optimal lifecycle strategies; and improve planning for potential replacement spikes.

Figure 49 illustrates the average current age of each asset type and its estimated useful life. Both values are weighted by the replacement cost of individual assets.

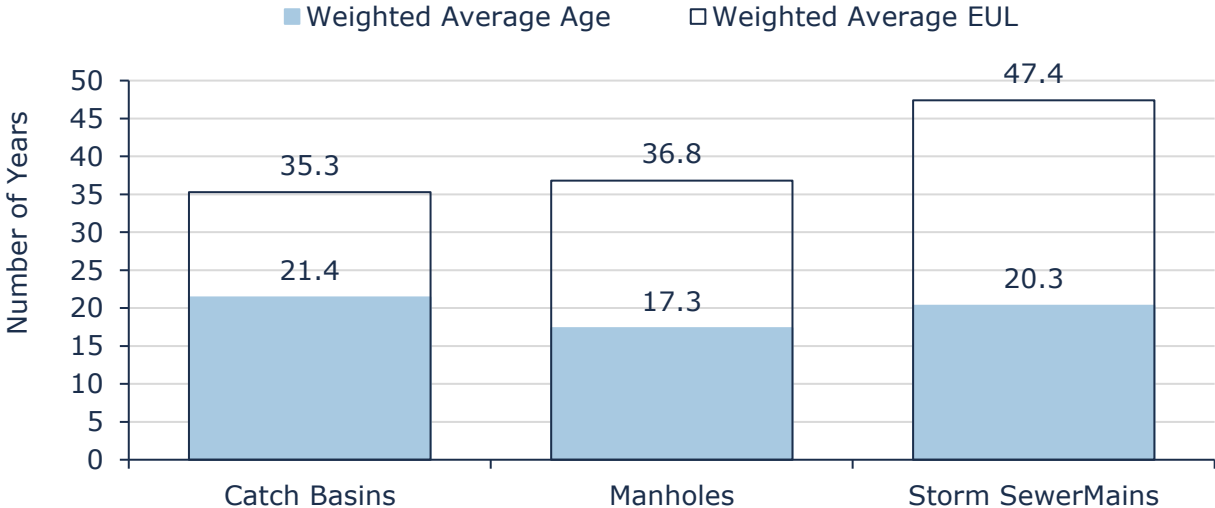


Figure 49 Estimated Useful Life vs. Asset Age: Stormwater Network

Age analysis reveals that on average, stormwater assets are in the moderate stages of their design life. Age profiles and CCTV inspections will help to identify mains in need of replacements and/or upgrades. Extensions to EULs for mains may also be considered based on performance history to date.

### 8.4 Current Approach to Lifecycle Management

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

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



Activity Type	Description of Current Strategy
Maintenance	Maintenance is triggered by visual inspections identifying issues such as cracks, potholes, or safety hazards.
Rehabilitation/ Replacement	Rehabilitation activities include resurfacing, structural repairs, and upgrading outdated systems. Rehabilitation programs are typically initiated every five years for assets with significant wear and tear. Replacement is considered when an asset's condition has deteriorated significantly, and rehabilitation is no longer cost-effective. Assets with an expected service life nearing its end or those incurring frequent and costly repairs are prioritized for replacement.
Inspection	Stormwater mains are assessed by internal staff every 5 years. Hydrants and booster stations are assessed every year for safety.

Table 28 Lifecycle Management Strategy: Stormwater Network

## 8.5 Forecasted Long-Term Replacement Needs

Figure 50 illustrates the cyclical short-, medium- and long-term infrastructure replacement requirements for the Municipality's storm network assets. This analysis was run until 2098 to capture at least one iteration of replacement for the longest-lived asset in Citywide Assets, the Municipality's primary asset management system and asset register. The Municipality's average annual requirements (red dotted line) total \$524,000 for all assets in the stormwater network. Although actual spending may fluctuate substantially from year to year, this figure is a useful benchmark value for annual capital expenditure targets (or allocations to reserves) to ensure projects are not deferred and replacement needs are met as they arise.

The chart illustrates there is no infrastructure backlog. The largest replacement spike of \$11.5 million is forecasted in 2029 to 2033 as mains reach the end of their expected design life. These projections and estimates are based on asset replacement costs and age analysis. They are designed to provide a long-term, portfolio-level overview of capital needs and should be used to support improved financial planning over several decades.

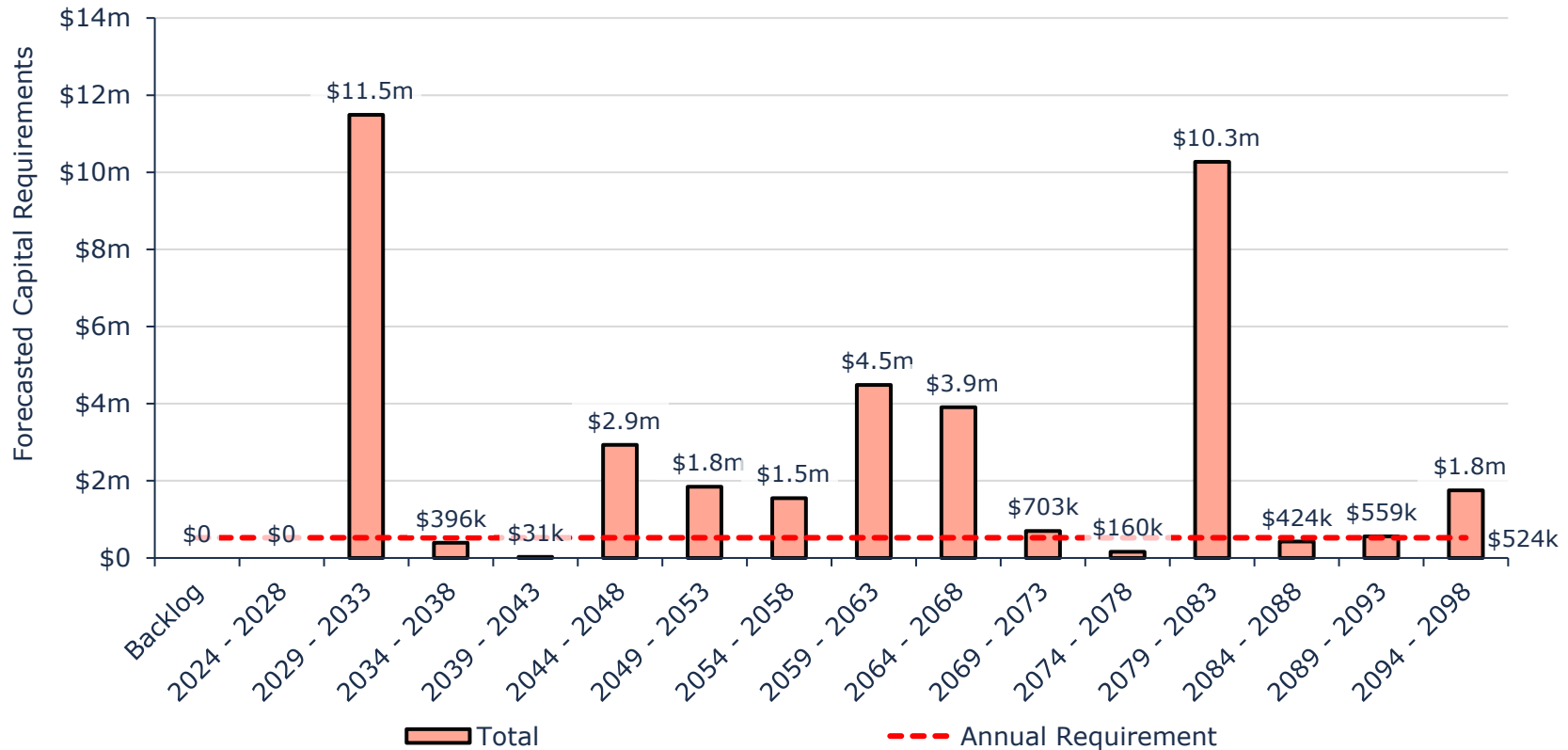


Figure 50 Forecasted Capital Replacement Needs Stormwater Network 2024-2103

Often, the magnitude of replacement needs is substantially higher than most municipalities can afford to fund. In addition, most assets may not need to be replaced. However, quantifying and monitoring these spikes is essential for long-term financial planning, including establishing dedicated reserves. CCTV inspections may reveal a higher or lower backlog. The inspections may also help reduce long-term projections by providing more accurate condition data for mains than age. In addition, a robust risk framework will ensure that high-criticality assets receive proper and timely lifecycle intervention, including replacements.

Tables summarizing the projected lifecycle activities (rehabilitation and replacements) that may be undertaken in the next 10 years to support current levels of service can be found in Appendix B – 10-Year Capital Requirements.

## 8.6 Risk Analysis

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

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

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

<b>1 - 4</b> <b>Very Low</b> \$16,627,000 (66%)	<b>5 - 7</b> <b>Low</b> \$1,175,000 (5%)	<b>8 - 9</b> <b>Moderate</b> \$2,065,000 (8%)	<b>10 - 14</b> <b>High</b> \$3,248,000 (13%)	<b>15 - 25</b> <b>Very High</b> \$2,154,000 (9%)
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Figure 51 Risk Matrix: Stormwater Network

## 8.7 Levels of Service

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

### 8.7.1 Community Levels of Service

Service Attribute	Qualitative Description	Current LOS (2023)
Scope	Description, which may include map, of the user groups or areas of the Municipality that are protected from flooding, including the extent of protection provided by the municipal storm water network	See Appendix C

Table 29 O. Reg. 588/17 Community Levels of Service: Stormwater Network

## 8.7.2 Technical Levels of Service

Service Attribute	Technical Metric	Current LOS (2023)
Scope	% of properties in municipality designed to be resilient to a 100-year storm	0% <sup>5</sup>
	% of the municipal stormwater management system designed to be resilient to a 5-year storm	0% <sup>6</sup>
Affordable	Capital reinvestment rate	0%

Table 30 O. Reg. 588/17 Technical Levels of Service: Stormwater Network

<sup>5</sup> This value is provided based on staff knowledge and expertise of the current systems in place. However, there are no studies or data available at the time of this report to support these values.

<sup>6</sup> This value is provided based on staff knowledge and expertise of the current systems in place. However, there are no studies or data available at the time of this report to support these values.

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# Non-Core Assets

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Buildings



Land Improvements



Fleet



Machinery & Equipment

# 9. Buildings

The Municipality’s buildings portfolio includes administration, protection, recreation and cultural, and transportation services. The total current replacement of buildings is estimated at almost \$35 million.

## 9.1 Inventory & Valuation

Table 31 summarizes the quantity and current replacement cost of the Municipality’s various building and facilities assets as managed in its primary asset management register, Citywide. Within the asset management database, buildings and facilities are not fully componentized. The quantity listed represents the number of asset records currently available for each department.

Segment	Quantity	Unit of Measure	Replacement Cost	Primary RC Method
Administration	5	Assets	\$2,196,000	CPI
Protection Services	22	Assets	\$4,288,000	CPI
Recreation & Cultural Services	557	Assets	\$23,369,000	CPI
Transportation Services	25	Assets	\$5,098,000	CPI
<b>TOTAL</b>			<b>\$34,951,000</b>	

Table 31 Detailed Asset Inventory: Buildings & Facilities

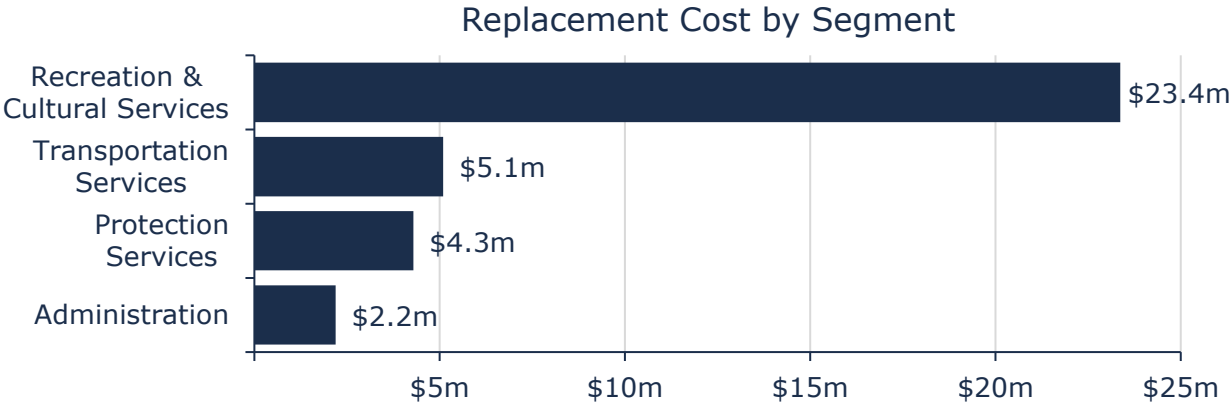


Figure 52 Portfolio Valuation: Buildings & Facilities

## 9.2 Asset Condition

Figure 58 summarizes the replacement cost-weighted condition of the Municipality’s buildings portfolio. Based on staff assessments, 88% of building assets are in fair or better condition; however, 12%, with a current replacement cost of more than \$4 million are in poor or worse condition. These assets may be candidates for replacement in the short term; similarly, assets in fair condition may require rehabilitation or replacement in the medium term and should be monitored for further degradation in condition. As buildings are not fully componentized, condition data is presented only at the site level, rather than at the individual element or component level within each building. This drawback is further compounded by the lack of formalized condition data, as opposed to subjective staff estimates.

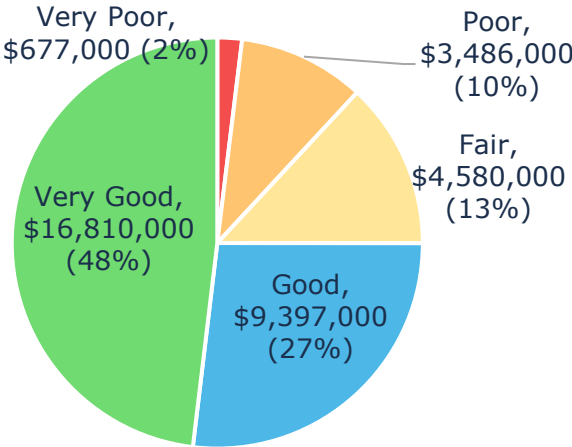


Figure 53 Asset Condition: Buildings & Facilities Overall

Figure 54 summarizes the assessed condition of buildings by each department. However, in the absence of fully componentization, this data has limited value. Componentization of assets and integration of condition assessments will provide a more accurate and reliable estimation of the condition of various facilities.

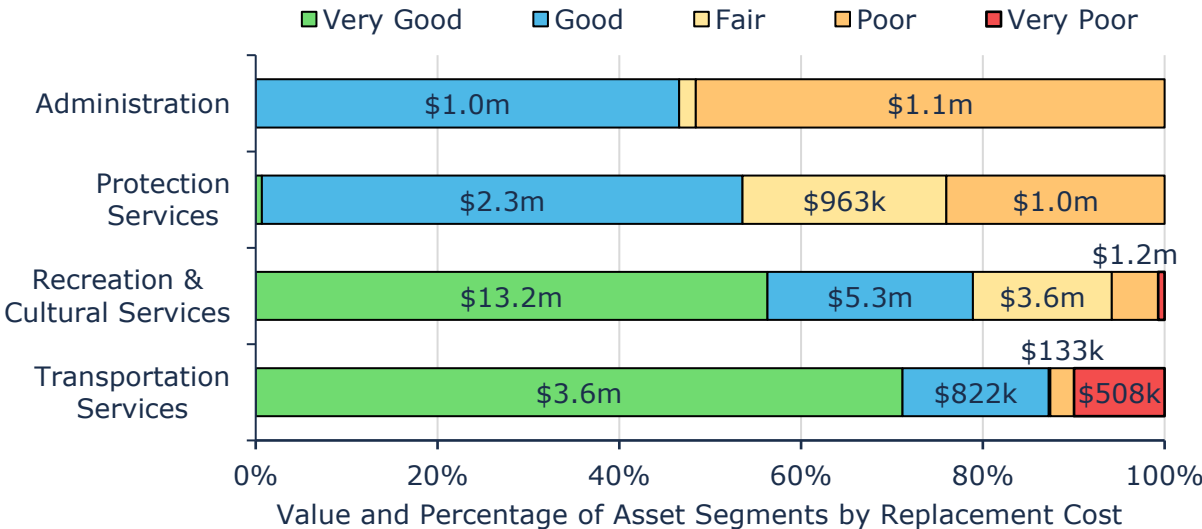


Figure 54 Asset Condition: Buildings & Facilities by Segment

### 9.3 Age Profile

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

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

Figure 55 illustrates the average current age of each asset type and its estimated useful life. Both values are weighted by the replacement cost of individual assets.

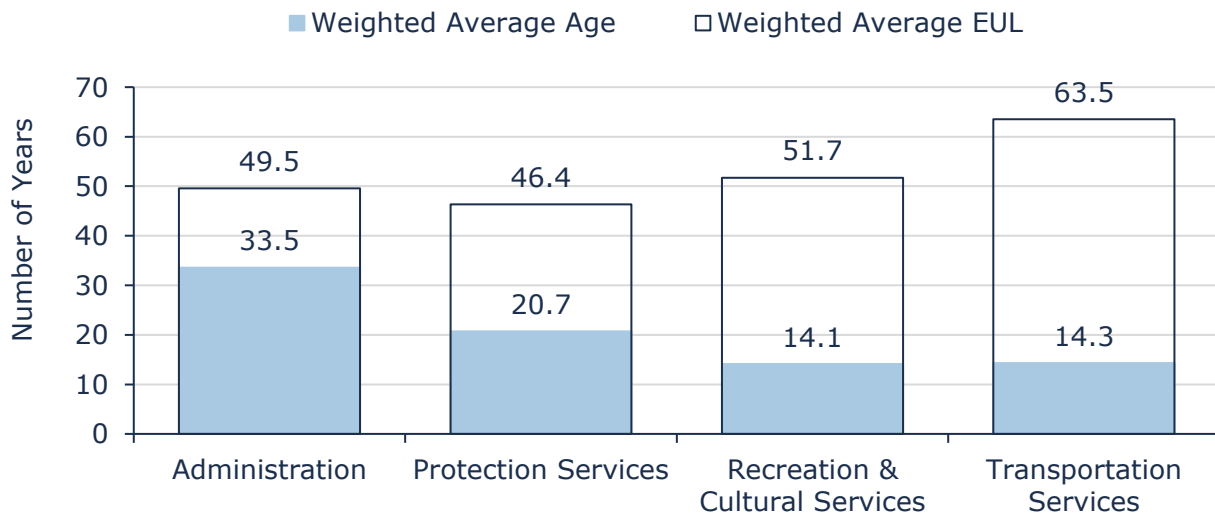


Figure 55 Estimated Useful Life vs. Asset Age: Buildings & Facilities

Age analysis reveals that, on average, building assets are in the earlier to moderate stages of their serviceable life. Once again, this analysis is presented primarily at the site level, rather than at the individual element or component level. Useful and meaningful age analysis for buildings is entirely predicated on effective componentization.

### 9.4 Current Approach to Lifecycle Management

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

Table 32 outlines the Municipality’s current lifecycle management strategy.



Activity Type	Description of Current Strategy
Maintenance	Routine maintenance such as cleaning, inspections and minor repairs are done on a weekly basis. Maintenance is triggered by weekly visual inspections and use of the building.
Rehabilitation/ Replacement	Rehabilitation programs are identified in the FCA plan and put into the annual budgets. Rehabilitation programs are triggered by items identified in the FCA as critical items requiring replacement or repairs that are due to emergency situations. Activities include structural repairs, replacement of flooring, windows, roofing, painting and patching etc. Replacement is considered when an asset's condition has deteriorated significantly, and rehabilitation is no longer cost-effective. Assets with an expected service life nearing its end or those incurring frequent and costly repairs are prioritized for replacement or an emergency repair is needed.
Inspections	Buildings are assessed by internal staff every year, with the last assessment being April 2024. Inspections are conducted monthly, while cleaning and minor repairs are performed quarterly. The first external FCA assessment was completed in 2020.

Table 32 Lifecycle Management Strategy: Buildings & Facilities

## 9.5 Forecasted Long-Term Replacement Needs

Figure 56 illustrates the cyclical short-, medium- and long-term infrastructure replacement requirements for the Municipality’s buildings portfolio. This analysis was run until 2098 to capture at least one iteration of replacement for the longest-lived asset in Citywide Assets, the Municipality’s primary asset management system and asset register. The Municipality’s average annual requirements (red dotted line) total \$809,000 for all buildings. Although actual spending may fluctuate substantially from year to year, this figure is a useful benchmark value for annual capital expenditure targets (or allocations to reserves) to ensure projects are not deferred and replacement needs are met as they arise.

Replacement needs are forecasted to remain relatively consistent over the next 75 years, with a significant spike occurring between 2059 and 2063, and between 2094 and 2098. These projections and estimates are based on current asset records, their replacement costs, and age analysis. They are designed to provide a long-term, portfolio-level overview of capital needs and should be used to support improved financial planning over several decades.

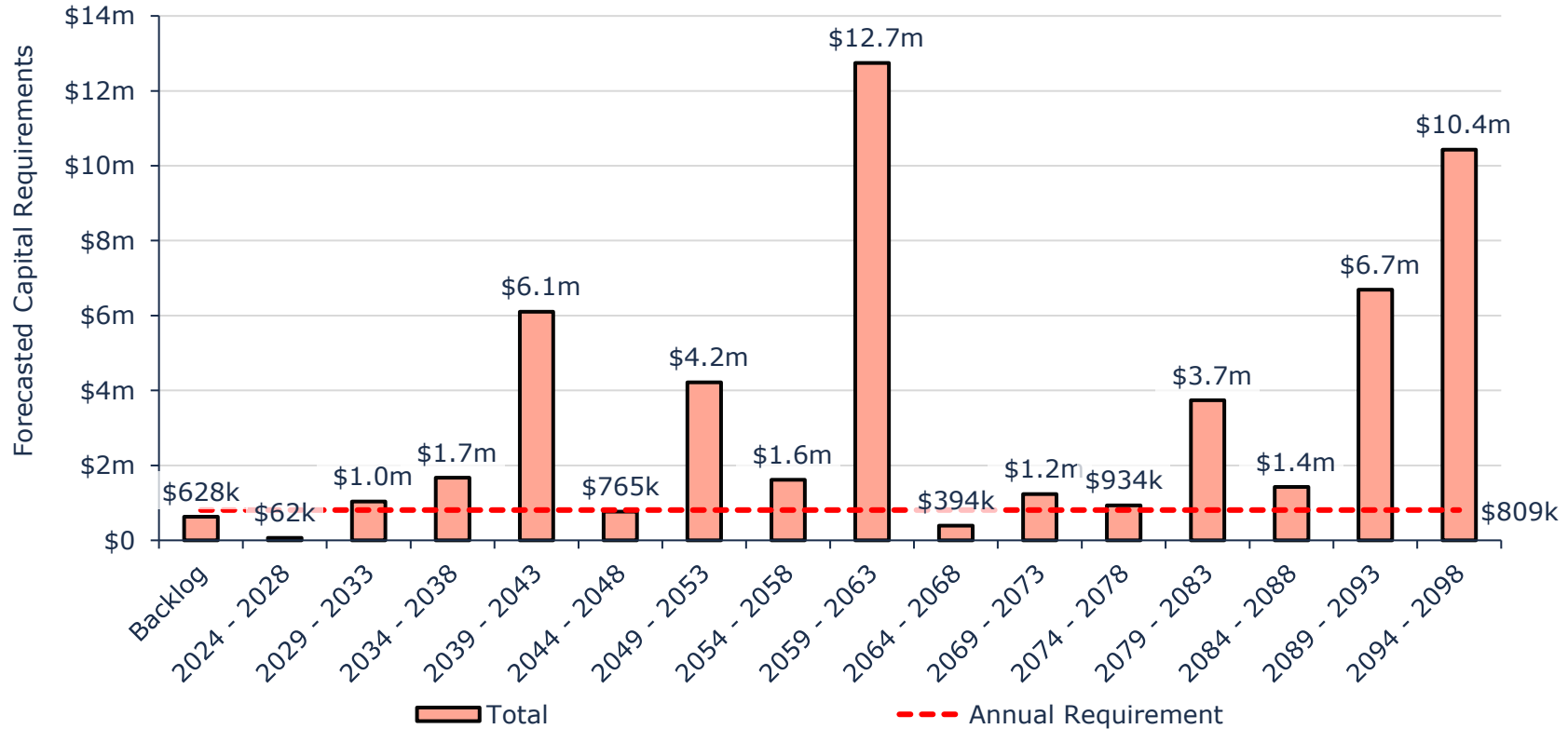


Figure 56 Forecasted Capital Replacement Needs Buildings & Facilities 2024-2078

Often, the magnitude of replacement needs is substantially higher than most municipalities can afford to fund. In addition, most assets may not need to be replaced. However, quantifying and monitoring these spikes is essential for long-term financial planning, including establishing dedicated reserves. In addition, a robust risk framework will ensure that high-criticality assets receive proper and timely lifecycle intervention, including replacements. In the case of buildings and facilities, detailed componentization is necessary to develop more reliable lifecycle forecasts that reflect the needs of individual elements and components.

Tables summarizing the projected lifecycle activities (rehabilitation and replacements) that may be undertaken in the next 10 years to support current levels of service can be found in Appendix B – 10-Year Capital Requirements

## 9.6 Risk Analysis

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

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

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

<b>1 - 4</b> <b>Very Low</b> \$12,840,000 (37%)	<b>5 - 7</b> <b>Low</b> \$15,169,000 (43%)	<b>8 - 9</b> <b>Moderate</b> \$2,000,000 (6%)	<b>10 - 14</b> <b>High</b> \$4,941,000 (14%)	<b>15 - 25</b> <b>Very High</b> - (0%)
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Figure 57 Risk Matrix: Buildings & Facilities

## 9.7 Levels of Service

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

### 9.7.1 Community Levels of Service

Service Attribute	Qualitative Description	Current LOS (2023)
Scope		Facilities within the Nation include those dedicated to administration, such as Town Hall and Libraries.
	Description, which may include maps of the types of facilities that the municipality operates and maintains	Fire services are supported by multiple fire halls.
		Public works is supported by various equipment garages and salt/sand protection facilities.

		Recreation provides its services through a variety of facilities such as community centers, recreation center and arena.
Quality	Describe criteria for rehabilitation and replacement decisions and any related long-term forecasts	The municipality utilizes formal FCA reports as annual reference points. Project allocation is determined by cost constraints, with long-term planning contingent upon available funding opportunities and the potential health and safety risks to both users and staff.

Table 33 Community Levels of Service: Buildings & Facilities

### 9.7.2 Technical Levels of Service

Service Attribute	Technical Metric	Current LOS (2023)
Scope	Square meters of indoor recreation facilities per 1,000 households	11.4
Quality	Average facility condition index value for facilities in the municipality	79

Table 34 Technical Levels of Service: Buildings & Facilities

## 10. Land Improvements

The Municipality’s parks and land improvements portfolio include parking lots, various sports fields and courts, fencing and lighting, and towers. The total current replacement of land improvements is estimated at approximately \$4.6 million.

### 10.1 Inventory & Valuation

Table 35 summarizes the quantity and current replacement cost of the Municipality’s various parks and land improvement assets as managed in its primary asset management register, Citywide. Parks and playgrounds account for the largest share of the land improvements asset group.

Segment	Quantity	Unit of Measure	Replacement Cost	Primary RC Method
Fencing & Lighting	181	Assets	\$903,000	CPI
Fields & Courts	33	Assets	\$1,074,000	CPI
Parks & Playgrounds	229	Assets	\$1,559,000	CPI
Pavement	22	Assets	\$585,000	CPI
Towers	6	Assets	\$470,000	CPI
<b>TOTAL</b>			<b>\$4,591,000</b>	

Table 35 Detailed Asset Inventory: Parks & Land Improvements

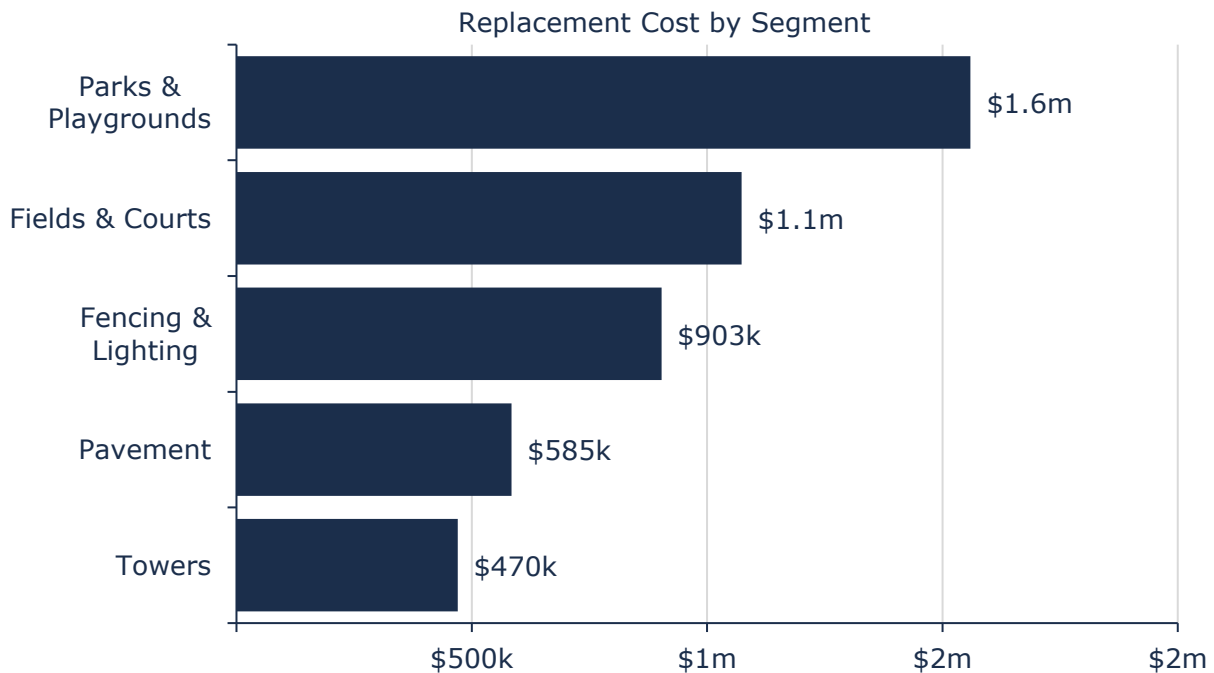


Figure 58 Portfolio Valuation: Parks & Land Improvements

### 10.2 Asset Condition

Figure 59 summarizes the replacement cost-weighted condition of the Municipality’s parks and land improvement portfolio. Based on staff estimated conditions, 53% of assets are in fair or better condition. As assets deteriorate into poor condition, they may be candidates for replacement in the short term; similarly, assets in fair condition may require rehabilitation or replacement in the medium term and should be monitored for further degradation in condition.

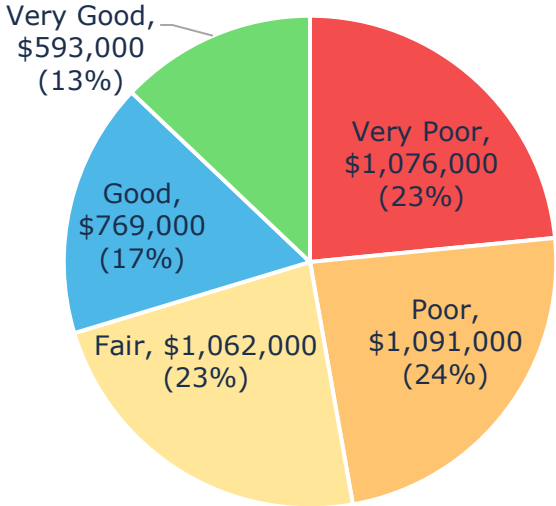


Figure 59 Asset Condition: Parks & Land Improvements Overall

Figure 60 summarizes the condition of land improvements by each department.

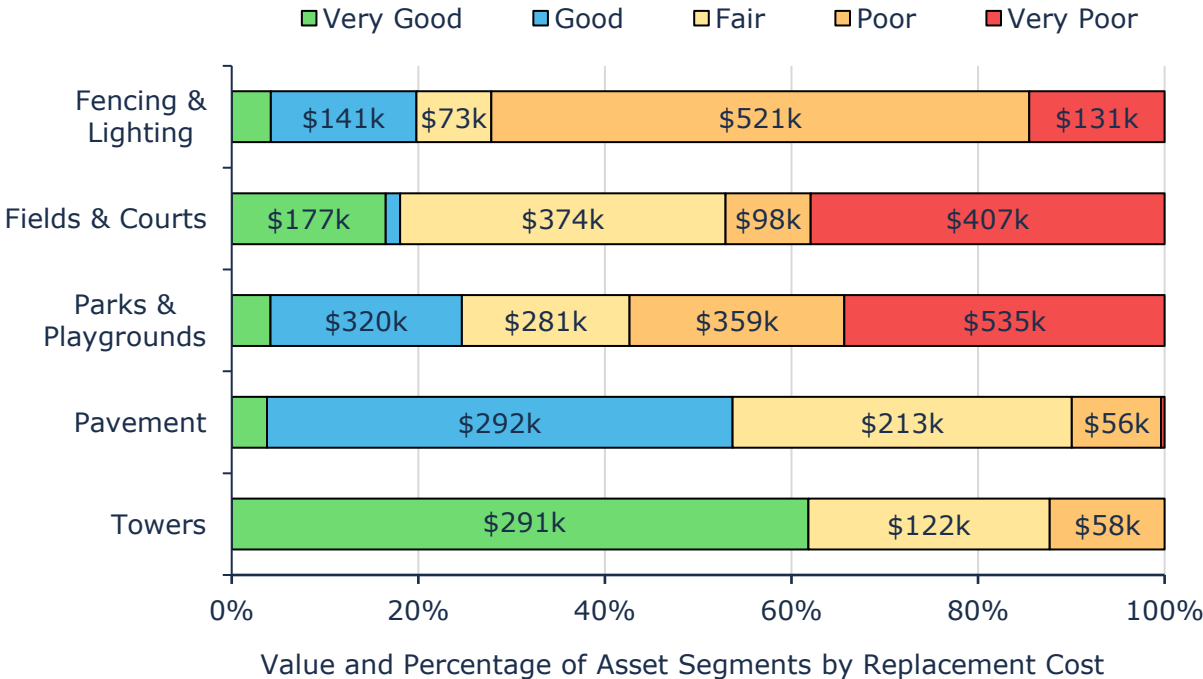


Figure 60 Asset Condition: Parks & Land Improvements by Segment

### 10.3 Age Profile

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

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

Figure 61 illustrates the average current age of each asset type and its estimated useful life. Both values are weighted by the replacement cost of individual assets.

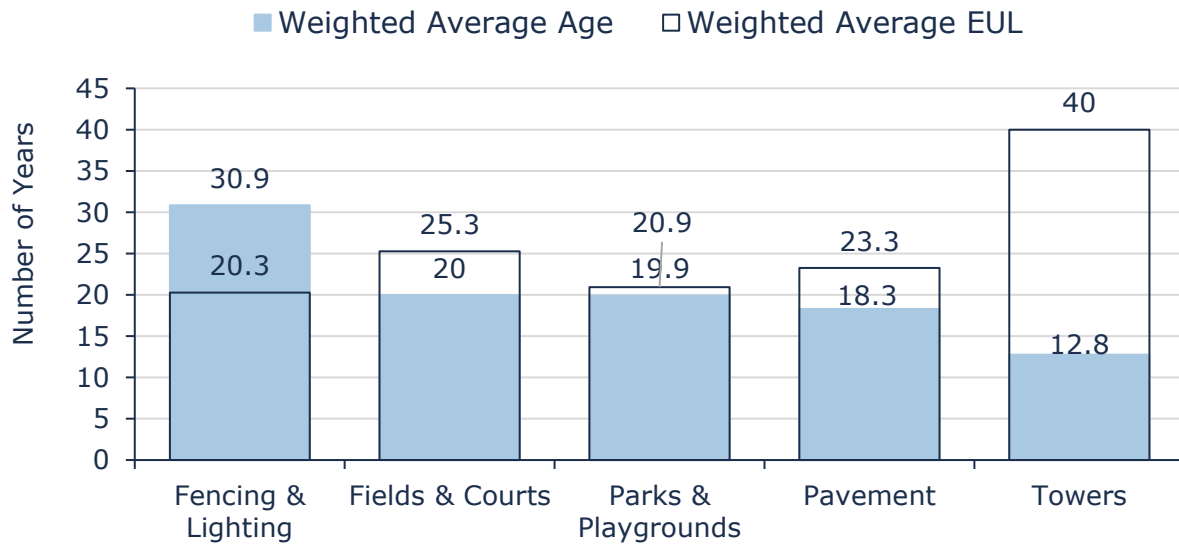


Figure 61 Estimated Useful Life vs. Asset Age: Parks & Land Improvements

Age analysis reveals that, on average, most assets are in the moderate to later stages of their expected life, with the exception of fencing and lighting which operate well beyond the estimated useful life.

### 10.4 Current Approach to Lifecycle Management

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

Table 36 outlines the Municipality’s current lifecycle management strategy.

Activity Type	Description of Current Strategy
Maintenance	Routine maintenance activities include weekly inspections, garbage collection, and minor repairs as needed. Maintenance is triggered by visual inspections which identify vandalism, damaged equipment, or washouts on trails.
Rehabilitation /Replacement	Rehabilitation programs are initiated annually as part of the budget process. Major repairs to an asset are identified and included in the capital budget. Replacement is considered when an asset's condition has deteriorated significantly, and rehabilitation is no longer cost-effective. Policy REC-2023-02 must be consulted before the equipment is replaced. Assets with an expected service life nearing its end or those incurring frequent and costly repairs are prioritized for replacement, but REC-2-23-02 conditions must also be met before replacement of an infrastructure will occur.
Inspections	Parks and trails are assessed on a yearly basis by internal staff. Weekly visual inspections are performed by internal staff during garbage collection in the parks and trails. Play structure detailed inspections are once a month.

Table 36 Lifecycle Management Strategy: Parks & Land Improvements

## 10.5 Forecasted Long-Term Replacement Needs

Figure 62 illustrates the cyclical short-, medium- and long-term infrastructure replacement requirements for the Municipality’s land improvements portfolio. This analysis was run until 2098 to capture at least one iteration of replacement for the longest-lived asset in Citywide Assets, the Municipality’s primary asset management system and asset register. The Municipality’s average annual requirements (red dotted line) total \$255,000 for all land improvements. Although actual spending may fluctuate substantially from year to year, this figure is a useful benchmark value for annual capital expenditure targets (or allocations to reserves) to ensure projects are not deferred and replacement needs are met as they arise.

Replacement needs are forecasted to fluctuate over the next 75-year time as assets reach the end of their useful life. These projections and estimates are based on asset replacement costs and age analysis. They are designed to provide a long-term, portfolio-level overview of capital needs and should be used to support improved financial planning over several decades.



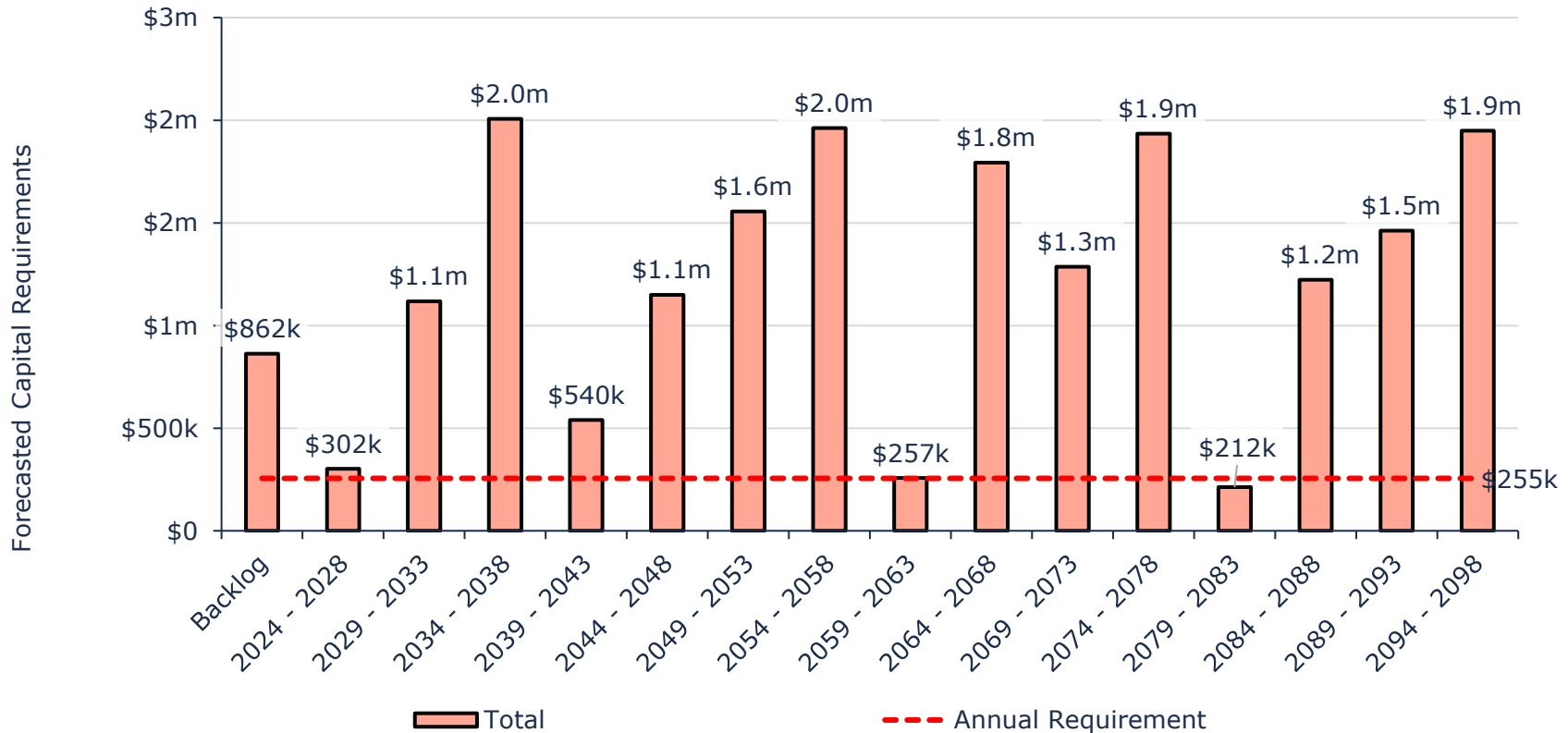


Figure 62 Forecasted Capital Replacement Needs: Parks Land Improvements 2024-2078

Often, the magnitude of replacement needs is substantially higher than most municipalities can afford to fund. In addition, most assets may not need to be replaced. However, quantifying and monitoring these spikes is essential for long-term financial planning, including establishing dedicated reserves. In addition, a robust risk framework will ensure that high-criticality assets receive proper and timely lifecycle intervention, including replacements.

Tables summarizing the projected lifecycle activities (rehabilitation and replacements) that may be undertaken in the next 10 years to support current levels of service can be found in Appendix B – 10-Year Capital Requirements.

## 10.6 Risk Analysis

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

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

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

<b>1 - 4</b> <b>Very Low</b> \$3,515,000 (77%)	<b>5 - 7</b> <b>Low</b> \$1,076,000 (23%)	<b>8 - 9</b> <b>Moderate</b> - (0%)	<b>10 - 14</b> <b>High</b> - (0%)	<b>15 - 25</b> <b>Very High</b> - (0%)
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Figure 63 Risk Matrix: Parks & Land Improvements

## 10.7 Levels of Service

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

### 10.7.1 Community Levels of Service

Service Attribute	Qualitative Description	Current LOS (2023)
Scope	Description or images of the types of land improvement assets that the municipality operates and the services that they help to provide for the community	The municipality provides and maintains a variety of outdoor sports fields, courts, parks and playground structures.
Quality	Describe criteria for rehabilitation and replacement decisions and any related long-term forecasts	Routine inspections are conducted regularly to assess necessary repairs, with a major inspection performed prior to opening the parks each year.

Table 37 Community Levels of Service: Parks & Land Improvements

### 10.7.2 Technical Levels of Service

Service Attribute	Technical Metric	Current LOS (2023)
Scope	Square metres of outdoor recreation facility space per 1,000 households	240.7
Quality	Average condition of outdoor recreational facilities in the municipality (e.g. very good, good, fair, poor, very poor)	45%

*Table 38 Technical Levels of Service: Parks & Land Improvements*

## 11. Fleet

The Municipality’s fleet portfolio includes 91 assets that support a variety of general and essential services, including public works, administration, recreation, and rescue services. The total current replacement of the fleet is estimated at approximately \$10.4 million.

### 11.1 Inventory & Valuation

Table 39 summarizes the quantity and current replacement cost of the Municipality’s various fleet assets as managed in its primary asset management register, Citywide. Public works and fire services account for the largest share of the fleet portfolio.

Segment	Quantity	Unit of Measure	Replacement Cost	Primary RC Method
Heavy Equipment	17	Assets	\$3,893,000	CPI
Light Duty	38	Assets	\$1,066,000	CPI
Medium Duty	18	Assets	\$825,000	CPI
Rescue	18	Assets	\$4,629,000	CPI
<b>TOTAL</b>			<b>\$10,413,000</b>	

Table 39 Detailed Asset Inventory: Fleet

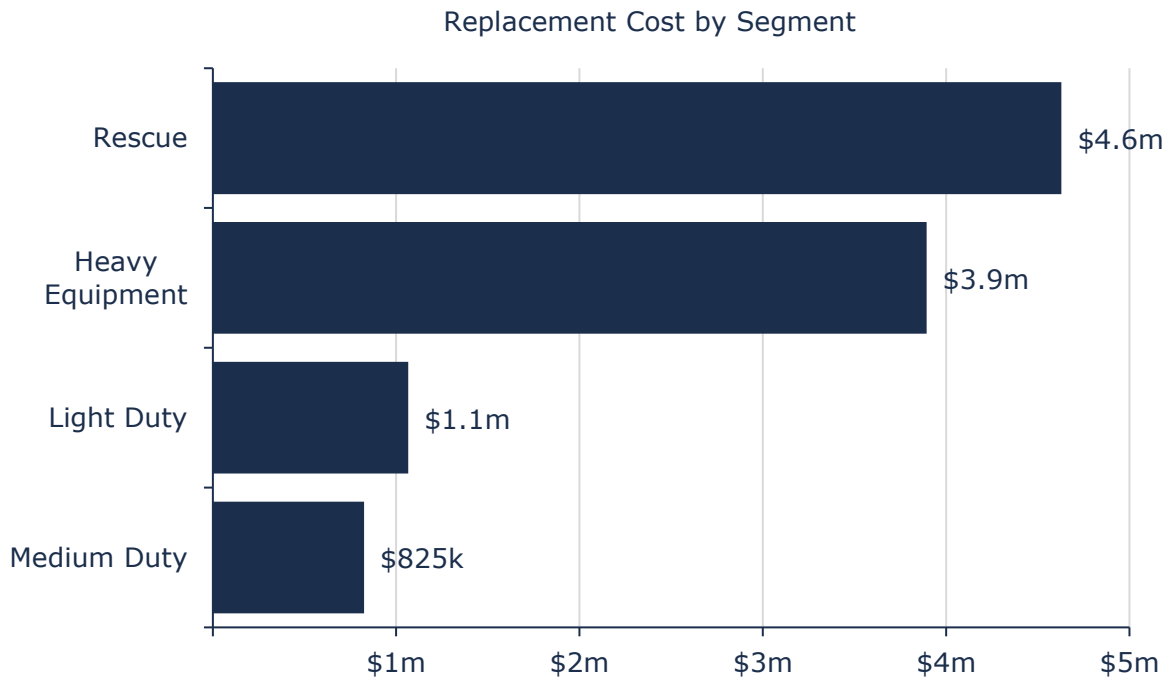


Figure 64 Portfolio Valuation: Fleet

### 11.2 Asset Condition

Figure 65 summarizes the replacement cost-weighted condition of the Municipality’s fleet portfolio. Based on a combination of aged-based and staff estimated assessed condition data, 56% of fleet assets are in fair or better condition, with the remaining 44% are in poor or worse condition. These assets may be candidates for replacement in the short term; similarly, assets in fair condition may require rehabilitation or replacement in the medium term and should be monitored for further degradation in condition. Condition data was available for 66% of fleet; age was used to estimate condition for the remaining 34% of assets.

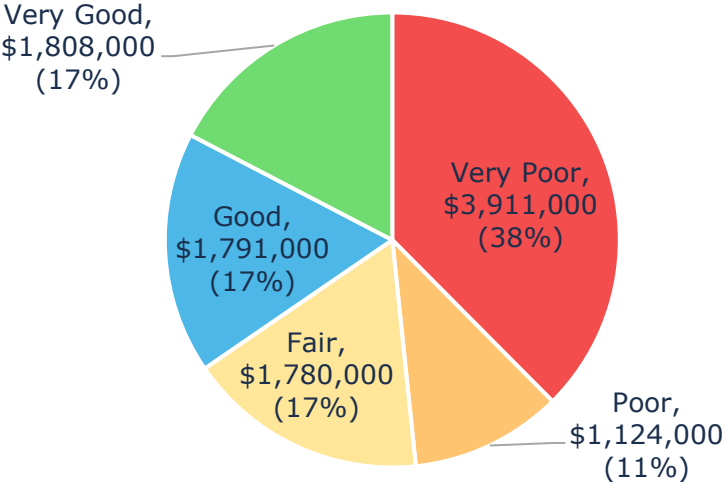


Figure 65 Asset Condition: Fleet Overall

Figure 66 summarizes the condition of fleet by each department. The majority of fleet that supports critical services such as rescue services are in poor or worse condition.

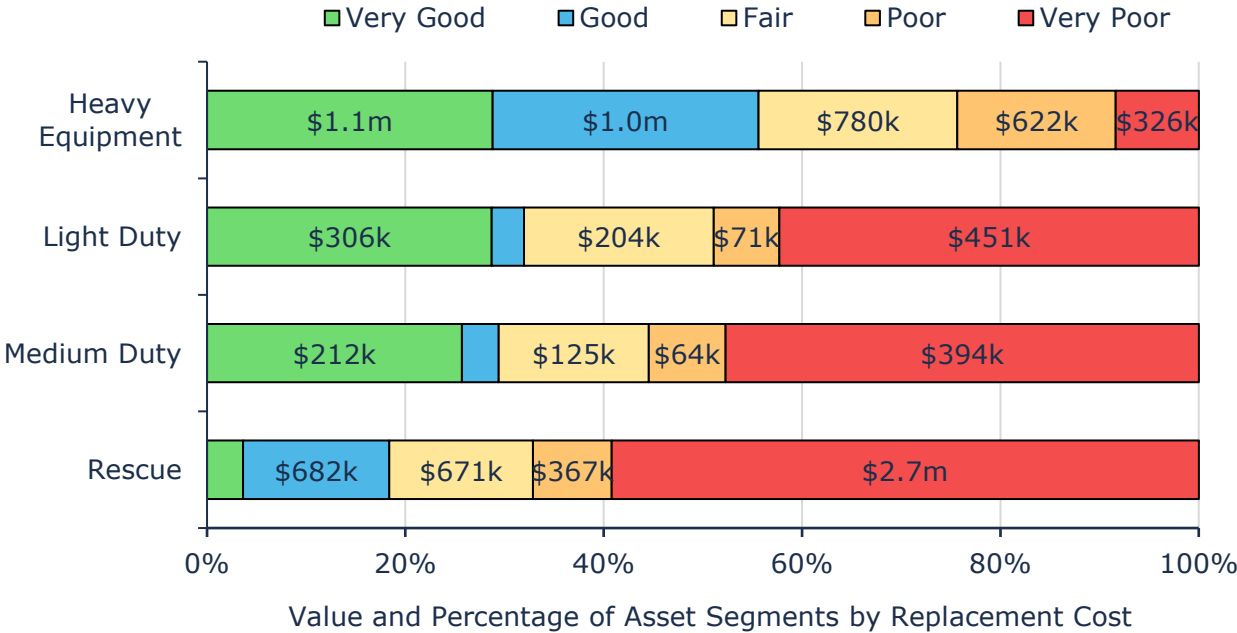


Figure 66 Asset Condition: Fleet by Segment

### 11.3 Age Profile

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

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

Figure 67 illustrates the average current age of each asset type and its estimated useful life. Both values are weighted by the replacement cost of individual assets.

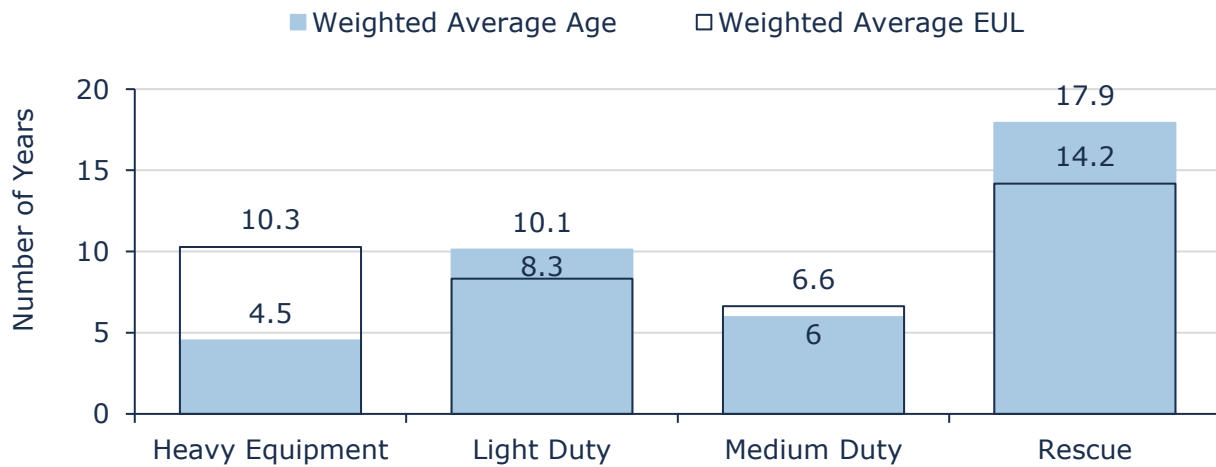


Figure 67 Estimated Useful Life vs. Asset Age: Fleet

Age analysis reveals that, on average, most fleet are in the moderate to later stages of their expected life. With light duty and rescue vehicles operating beyond their serviceable life.

### 11.4 Current Approach to Lifecycle Management

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

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

Activity Type	Description of Current Strategy
Maintenance	Routine maintenance activities include inspections, cleaning, minor repairs.

Activity Type	Description of Current Strategy
Replacement	Replacement is considered when an asset's condition has deteriorated significantly, and rehabilitation is no longer cost-effective. Assets with an expected service life nearing its end or those incurring frequent and costly repairs are prioritized for replacement
Inspections	Fleet are assessed by internal staff annually. Inspections are conducted monthly, while cleaning and minor repairs are performed quarterly.

Table 40 Lifecycle Management Strategy: Fleet

## 11.5 Forecasted Long-Term Replacement Needs

Figure 68 illustrates the cyclical short-, medium- and long-term infrastructure replacement requirements for the Municipality’s fleet portfolio. This analysis was run until 2098 to capture at least one iteration of replacement for the longest-lived asset in Citywide Assets, the Municipality’s primary asset management system and asset register. The Municipality’s average annual requirements (red dotted line) total \$1 million for the whole fleet. Although actual spending may fluctuate substantially from year to year, this figure is a useful benchmark value for annual capital expenditure targets (or allocations to reserves) to ensure projects are not deferred and replacement needs are met as they arise.

Replacement needs are forecasted to fluctuate, as vehicles reach the end of their useful life. These projections and estimates are based on asset replacement costs and age analysis. They are designed to provide a long-term, portfolio-level overview of capital needs and should be used to support improved financial planning over several decades.



Figure 68 Forecasted Capital Replacement Needs: Vehicles 2024-2043

Often, the magnitude of replacement needs is substantially higher than most municipalities can afford to fund. In addition, most assets may not need to be replaced. However, quantifying and monitoring these spikes is essential for long-term financial planning, including establishing dedicated reserves. In addition, a robust risk framework will ensure that high-criticality assets receive proper and timely lifecycle intervention, including replacements.

Tables summarizing the projected lifecycle activities (rehabilitation and replacements) that may be undertaken in the next 10 years to support current levels of service can be found in Appendix B – 10-Year Capital Requirements.



## 11.6 Risk Analysis

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

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

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

<b>1 - 4</b> <b>Very Low</b> \$6,181,000 (66%)	<b>5 - 7</b> <b>Low</b> \$3,148,000 (34%)	<b>8 - 9</b> <b>Moderate</b> - (0%)	<b>10 - 14</b> <b>High</b> - (0%)	<b>15 - 25</b> <b>Very High</b> - (0%)
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Figure 69 Risk Matrix: Fleet

## 11.7 Levels of Service

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

### 11.7.1 Community Levels of Service

Service Attribute	Qualitative Description	Current LOS (2023)
Scope	Description or images of the types of vehicles that the municipality operates and the services that they help to provide to the community	Fire vehicles include water tankers, pumpers, service and rescue trucks, ensuring readiness for emergency response.  Recreation vehicles include light duty vehicles such as pick-up trucks and mowers for services such as park maintenance.  Public Works vehicles, such as snowplows, sanders and pick-up trucks, are vital for ensuring safe road conditions and managing infrastructure during inclement weather and construction projects.

Service Attribute	Qualitative Description	Current LOS (2023)
Quality	Describe criteria for rehabilitation and replacement decisions and any related long-term forecasts	Replacement and repair activities are planned for and carried out as deficiencies are identified through routine and regulated inspections and assessments.

Table 41 Community Levels of Service: Fleet

### 11.7.2 Technical Levels of Service

Service Attribute	Technical Metric	Current LOS (2023)
Quality	Average condition of vehicles (e.g. very good, good, fair, poor, very poor)	66%
Performance	Average capital reinvestment rate	0%

Table 42 Technical Levels of Service: Fleet

## 12. Machinery & Equipment

The Municipality’s Machinery & Equipment portfolio supports a variety of services, including library, emergency response, public works, and recreation. The total current replacement cost of machinery and equipment is estimated at approximately \$10.5 million.

### 12.1 Inventory & Valuation

Table 43 summarizes the quantity and current replacement cost of the Municipality’s various machinery and equipment assets as managed in its primary asset management register, Citywide.

Segment	Quantity	Unit of Measure	Replacement Cost	Primary RC Method
Admin / Library	179	Assets	\$966,000	CPI
Emergency Response	285	Assets	\$1,468,000	CPI
IT/Computer	155	Assets	\$938,000	CPI
Public Works	8	Assets	\$399,000	CPI
Recreation & Parks	13	Assets	\$922,000	CPI
SCADA	1	Assets	\$259,000	CPI
Water/Wastewater	202	Assets	\$5,545,000	CPI
<b>TOTAL</b>			<b>\$10,497,000</b>	

Table 43 Detailed Asset Inventory: Machinery & Equipment

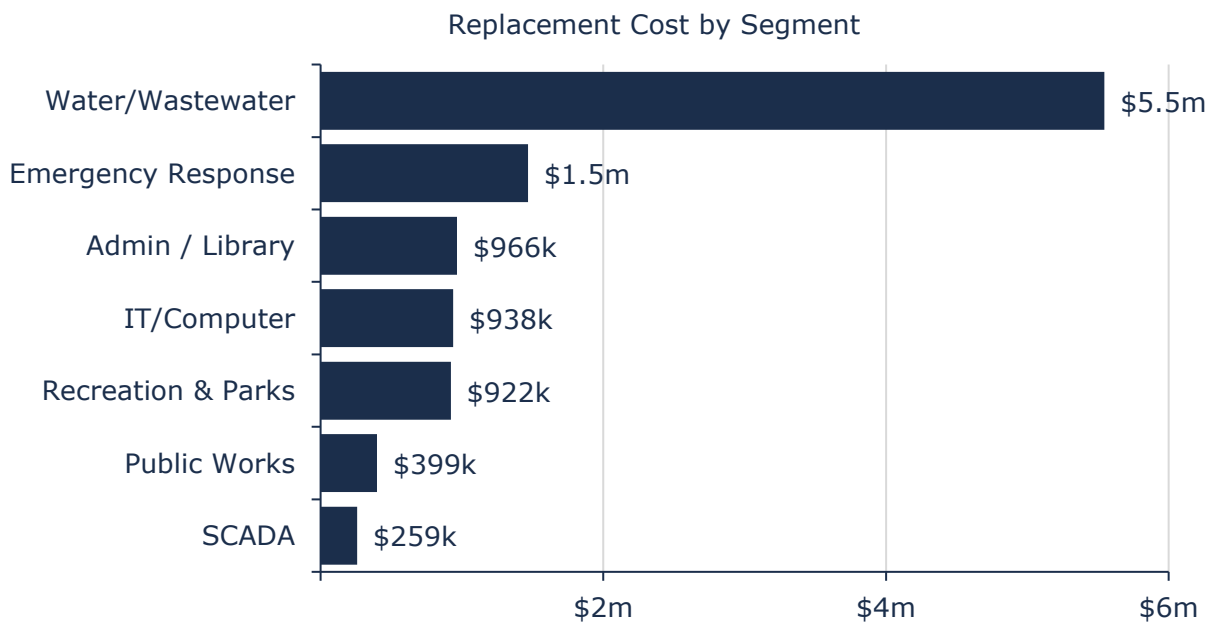


Figure 70 Portfolio Valuation: Machinery & Equipment

## 12.2 Asset Condition

Figure 71 summarizes the replacement cost-weighted condition of the Municipality’s machinery and equipment portfolio. Based partially on age data and partially on staff estimated conditions, 71% of assets are in fair or better condition; the remaining 29% are in poor or worse condition. These assets may be candidates for replacement in the short term; similarly, assets in fair condition may require rehabilitation or replacement in the medium term and should be monitored for further degradation in condition.

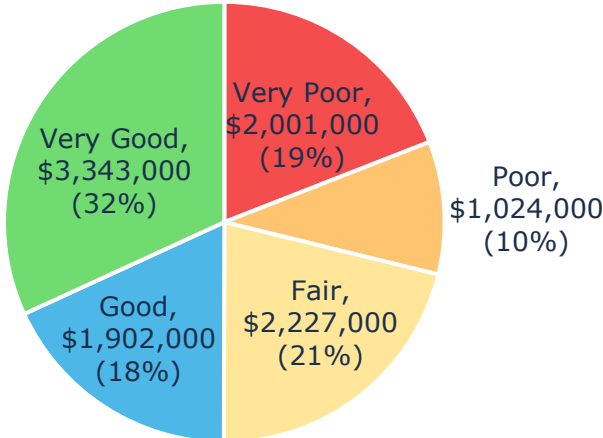


Figure 71 Asset Condition: Machinery & Equipment Overall

Figure 72 summarizes the age-based condition of machinery & equipment by each department. The majority of assets in public works, and recreation and parks are in very good condition. Whereas a significant portion of IT, emergency response, and admin are in very poor condition.

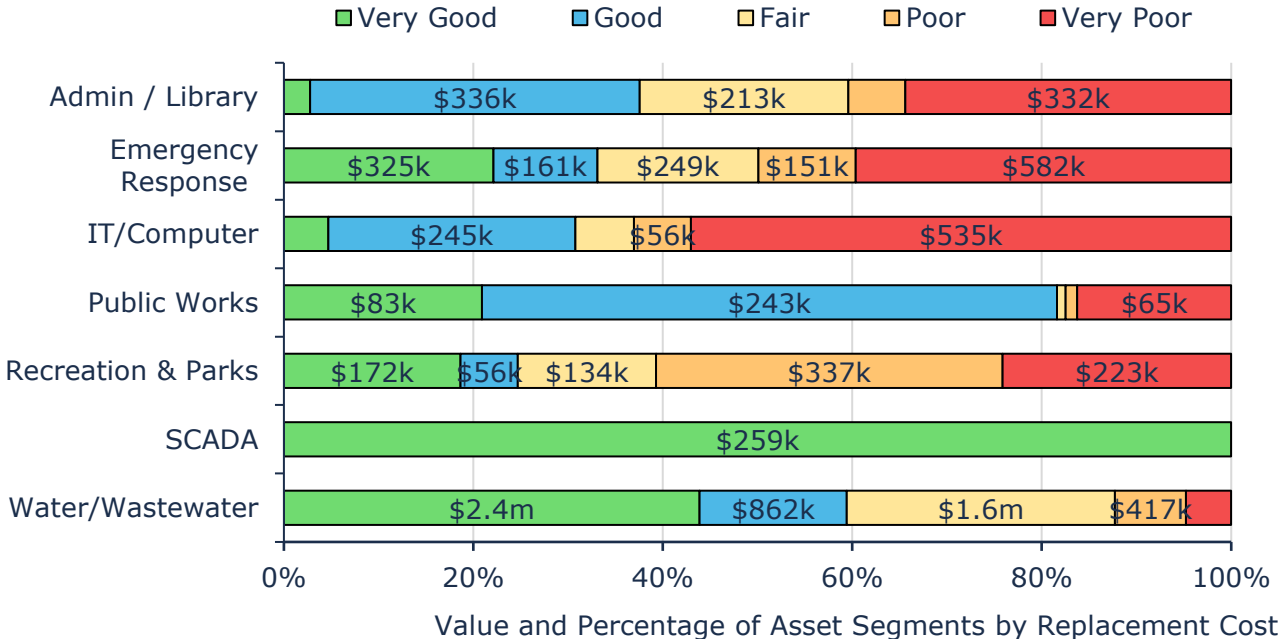


Figure 72 Asset Condition: Machinery & Equipment by Segment

## 12.3 Age Profile

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

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

Figure 73 illustrates the average current age of each asset type and its estimated useful life. Both values are weighted by the replacement cost of individual assets.

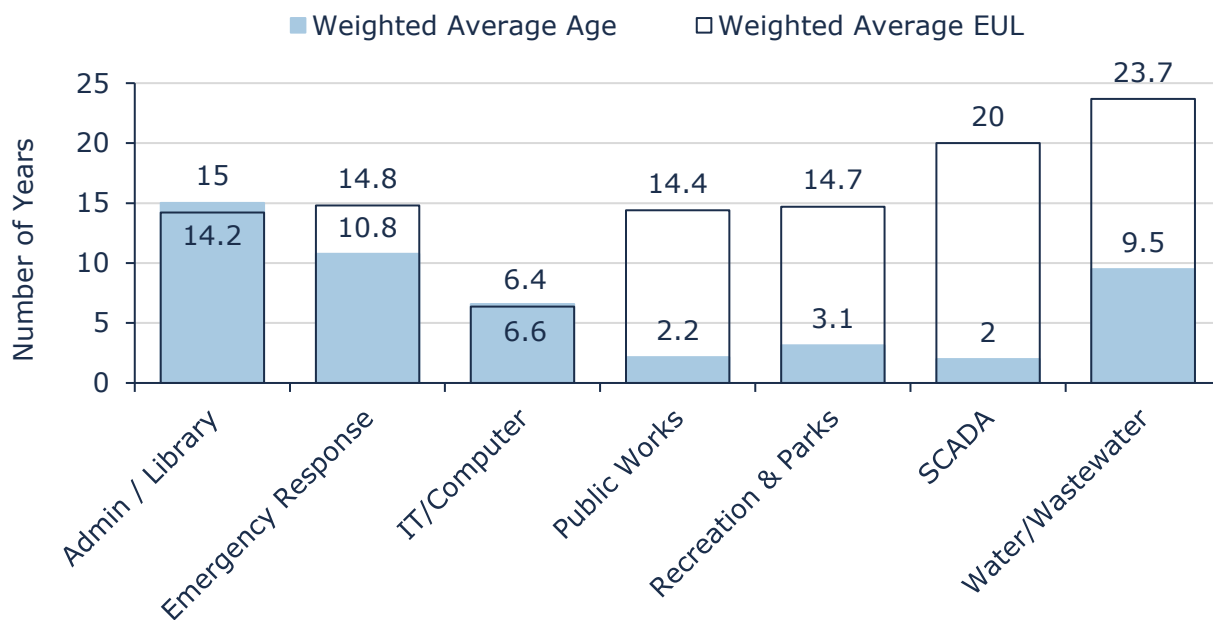


Figure 73 Estimated Useful Life vs. Asset Age: Machinery & Equipment

Age analysis reveals that, on average, public works, recreation and parks, and water/wastewater assets are in the earlier stages of their expected life. Admin/library, emergency response, and IT/computer are in the later stages of their expected life or have exceeded their expected life.

## 12.4 Current Approach to Lifecycle Management

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

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

Activity Type	Description of Current Strategy
Maintenance	Routine maintenance activities include inspections, cleaning, minor repairs, and changing of filters and oil etc. which are performed quarterly. Maintenance is triggered by visual inspections identifying issues such as unusual noises, leaking of oil etc.
Replacement	Rehabilitation measures include replacing parts & machinery as needed. Replacement is considered when an asset's condition has deteriorated significantly, and rehabilitation is no longer cost-effective. Assets with an expected service life nearing its end or those incurring frequent and costly repairs are prioritized for replacement or if machinery or equipment has been deemed as dangerous to operate.
Inspections	Assessments are performed annually by internal staff with assistance from an external mechanic. Inspections are conducted monthly depending on type of equipment. Refrigeration equipment is assessed annually during shut down, HVAC and furnaces are assessed twice a year with maintenance.

Table 44 Lifecycle Management Strategy: Machinery & Equipment

## 12.5 Forecasted Long-Term Replacement Needs

Figure 74 illustrates the cyclical short-, medium- and long-term infrastructure replacement requirements for the Municipality’s machinery and equipment portfolio. This analysis was run until 2098 to capture at least one iteration of replacement for the longest-lived asset in Citywide Assets, the Municipality’s primary asset management system and asset register. The Municipality’s average annual requirements (red dotted line) total \$723,000 for all machinery and equipment. Although actual spending may fluctuate substantially from year to year, this figure is a useful benchmark value for annual capital expenditure targets (or allocations to reserves) to ensure projects are not deferred and replacement needs are met as they arise.

Replacement needs are forecasted to fluctuate over the next 75-year projection period, peaking at approximately \$5 million every 20 years. These projections and estimates are based on asset replacement costs and age analysis. They are designed to provide a long-term, portfolio-level overview of capital needs and should be used to support improved financial planning over several decades.



Figure 74 Forecasted Capital Replacement Needs: Machinery & Equipment 2024-2073

Often, the magnitude of replacement needs is substantially higher than most municipalities can afford to fund. In addition, most assets may not need to be replaced. However, quantifying and monitoring these spikes is essential for long-term financial planning, including establishing dedicated reserves. In addition, a robust risk framework will ensure that high-criticality assets receive proper and timely lifecycle intervention, including replacements.

Tables summarizing the projected lifecycle activities (rehabilitation and replacements) that may be undertaken in the next 10 years to support current levels of service can be found in Appendix B – 10-Year Capital Requirements.

## 12.6 Risk Analysis

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

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

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

<p><b>1 - 4</b>  <b>Very Low</b>          \$7,204,000          (69%)</p>	<p><b>5 - 7</b>  <b>Low</b>          \$1,916,000          (18%)</p>	<p><b>8 - 9</b>  <b>Moderate</b>          \$723,000          (7%)</p>	<p><b>10 - 14</b>  <b>High</b>          \$256,000          (2%)</p>	<p><b>15 - 25</b>  <b>Very High</b>          \$401,000          (4%)</p>
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Figure 75 Risk Matrix: Machinery & Equipment



## 12.7 Levels of Service

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

### 12.7.1 Community Levels of Service

Service Attribute	Qualitative Description	Current LOS (2023)
Scope	Description or images of the types of machinery and equipment that the municipality operates and the services that they help to provide to the community	Fire is supported by equipment such as extrication equipment, SCBAs, and bunker suits. Water and Wastewater operations are supported by equipment such as generators, pumps, and monitoring systems. Administration, Libraries, and Recreation are supported by a variety of equipment.
Quality	Describe criteria for rehabilitation and replacement decisions and any related long-term forecasts	Replacement and repair activities are planned for and carried out as deficiencies are identified through routine inspections.

Table 45 Community Levels of Service: Machinery & Equipment

### 12.7.2 Technical Levels of Service

Service Attribute	Technical Metric	Current LOS (2023)
Quality	Average condition of equipment (e.g. very good, good, fair, poor, very poor)	Fair (58%)
Performance	% of machinery & equipment in good or very good condition	71%
	% of machinery & equipment in poor or very poor condition	29%

Table 46 Technical Levels of Service: Machinery & Equipment

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# Strategies

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Growth



Financial Strategies

## 13. Growth

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

### 13.1 The Nation Official Plan (March 2018)

The Nation Municipality's Official Plan outlines a vision for the future growth of the municipality and a set of policies to guide infrastructure development over the next 20 years, up to 2036. It aims to oversee and influence land use within the four villages of Embrun, The Nation, Limoges, and Marionville, as well as the Commercial Parks and the Industrial Park near Highway 417.

The Official Plan's objectives prioritize developing pedestrian-friendly villages that encourage community interaction and retain a distinct local identity through design and architecture. It aims to provide a variety of community services and facilities to meet the needs of each neighborhood and the Municipality as a whole. Additionally, the plan focuses on ensuring that residential and workspaces are in close proximity, particularly around the Commercial and Industrial Parks, to leverage local employment opportunities. High standards for architectural design are set across all types of buildings, promoting energy conservation and preserving significant historical structures.

The principles of growth within The Nation Municipality's official plan are focused on intensifying and directing development in a sustainable and efficient manner. The plan promotes intensification across all land use designations to optimize infrastructure use and reduce the Municipality's carbon footprint. It includes strategies like redevelopment of brownfield sites, infill development, and the expansion or conversion of existing buildings, aiming for a 15% target of all new residential units within the serviceable area of development. Compatibility with existing areas and infrastructure needs are key considerations, ensuring that new growth doesn't adversely impact current services or the character of existing areas.

Table 47 outlines the recorded population and total number of private dwellings for The Nation, from 1996 to 2021 according to Statistics Canada.

Year	1996	2001	2006	2011	2016	2021
<b>Population</b>	10,478	10,599	10,643	11,668	12,808	13,350
<b>Population Change</b>	N/A	1.2%	0.4%	9.4%	9.8%	4.2%
<b>Private Dwellings</b>	N/A	3,760	3,893	4,432	4,917	5,2590

Table 47 The Nations Population 1996-2021

According to the Official Plan, the population is projected to reach 23,830 by 2036. Current trends from the 2021 census suggest that the actual population may meet or potentially exceed these expectations.

## **13.2 Impact of Growth on Lifecycle Activities**

By July 1, 2025, the Municipality'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 Municipality'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 Municipality 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.

## 14. Financial Strategy

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### 14.1 Financial Strategy Overview

For an asset management plan to be effective and meaningful, it must be integrated with financial planning and long-term budgeting. The development of a comprehensive financial plan will allow The Nation Municipality 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. Debt
  - d. Development charges
3. Use of non-traditional sources of municipal funds:
  - a. Reallocated budgets
  - b. Partnerships
  - c. Procurement methods
4. Use of Senior Government Funds:
  - a. CCBF
  - b. Annual grants

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

If the financial plan component results in a funding shortfall, the Province requires the inclusion of a specific plan as to how the impact of the shortfall will be managed. In determining the legitimacy of a funding shortfall, the Province may evaluate a Municipality'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.

### 14.1.1 Annual Requirements & Capital Funding

#### Annual Requirements

The annual requirements represent the amount the Municipality 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 Municipality must allocate approximately \$7.6 million annually to address capital requirements for the assets included in this AMP.

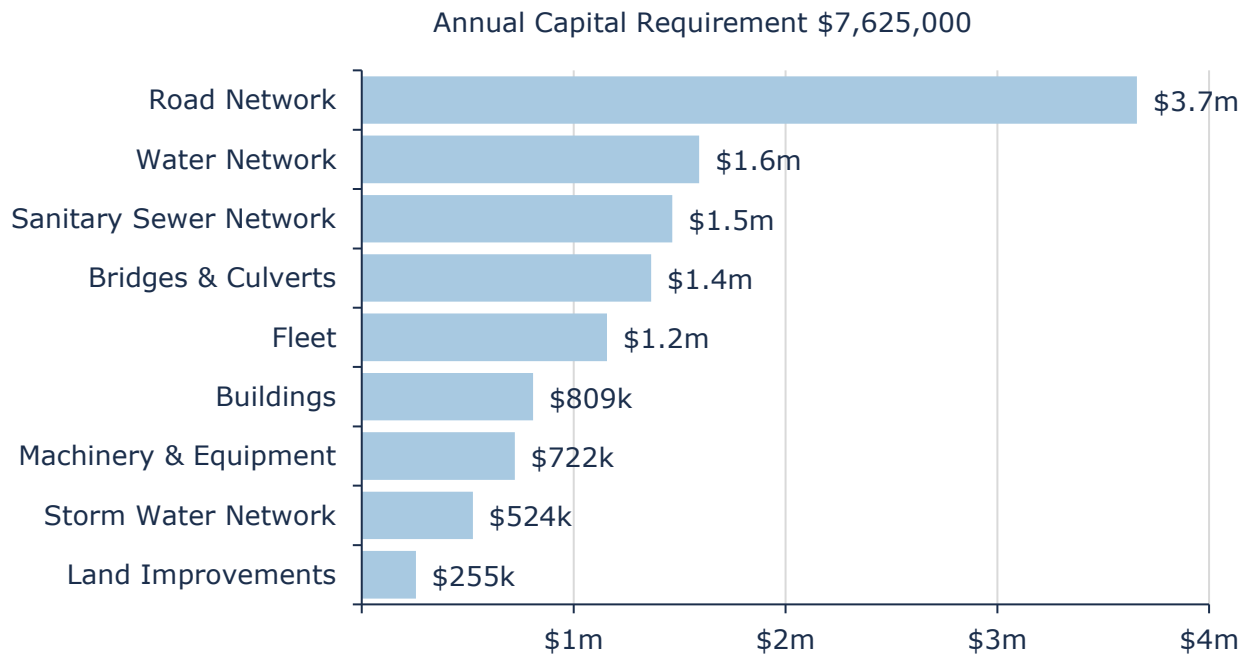


Figure 76 Average Annual Capital Requirements by Asset Category

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

However, for the Road Network, lifecycle management strategies have been developed to identify capital costs that are realized through strategic maintenance of the Municipality’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 two scenarios for the Road Network:

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

### Annual Funding Available

Based on a historical analysis of sustainable capital funding sources, the Municipality is committing approximately \$3.8 million towards capital projects per year. Given the annual capital requirement of \$7.6 million, there is currently a funding gap of \$3.8 million annually.

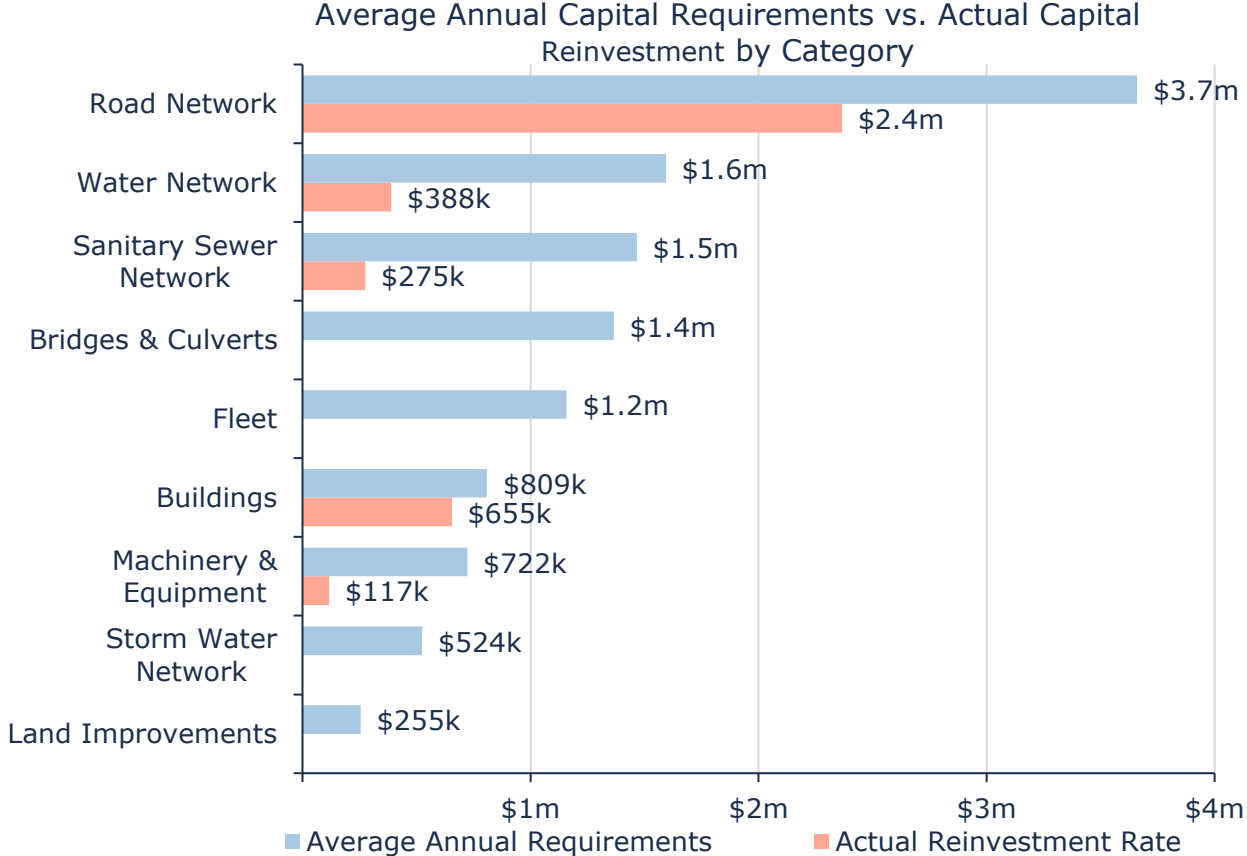


Figure 77 Annual Capital Requirements vs. Actual Reinvestment

### 14.2 Funding Objective

We have developed a scenario that would enable The Nation to achieve full funding within 1 to 20 years for the following assets:

- Tax Funded Assets:** Road Network, Stormwater Network, Bridges & Culverts, Buildings, Machinery & Equipment, Parks & Land Improvements, and Vehicles
- Rate-Funded Assets:** Water Network, Sanitary Sewer Network

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

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

## 14.3 Financial Profile: Tax Funded Assets

### 14.3.1 Current Funding Position

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

Asset Category	Avg. Annual Requirement	Annual Funding Available				
		Taxes	CCBF	OCIF	Total Available	Annual Deficit
Road Network	3,659,000	746,000	890,000	729,000	2,365,000	1,294,000
Bridges & Culverts	1,366,000	0	0	0	0	1,366,000
Stormwater Network	524,000	0	0	0	0	524,000
Buildings	809,000	655,000	0	0	0	154,000
Land Improvements	255,000	0	0	0	655,000	255,000
Machinery & Equipment	722,000	117,000	0	0	117,000	605,000
Fleet	1,158,000	0	0	0	0	1,158,000
<b>Total</b>	<b>8,493,000</b>	<b>1,517,000</b>	<b>890,000</b>	<b>729,000</b>	<b>3,137,000</b>	<b>5,356,000</b>

Table 48 Annual Funding Available for Tax Funded Assets

The average annual investment requirement for the above categories is \$8.5 million. Annual revenue currently allocated to these assets for capital purposes is \$3.1 million, leaving an annual deficit of \$5.4 million. Put differently, these infrastructure categories are currently funded at 37% of their long-term requirements.

### 14.3.2 Full Funding Requirements

In 2023, The Nation Municipality budgeted annual tax revenues of \$13.06 million. As illustrated in the following table, without consideration of any other sources of revenue or cost containment strategies, full funding would require the following tax change over time:



Asset Category	Tax Change Required for Full Funding
Road Network	9.9%
Bridges & Culverts	10.5%
Stormwater Network	4.0%
Buildings	1.2%
Land Improvements	2.0%
Fleet	8.9%
Machinery & Equipment	4.6%
<b>Total</b>	<b>41%</b>

Table 49 Full Funding Tax Increases for Tax Funded Categories

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

- a) The Nations debt payments for these asset categories will be decreasing by \$42,000 over the next 5 years, \$108,000 over the next 10 years, \$194,000 over the next 15 years, and \$384,000 over the next 20 years.

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

Tax Increases Without Capturing Changes				
	5 Years	10 Years	15 Years	20 Years
Infrastructure Deficit	5,356,000	5,356,000	5,356,000	5,356,000
Change in Debt Costs	N/A	N/A	N/A	N/A
<b>Resulting Infrastructure Deficit:</b>	<b>5,356,000</b>	<b>5,356,000</b>	<b>5,356,000</b>	<b>5,356,000</b>
Tax Increase Required	40.1%	40.1%	40.1%	40.1%
<b>Annually:</b>	<b>7.1%</b>	<b>3.5%</b>	<b>2.3%</b>	<b>1.7%</b>

Table 50 Annual Tax Increase Requirements without Debt Reallocation

<b>Tax Increases With Capturing Changes</b>				
	<b>5 Years</b>	<b>10 Years</b>	<b>15 Years</b>	<b>20 Years</b>
Infrastructure Deficit	5,356,000	5,356,000	5,356,000	5,356,000
Change in Debt Costs	<b>-42,000</b>	<b>-108,000</b>	<b>-194,000</b>	<b>-384,000</b>
<b>Resulting Infrastructure Deficit:</b>	<b>5,314,000</b>	<b>5,248,000</b>	<b>5,162,000</b>	<b>4,972,000</b>
Tax Increase Required	40.1%	40.1%	40.1%	40.1%
<b>Annually:</b>	<b>7.1%</b>	<b>3.4%</b>	<b>2.2%</b>	<b>1.6%</b>

Table 51 Annual Tax Increase Requirements with Debt Reallocation

### 14.3.3 Financial Strategy Recommendations

Considering all the above information, we recommend the 15-year option. This involves full funding being achieved over 15 years by:

1. Reallocating the debt cost reductions of \$194,000 to the infrastructure deficit as outlined above.
2. Increasing tax revenues by 2.2% each year for the next 15 years solely for the purposes of phasing in full funding to the tax funded assets
3. Increasing existing and future infrastructure budget by the applicable inflation index on an annual basis in addition to the deficit phase in.
4. Reallocating appropriate revenue from categories in a surplus position to those in a deficit position.

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<sup>7</sup>.
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. Although the strategy provided, and the recommendations made in this plan aim to reduce the need for debt and reallocated current debt payments to address the current deficit. It is notable that the likelihood of any municipality to take on more debt in the future is high.

<sup>7</sup> The Municipality should take advantage of all available grant funding programs and transfers from other levels of government. While OCIF has historically been considered a sustainable source of funding, the program is currently undergoing review by the provincial government. Depending on the outcome of this review, there may be changes that impact its availability.

Although this option achieves full funding on an annual basis in 15 years and provides financial sustainability over the period modeled, the recommendations do require prioritizing capital projects to fit the resulting annual funding available. Current data shows a pent-up investment demand of \$3.3 million for the Road Network, \$1.1 million for Bridges & Culverts, \$1.7 million for Machinery & Equipment, and \$2.2 million for Vehicles.

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

## 14.4 Financial Profile: Rate Funded Assets

### 14.4.1 Current Funding Position

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

Asset Category	Avg. Annual Requirement	Annual Funding Available				Annual Deficit
		Rates	CCBF	OCIF	Total Available	
Water Network	1,593,000	388,000	0	0	388,000	1,205,000
Sanitary Sewer Network	1,466,000	275,000	0	0	275,000	1,192,000
<b>Total</b>	<b>3,060,000</b>	<b>663,000</b>	<b>0</b>	<b>0</b>	<b>663,000</b>	<b>2,397,000</b>

Table 52 Annual Funding Available for Rate Funded Assets

The average annual investment requirement for the above categories is \$3.1 million. Annual revenue currently allocated to these assets for capital purposes is \$663,000 leaving an annual deficit of \$2.4 million. Put differently, these infrastructure categories are currently funded at 22% of their long-term requirements.

### 14.4.2 Full Funding Requirements

In 2023, The Nation budgeted annual water revenues of \$1.3 million and annual sanitary revenues of \$1.0 million. As illustrated in the table below, without consideration of any other sources of revenue, full funding would require the following changes over time:

Asset Category	Rate Change Required for Full Funding
Water Network	92.6%
Sanitary Sewer Network	115.7%

Table 53 Full Funding Rate Increases for Rate Funded Categories

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

<b>Water Network Rate Increases</b>				
	<b>5 Years</b>	<b>10 Years</b>	<b>15 Years</b>	<b>20 Years</b>
Infrastructure Deficit	1,205,000	1,205,000	1,205,000	1,205,000
Decrease in Debt Payments	<b>0</b>	<b>-141,000</b>	<b>-141,000</b>	<b>-141,000</b>
<b>Resulting Infrastructure Deficit:</b>	<b>1,205,000</b>	<b>1,064,000</b>	<b>1,064,000</b>	<b>1,064,000</b>
Rate Increase Required	92.6%	92.6%	92.6%	92.6%
<b>Annually:</b>	<b>14.0%</b>	<b>6.2%</b>	<b>4.1%</b>	<b>3.0%</b>

Table 54 Annual Rate Increase Requirements: Water Network

<b>Sanitary Sewer Network Rate Increases</b>				
	<b>5 Years</b>	<b>10 Years</b>	<b>15 Years</b>	<b>20 Years</b>
Infrastructure Deficit	1,192,000	1,192,000	1,192,000	1,192,000
Decrease in Debt Payments	0	0	0	0
<b>Resulting Infrastructure Deficit:</b>	<b>1,192,000</b>	<b>1,192,000</b>	<b>1,192,000</b>	<b>1,192,000</b>
Rate Increase Required	115.7%	115.7%	115.7%	115.7%
<b>Annually:</b>	<b>16.6%</b>	<b>8.0%</b>	<b>5.3%</b>	<b>3.9%</b>

Table 55 Annual Rate Increase Requirements: Sanitary Sewer Network

### 14.4.3 Financial Strategy Recommendations

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

- When realized, reallocating the debt cost reductions of \$141,000 for water services to the applicable infrastructure deficit.
- increasing rate revenues by 3.0% for water services and 3.9% for sanitary services each year for the next 20 years solely for the purpose of phasing in full funding to the rate funded assets.
- increasing existing and future infrastructure budgets by the applicable inflation index on an annual basis in addition to the deficit phase-in.

Notes:

1. As in the past, periodic senior government infrastructure funding will most likely be available during the phase-in period. This periodic funding should not be incorporated into an AMP unless there are firm commitments in place.
2. We realize that raising rate revenues for infrastructure purposes will be very difficult to do. However, considering a longer phase-in window may have even greater consequences in terms of infrastructure failure.
3. Any increase in rates required for operations would be in addition to the above recommendations.

Although this option achieves full funding on an annual basis in 20 years and provides financial sustainability over the period modeled, the recommendations do require prioritizing capital projects to fit the resulting annual funding available.

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.

## 14.5 Use of Debt

Debt can be strategically utilized as a funding source within the long-term financial plan. The benefits of leveraging debt for infrastructure planning include:

- a) the ability to stabilize tax & user rates when dealing with variable and sometimes uncontrollable factors
- b) equitable distribution of the cost/benefits of infrastructure over its useful life
- c) a secure source of funding
- d) flexibility in cash flow management

Debt management policies and procedures with limitations and monitoring practices should be considered when reviewing debt as a funding option. In efforts to mitigate increasing commodity prices and inflation, interest rates have been rising. Sustainable funding models that include debt need to incorporate the now current realized risk of rising interest rates. The following graph shows the historical changes to the lending rates:

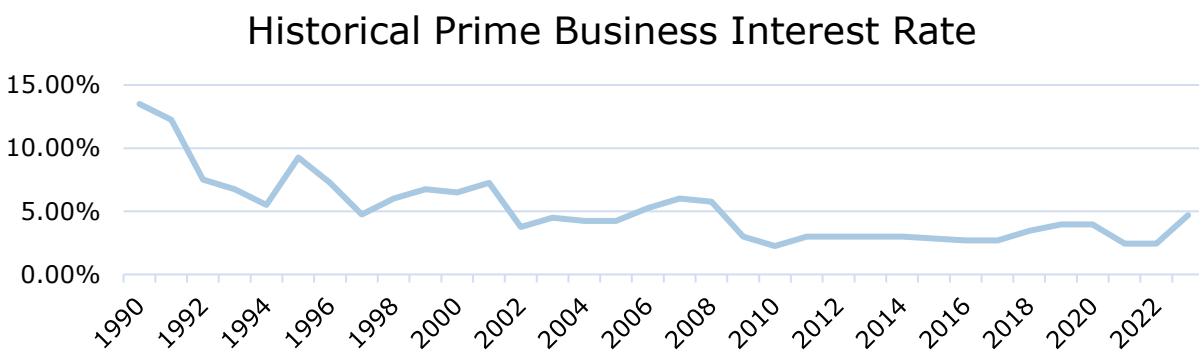


Table 56 Historical Prime Rates

A change in 15-year rates from 5% to 7% would change the premium from 45% to 65%. Such a change would have a significant impact on a financial plan.

For reference purposes, the following table outlines the premium paid on a project if financed by debt. For example, a \$1 million project financed at 3.0%<sup>8</sup> over 15 years would result in a 26% premium or \$260,000 of increased costs due to interest payments. For simplicity, the table does not 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%

Table 57 Insurance Premiums Paid

The following tables outline how The Nation has historically used debt for investing in the asset categories as listed. There is currently \$14.8 million of debt outstanding for the assets covered by this AMP with corresponding principal and interest payments of \$1.3 million, well within its provincially prescribed maximum of \$2.46 million. For the purposes of this AMP, only those debts that are funded through property tax and user rate revenues are included. Further the options outlined in the plans allow the Nation to fully fund its long-term infrastructure requirement without further use of debt.

<sup>8</sup> Current municipal Infrastructure Ontario rates for 15-year money is 4.03%.

Asset Category	Current Debt Outstanding	Use of Debt in the Last Five Years				
		2019	2020	2021	2022	2023
Road Network	0	0	0	0	0	0
Bridges & Culverts	0	0	0	0	0	0
Stormwater Network	0	0	0	0	0	0
Buildings	13,876,000	2,900,000	0	0	0	10,230,000
Land Improvements	0	0	0	0	0	0
Fleet	41,000	0	0	0	0	0
Machinery & Equipment	0	0	0	0	0	0
<b>Total Tax Funded:</b>	<b>1,720,000</b>	<b>2,900,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,230,000</b>
Water Network	885,000	0	0	0	0	0
Sanitary Sewer Network	0	0	0	0	0	0
<b>Total Rate Funded:</b>	<b>14,800,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Table 58 Use of Debt 2019-2023

Asset Category	Principal & Interest Payments in the Next Ten Years						
	2023	2024	2025	2026	2027	2028	2033
Road Network	0	0	0	0	0	0	0
Bridges & Culverts	0	0	0	0	0	0	0
Stormwater Network	0	0	0	0	0	0	0
Buildings	1,121,000	1,121,000	1,121,000	1,121,000	1,121,000	1,121,000	1,054,000
Land Improvements	0	0	0	0	0	0	0
Fleet	42,000	0	0	0	0	0	0
Machinery & Equipment	0	0	0	0	0	0	0
<b>Total Tax Funded:</b>	<b>1,162,000</b>	<b>1,121,000</b>	<b>1,121,000</b>	<b>1,121,000</b>	<b>1,121,000</b>	<b>1,121,000</b>	<b>1,054,000</b>
Water Network	141,000	141,000	141,000	141,000	141,000	141,000	0
Sanitary Sewer Network	0	0	0	0	0	0	0
<b>Total Rate Funded:</b>	<b>141,000</b>	<b>141,000</b>	<b>141,000</b>	<b>141,000</b>	<b>141,000</b>	<b>141,000</b>	<b>0</b>

Table 59 Summary of Principal and Interest Payments

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

## 14.6 Use of Reserves

### 14.6.1 Available Reserves

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

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

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



Asset Category	Balance at December 31, 2023
Road Network	0
Bridges & Culverts	0
Stormwater Network	202,000
Buildings	1,692,718
Land Improvements	0
Fleet	838,631
Machinery & Equipment	402,001
<b>Total Tax Funded:</b>	<b>3,135,350</b>
Water Network	3,673,690
Sanitary Sewer Network	918,126
<b>Total Rate Funded:</b>	<b>4,591,816</b>

Table 60 Current Reserves Balances

There is considerable debate in the municipal sector as to the appropriate level of reserves that a Municipality should have on hand. There is no clear guideline that has gained wide acceptance. Factors that municipalities should take into account when determining their capital reserve requirements include:

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

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

### 14.6.2 Recommendation

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

## 15. Recommendations and Key Considerations

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### 15.1.1 Financial Strategies

- Review feasibility of adopting a full-funding scenario that achieves 100% of average annual requirements for the asset categories analyzed in this AMP. This involves:
- implementation of a 2.2% annual tax increase over a 15-year phase in period and allocating the full increase in revenue toward these asset categories.
- reallocating appropriate revenue from categories in a surplus position to those in a deficit position.
- continued use and allocation of OCIF and CCBF funding
- using risk frameworks and staff judgement to prioritize projects, particularly to aid in elimination of existing infrastructure backlogs;

Although difficult to capture, inflation costs, supply chain issues, and fluctuations in commodity prices will also influence funding needs and true cost of capital expenditures. The above recommendations do not include inflation, which may further escalate recommended tax increases to achieve full funding.

### 15.1.2 Data Management and Governance

- Codify roles and responsibilities for regular upkeep and maintenance of asset register (Citywide), asset datasets, and asset management plans. A data management and governance strategy may also be warranted to support long-term asset management initiatives. We note that effective data management and governance may also require additional and dedicated resources.
- Ensure critical asset data, such as condition and attribute data, is shared with asset management lead so that it is regularly integrated with asset register.
- Conduct semi-annual data audit or data gap analysis of inventory to evaluate for completeness, currency, accuracy, and validity.

### 15.1.3 Better Asset Management Through Better Asset Data

- Componentize buildings and facilities data using Uniformat II Code standard for building classifications. This can be accomplished during building condition assessments. PSD-provided data templates can be submitted to external consultants for efficient data input, and upload in Citywide
- Continuously develop, review, refine, and calibrate lifecycle and risk profiles created to better reflect actual practices and improve capital projections. In particular:

- the timing of various lifecycle events, the triggers for treatment, anticipated impacts of each treatment, and costs;
- the various attributes used to estimate the likelihood and consequence of asset failures, and their respective weightings.
- Periodically update replacement costs based on recent projects, invoices, or estimates, as well as condition assessments, or any other technical reports and studies. However, material and labour costs can fluctuate due to local, regional, and broader market trends, and substantially so during major world events. As a result, accurately estimating the replacement cost of like-for-like assets can be challenging. Ideally, several recent projects over multiple years should be used. Staff judgement and historical data can help attenuate extreme and temporary fluctuations in cost estimates and keep them realistic.
- Specifically, review replacement costs for both the Buildings and Fleet assets where at the time of this report replacement costs are known to be undervalued. Consider commissioning a formal assessment on all building and facilities to provide more accurate replacement and condition values.
- Develop condition assessment protocols that can be implemented and repeated easily by staff. Consistent updates to condition assessment will allow for better understanding of asset performance and quantifying the condition.
- The useful life of assets established for financial reporting purposes in compliance with PSAB 3150 can differ from an asset's actual performance. Although Citywide allows users to create separate, segregated EULs as inputs for asset management-related reporting, the Municipality's TCA policy may require updates to better reflect an asset's true serviceable life.

#### **15.1.4 Lifecycle Planning**

- Consider dedicated capital funding for condition assessment programs, particularly for high-criticality assets across all asset categories. Condition data is integral in estimating accurate annual needs and refining estimates for infrastructure backlogs.
- Criticality should account for not only an asset's financial value or replacement cost, but also its role in delivering essential services, supporting the local economy, and providing a high quality of life to residents.
- Evaluate lifecycle events, timing, and costs on a regular basis and update lifecycle models in Citywide to reflect necessary changes.
- Componentization of buildings will be critical in accurately forecasting requirements for major elements and components.

### **15.1.5 Risk and Levels of Service**

- Risk models and matrices can play an important role in identifying high-value assets, and developing an action plan which may include repair, rehabilitation, replacement, or further evaluation through condition assessments. As a result, project selection and the development of multi-year capital plans can become more strategic and objective. Initial models have been built into Citywide for all asset groups. As the data evolves and new attribute information is obtained, these models should also be refined and updated.
- Dedicated efforts should be made to collect and integrate asset attribute data related to climate change and infrastructure vulnerability. Many attributes can be used to develop an asset's climate change vulnerability profiles. This may include prior asset failure history due to extreme weather events, impacts of asset failures, and proximity to various water bodies to approximate flooding risk. This data should be used to continuously refine risk models in Citywide.
- As available, data on current performance should be centralized and tracked to support any calibration of service levels ahead of O. Reg's 2025 requirements on proposed levels of service.
- Staff should monitor evolving local, regional, and environmental trends to identify factors that may shape the demand and delivery of infrastructure programs. These can include population growth, and the nature of population growth; climate change and extreme weather events; and economic conditions and the local tax base. This data can also be used to revise service level targets.

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# Appendices

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Appendix A – Infrastructure Report Card

Appendix B – 10-Year Capital Requirements

Appendix C – Level of Service Images

## Appendix A – Infrastructure Report Card

Asset Category	Replacement Cost	Asset Condition	Financial Capacity	
Road Network	\$73,500,000	Fair (48%)	Annual Requirement:	\$3,659,000
			Funding Available:	\$2,365,000
			<b>Annual Deficit:</b>	<b>\$1,294,000</b>
Bridges & Culverts	\$80,000,000	Good (69%)	Annual Requirement:	\$1,366,000
			Funding Available:	-
			<b>Annual Deficit:</b>	<b>\$1,366,000</b>
Water Network	\$81,600,000	Good (63%)	Annual Requirement:	\$1,593,000
			Funding Available:	\$388,000
			<b>Annual Deficit:</b>	<b>\$1,205,000</b>
Sanitary Sewer Network	\$89,200,000	Good (63%)	Annual Requirement:	\$1,466,000
			Funding Available:	\$275,000
			<b>Annual Deficit:</b>	<b>\$1,192,000</b>
Storm Water Network	\$26,100,000	Fair (54%)	Annual Requirement:	\$524,000
			Funding Available:	-
			<b>Annual Deficit:</b>	<b>\$524,000</b>
Buildings	\$35,000,000	Good (79%)	Annual Requirement:	\$809,000
			Funding Available:	\$655,000
			<b>Annual Deficit:</b>	<b>\$154,000</b>
Land Improvements	\$4,600,000	Fair (45%)	Annual Requirement:	\$255,000
			Funding Available:	-
			<b>Annual Deficit:</b>	<b>\$255,000</b>
Fleet	\$10,400,000	Fair (43%)	Annual Requirement:	\$1,158,000
			Funding Available:	-
			<b>Annual Deficit:</b>	<b>\$1,158,000</b>
Machinery & Equipment	\$10,500,000	Fair (58%)	Annual Requirement:	\$722,000
			Funding Available:	\$117,000
			<b>Annual Deficit:</b>	<b>\$605,000</b>
Overall	\$410,800,000	Good (61%)	Annual Requirement:	\$11,553,000
			Funding Available:	\$3,800,000
			<b>Annual Deficit:</b>	<b>\$7,753,000</b>

## **Appendix B – 10-Year Capital Requirements**

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The tables below summarize the projected cost of lifecycle activities (rehabilitation and replacements) that may be undertaken over the next 10 years to support current levels of service.

These projections are generated in Citywide and rely on the data available in the asset register. Assessed condition data and replacement costs were used to assist in forecasting replacement needs for roads. For all remaining assets, only age was used to determine forthcoming replacement needs.

The projections can be different from actual capital forecasts. Consistent data updates, particularly condition, replacement costs, and regular upkeep of lifecycle models, will improve the alignment between the system generated expenditure requirements, and the Municipality's capital expenditure forecasts.

## Road Network

Segment	Back-log	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Curb	-	-	-	-	-	-	-	-	-	-	-
Guide Rails	\$31k	\$97k	\$80k	\$30k	\$46k	\$245k	\$146k	\$35k	\$73k	\$118k	\$30k
Paved Shoulders	-	\$208k	\$124k	\$111k	\$78k	\$169k	\$339k	-	-	-	-
Road Signs	\$43k	-	-	-	-	-	-	-	-	-	-
Road Surface Treatment	\$4.0m	\$7.3m	-	\$257k	-	-	\$6.5m	\$81k	\$26k	\$351k	-
Road Surface-Gravel	-	-	-	-	-	-	-	-	-	-	-
Road Surface-Hot Mix	\$1.7m	\$7.5m	\$2.1m	\$3.7m	\$4.6m	\$2.2m	\$1.6m	\$2.9m	\$1.4m	-	-
Road/Berm	-	-	-	-	-	-	-	-	-	-	-
Sidewalks	-	\$41k	\$1k	\$3k	\$19k	\$85k	\$61k	\$50k	\$78k	\$359k	\$475k
Street Lights	-	\$7k	\$1k	-	\$1k	\$6k	\$3k	\$6k	\$3k	-	\$1.1m
Traffic Signal	-	-	-	-	-	-	-	-	\$130k	-	-
<b>Total</b>	<b>\$5.7m</b>	<b>\$15.1m</b>	<b>\$2.3m</b>	<b>\$4.1m</b>	<b>\$4.8m</b>	<b>\$2.7m</b>	<b>\$8.7m</b>	<b>\$3.1m</b>	<b>\$1.7m</b>	<b>\$828k</b>	<b>\$1.6m</b>

Table 61 System Generated 10-Year Capital Replacement Forecast: Road Network



## Bridges & Culverts

Segment	Back-log	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Bridges	-	\$5k	\$5k	\$5k	\$5k	\$5k	\$5k	\$5k	\$5k	\$5k	\$5k
Culverts (under 3m)	-	\$1.1m	\$184k	\$270k	\$63k	\$150k	\$232k	\$125k	\$100k	\$230k	\$231k
Structural Culverts (over 3m)	-	\$205k	\$205k	\$205k	\$205k	\$192k	\$174k	\$174k	\$174k	\$102k	\$77k
<b>Total</b>	<b>-</b>	<b>\$1.4m</b>	<b>\$393k</b>	<b>\$480k</b>	<b>\$273k</b>	<b>\$346k</b>	<b>\$410k</b>	<b>\$303k</b>	<b>\$278k</b>	<b>\$336k</b>	<b>\$312k</b>

Table 62 System Generated 10-Year Capital Replacement Forecast: Bridges & Culverts

## Water Network

Segment	Back-log	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Buildings	-	-	-	-	-	-	-	-	-	-	-
Flowmeter	\$9k	\$8k	-	\$23k	\$14k	-	\$7k	\$9k	-	-	-
Hydrants	-	-	-	-	-	-	-	-	-	-	-
Meters	\$16k	-	-	-	-	\$1.6m	-	\$1.5m	\$1.6m	\$3.2m	\$529k
Reservoir	-	-	-	-	-	-	-	-	-	-	-
Tower	-	-	-	\$250k	-	-	-	-	-	-	-
Treatment	\$9k	\$8k	\$130k	\$151k	-	-	\$7k	\$14k	-	\$1.5m	\$14k
Valve Chambers and Manholes	-	-	-	-	-	-	-	-	-	-	-
Valves	-	-	-	-	-	-	-	-	-	-	-
Water Housing Connection	-	-	-	-	-	-	-	-	-	-	-
Watermains	-	-	-	-	-	-	-	-	-	-	-
Well	-	-	-	-	-	-	-	\$19k	-	-	-
<b>Total</b>	<b>\$34k</b>	<b>\$16k</b>	<b>\$130k</b>	<b>\$423k</b>	<b>\$14k</b>	<b>\$1.6m</b>	<b>\$14k</b>	<b>\$1.6m</b>	<b>\$1.6m</b>	<b>\$4.8m</b>	<b>\$542k</b>

Table 63 System Generated 10-Year Capital Replacement Forecast: Water Network

## Sanitary Sewer Network

Segment	Back-log	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Buildings	-	-	-	-	-	-	-	-	-	-	-
Collection	-	-	-	\$38k	-	\$19k	-	-	-	-	-
Electrical System	-	\$301k	-	-	-	\$90k	-	\$38k	\$193k	-	\$188k
Forcemain	-	-	-	-	-	-	-	-	-	-	-
House Sewer Connection	-	-	-	-	-	-	-	-	-	-	-
Lagoon	-	-	-	-	-	-	-	-	-	-	-
Manholes	-	-	-	-	-	-	-	-	-	-	\$1.1m
Monitoring	-	\$377k	-	-	-	-	-	\$1.4m	-	-	-
Pumping Station	\$603k	\$5k	-	-	-	\$5k	\$35k	-	\$8k	\$42k	\$128k
Scada	-	\$90k	-	-	-	-	-	-	\$27k	\$377k	-
Septic Field	-	-	-	-	\$753k	\$301k	-	-	-	-	-
Sewer mains	-	-	-	-	-	-	-	-	-	-	-
Treatment	-	-	-	-	-	-	-	\$20k	-	-	-
<b>Total</b>	<b>\$603k</b>	<b>\$773k</b>	<b>-</b>	<b>\$38k</b>	<b>\$753k</b>	<b>\$416k</b>	<b>\$35k</b>	<b>\$1.4m</b>	<b>\$227k</b>	<b>\$419k</b>	<b>\$1.4m</b>

Table 64 System Generated 10-Year Capital Replacement Forecast: Sanitary Sewer Network

## Stormwater Network

Segment	Back-log	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Catch Basins	\$32k	-	-	-	-	-	-	-	-	-	-
Manholes	\$61k	-	-	-	-	-	-	-	-	-	-
Storm Sewer Mains	\$250k	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$343k</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

Table 65 System Generated 10-Year Capital Replacement Forecast: Stormwater Network

## Buildings

Segment	Back-log	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Administration	-	-	-	-	-	-	-	-	-	-	-
Protection Services	-	-	-	-	-	-	-	\$12k	-	-	\$11k
Recreation & Cultural Services	\$121k	\$34k	\$14k	-	\$14k	-	\$59k	\$19k	\$119k	-	\$806k
Transportation Services	\$508k	-	-	-	-	-	\$7k	-	-	-	-
<b>Total</b>	<b>\$628k</b>	<b>\$34k</b>	<b>\$14k</b>	<b>-</b>	<b>\$14k</b>	<b>-</b>	<b>\$66k</b>	<b>\$31k</b>	<b>\$119k</b>	<b>-</b>	<b>\$816k</b>

Table 66 System Generated 10-Year Capital Replacement Forecast: Buildings

Note: These projections are generated in Citywide and rely on the data available in the asset register. Buildings often contain thousands of assets, each with its own estimated useful life. Currently, however, as the Municipality's buildings are not fully componentized, there are only 609 assets in the register. Over time, with improved and effective componentization, the alignment between the system generated expenditure requirements, and the Municipality's capital expenditure forecasts will also increase.

## Land Improvements

Segment	Back-log	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Fencing & Lighting	\$123k	-	-	\$8k	-	-	\$14k	\$507k	-	-	-
Fields & Courts	\$226k	\$181k	-	-	-	-	-	\$98k	-	-	-
Parks & Playgrounds	\$511k	\$21k	\$35k	-	-	\$57k	\$13k	\$317k	\$22k	-	\$30k
Pavement	\$2k	-	-	-	-	-	-	\$56k	\$3k	-	-
Towers	-	-	-	-	-	-	-	-	\$58k	-	-
<b>Total</b>	<b>\$862k</b>	<b>\$202k</b>	<b>\$35k</b>	<b>\$8k</b>	<b>-</b>	<b>\$57k</b>	<b>\$27k</b>	<b>\$978k</b>	<b>\$83k</b>	<b>-</b>	<b>\$30k</b>

Table 67 System Generated 10-Year Capital Replacement Forecast: Land Improvements

## Fleet

Segment	Back-log	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Heavy Equipment	\$326k	-	-	\$622k	-	\$1.4m	\$609k	-	-	-	\$959k
Light Duty	\$407k	-	\$51k	\$29k	\$48k	\$124k	\$153k	\$59k	\$328k	\$208k	\$7k
Medium Duty	\$356k	\$38k	\$64k	\$125k	-	\$31k	-	\$212k	\$394k	\$64k	\$125k
Rescue	\$2.7m	-	-	\$72k	-	-	\$294k	-	\$2.7m	-	\$671k
<b>Total</b>	<b>\$3.8m</b>	<b>\$38k</b>	<b>\$115k</b>	<b>\$849k</b>	<b>\$48k</b>	<b>\$1.5m</b>	<b>\$1.1m</b>	<b>\$271k</b>	<b>\$3.5m</b>	<b>\$272k</b>	<b>\$1.8m</b>

Table 68 System Generated 10-Year Capital Replacement Forecast: Fleet

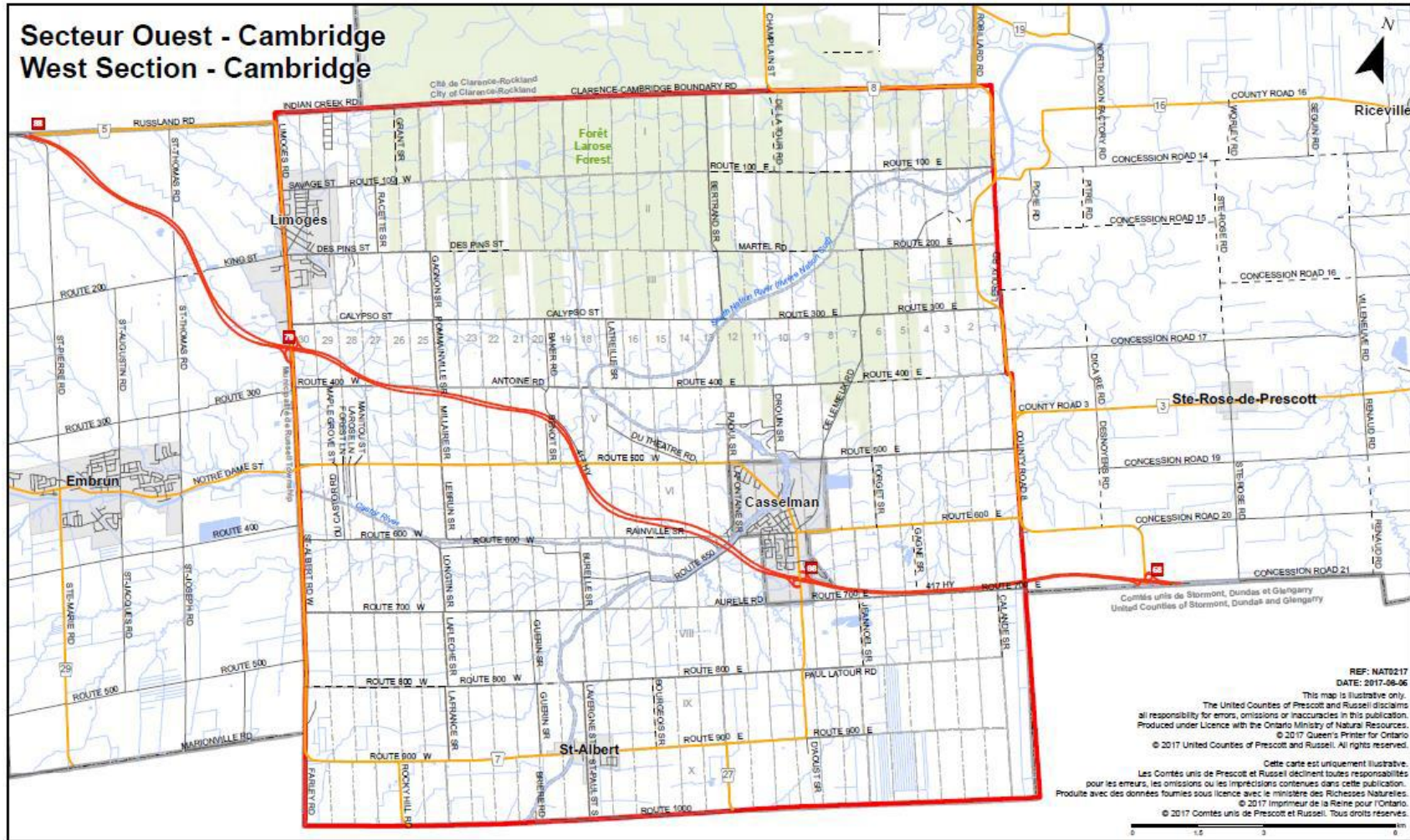
## Machinery & Equipment

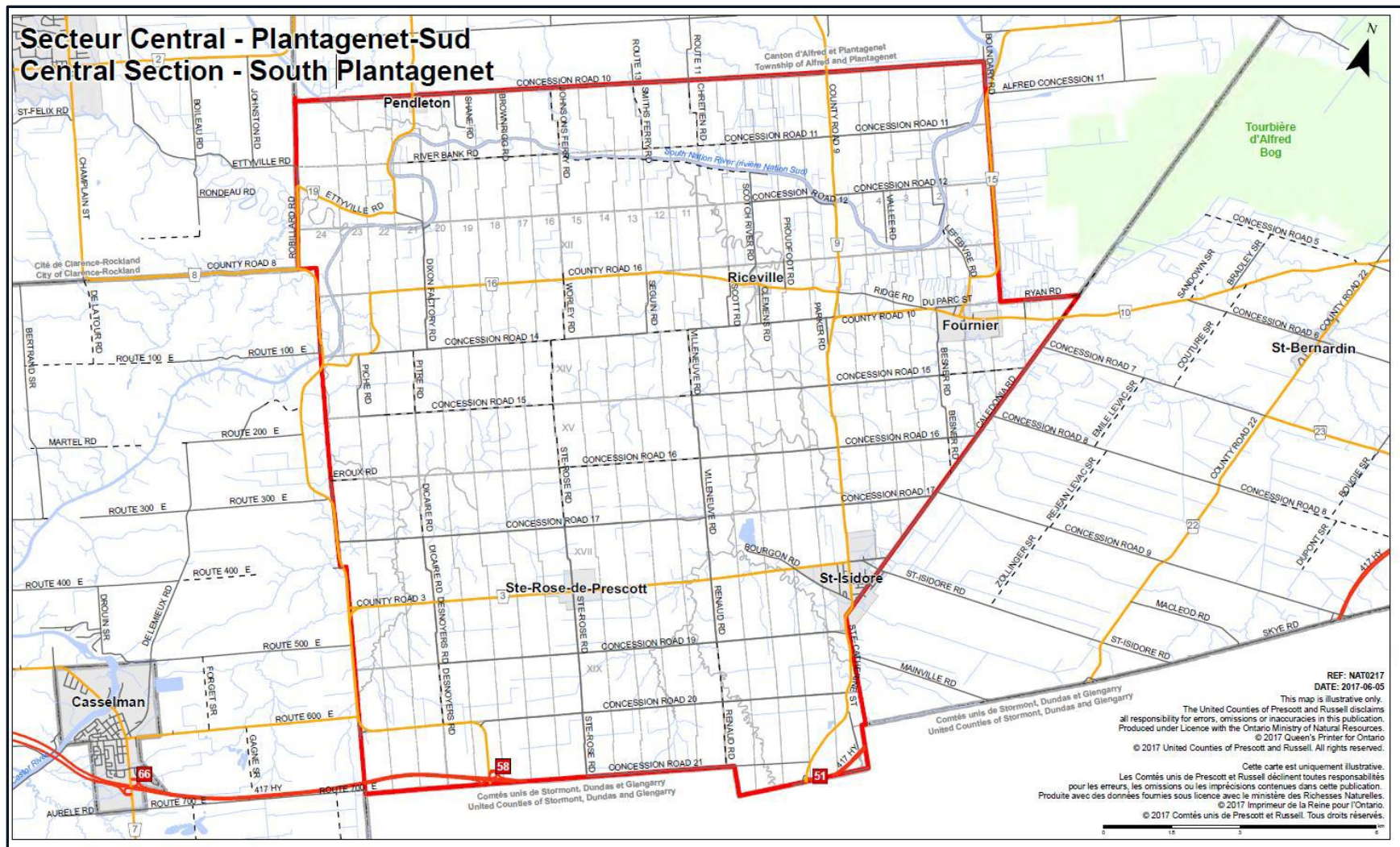
Segment	Back-log	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Admin / Library	\$198k	\$95k	\$27k	\$20k	\$54k	\$32k	\$203k	\$18k	\$69k	\$13k	-
Emergency Response	\$505k	\$5k	\$64k	\$88k	\$48k	\$85k	\$46k	\$41k	\$62k	\$74k	\$55k
IT/Computer	\$408k	\$57k	\$160k	\$58k	\$80k	\$220k	\$74k	\$359k	\$85k	\$200k	\$119k
Public Works	\$65k	-	-	\$6k	\$8k	-	\$4k	\$12k	\$3k	\$9k	\$27k
Recreation & Parks	\$207k	\$15k	-	-	\$5k	\$16k	\$33k	\$332k	\$4k	-	\$22k
SCADA	-	-	-	-	-	-	-	-	-	-	-
Water/Wastewater	\$49k	\$90k	-	\$10k	\$28k	\$23k	\$41k	\$264k	-	\$121k	\$11k
<b>Total</b>	<b>\$1.4m</b>	<b>\$263k</b>	<b>\$251k</b>	<b>\$182k</b>	<b>\$224k</b>	<b>\$376k</b>	<b>\$402k</b>	<b>\$956k</b>	<b>\$224k</b>	<b>\$416k</b>	<b>\$232k</b>

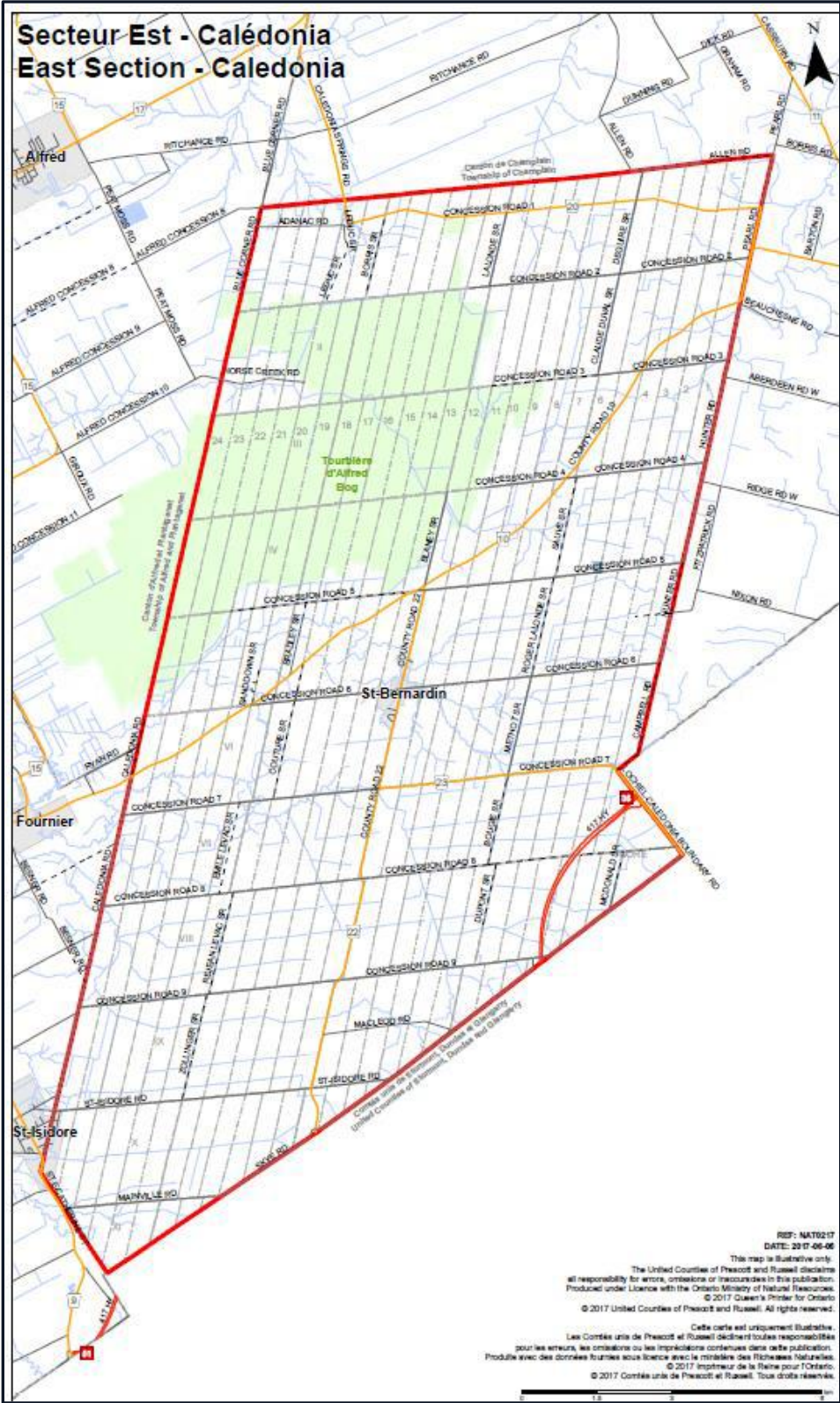
Table 69 System Generated 10-Year Capital Replacement Forecast: Machinery & Equipment

## Appendix C – Level of Service Images

### Road Network Maps (2022)









# Road Surface Condition Examples

Very Good Condition - St. Isidore Road



Fair Condition – Ridge Road



Very Poor Condition – Concession 19



## Bridge Condition Examples

Good condition – BCI 73.2 – Concession 20, West Scotch River Bridge



Poor Condition – BCI 59 – Louis Galipeau Bridge



Very Poor Condition – BCI 42.7 – Concession 8, Paxton Creek Bridge

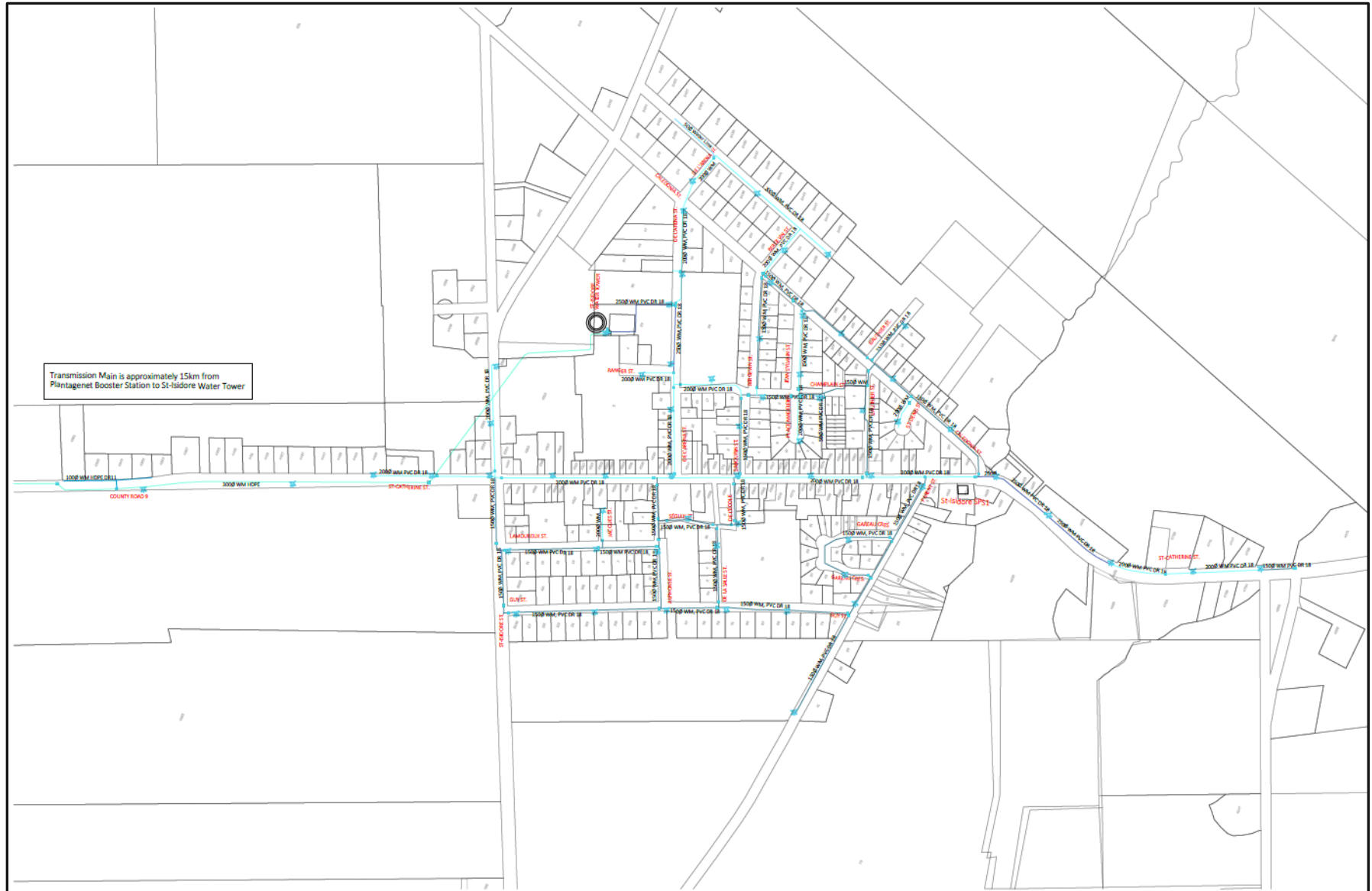


## Water Services Maps (2024)

### Limoges Water Distribution Network

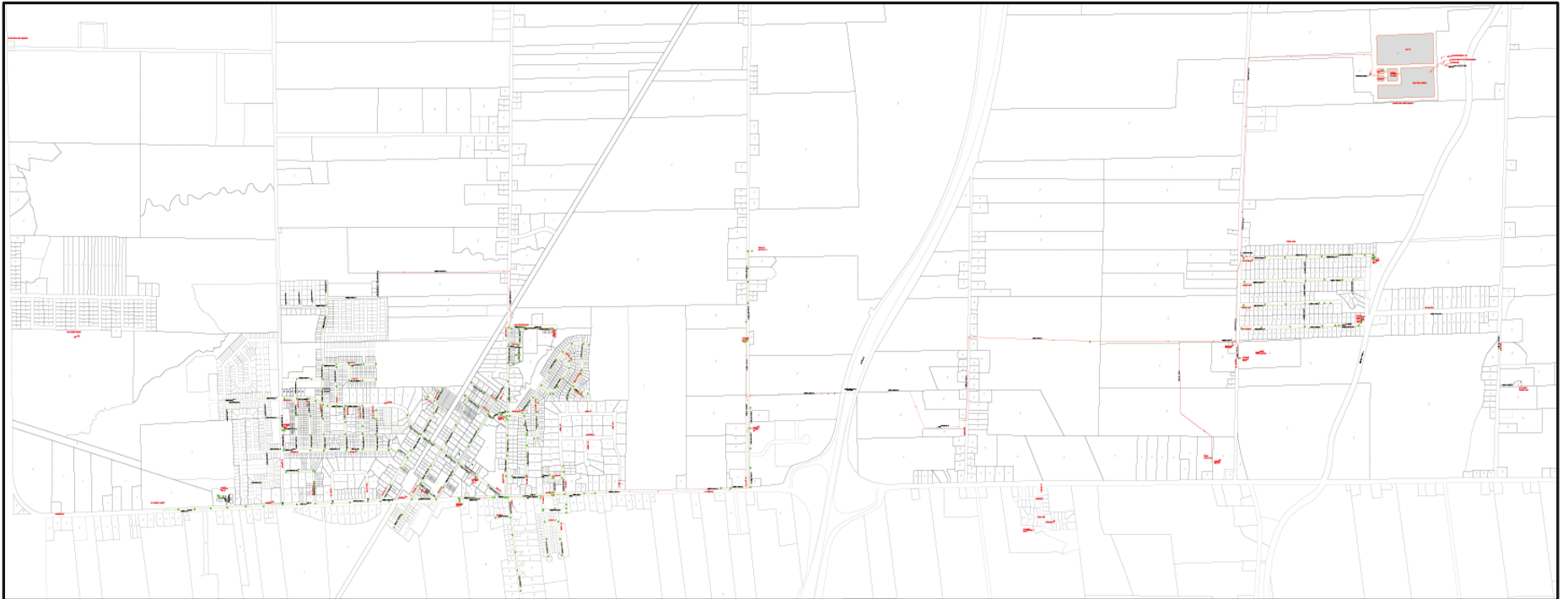


### St. Isidore Water Distribution Network

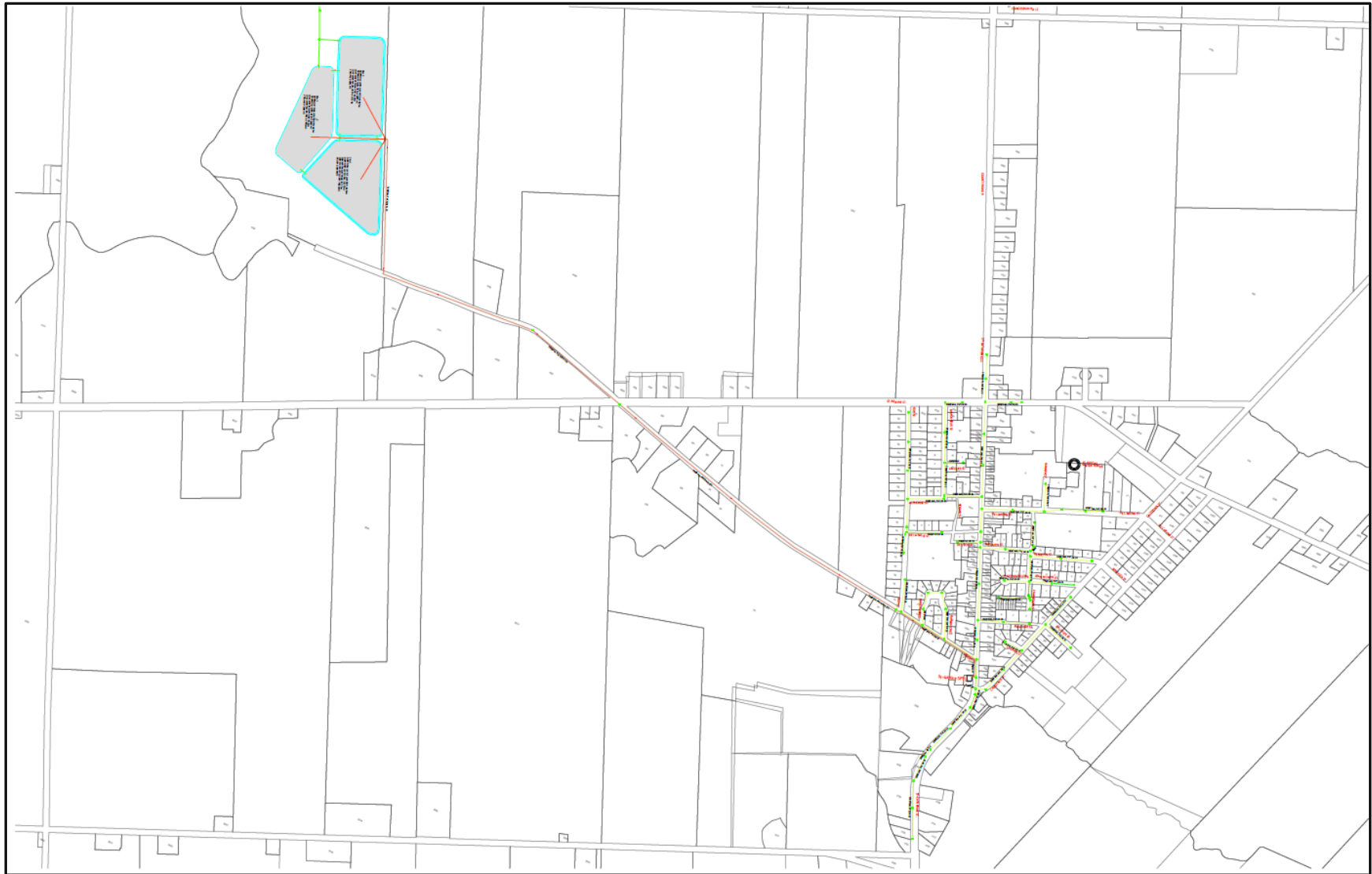


## Sanitary Sewer Services Maps (2024)

### Limoges Sanitary Sewer Network



St. Isidore Sanitary Sewer Network

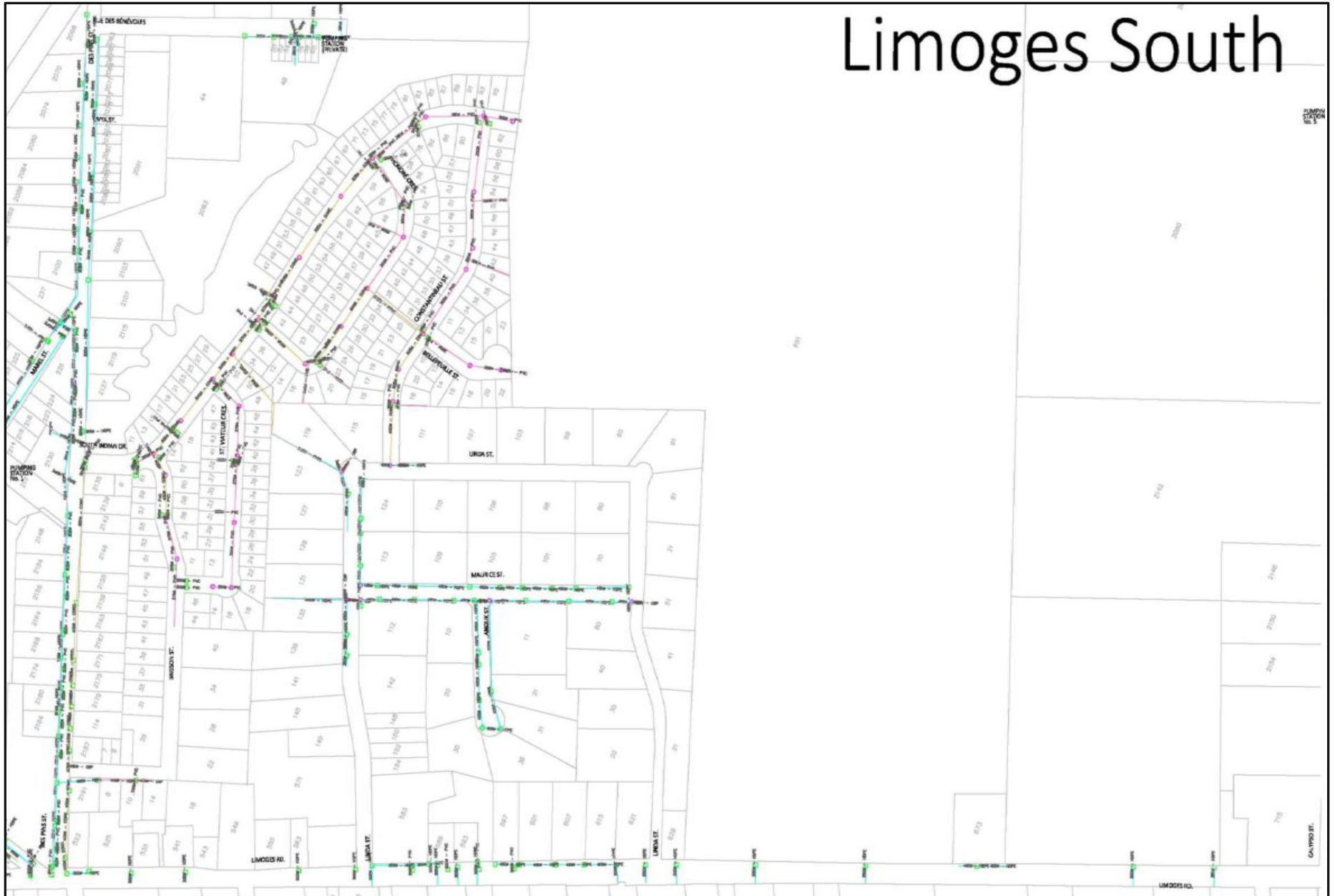




## Stormwater Network Maps (2022)



# Limoges South



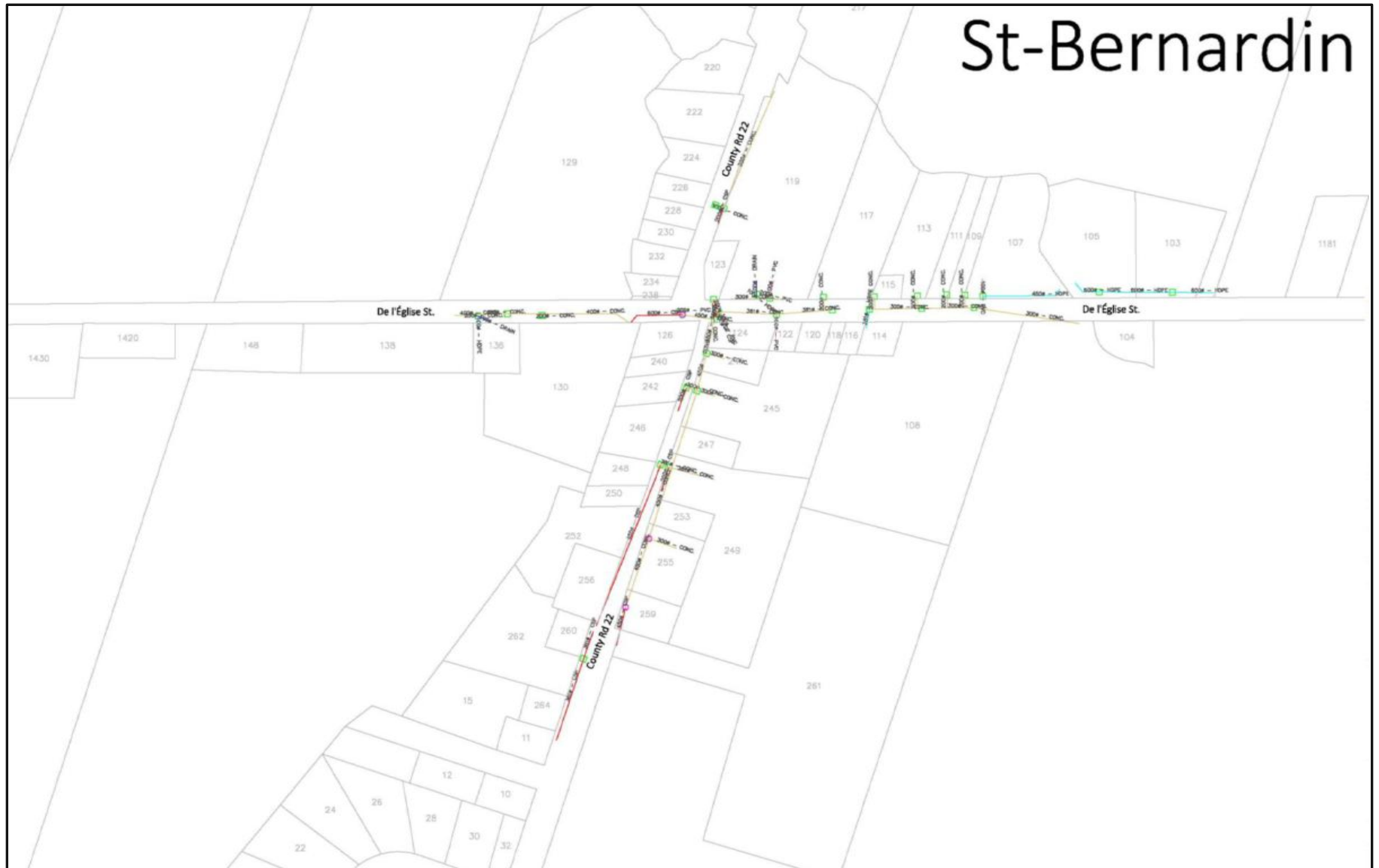


# Fournier









28 January 2025

Municipality of The Nation  
958 Route 500 West, Casselman ON K0A 1M0  
Attn: Nation Municipality Clerk

Subject: Resident Petition Against Municipal Budget 2025 – Taxe Increases

Dear Council, you will find enclosed an e-petition signed by 438 residents of the Nation Municipality. Of note, a total of 634 signatures were removed due to incomplete information on the petition. The purpose of this petition is to indicate that we the residents (that elected you) are not in agreement with the sudden raise in overall taxes to the amount of 10 plus percent in the 2025 Budget.

The Budget outlines several reasons for these increases, it indicates that most of these are caused by inflation of around 23% over the past 3 years. We residents are well aware of this inflation since we've also suffered these increases in our daily lives in addition to a doubling of our heating costs and foods.

What we the residents deplore the most is that The Nation has no long-term plan, being well aware that inflation took place each fiscal year, for the past three years, and despite this waited until 2025 to make us "bite the bullet" (to quote the Mayor) all at once. That is unacceptable and very disrespectful towards us the taxpayers. This raises some significant concerns by the residents as to the ability of this Council and CAO to properly forecast expenses and to apply a progressive tax increase that can be sustained by residents. Had a progressive increase in taxes by 1 or 1.5% been done annually we would not be in this unsustainable situation. This is quite a "bullet" to swallow, by the residents who are already significantly financially strained by ongoing inflation.

On the 10<sup>th</sup> of February you will be officially presented with the petition and the demands listed below from the residents. We hope that Council will recognize the significant financial strain and impact this sudden tax increase has caused. We want you to find cost saving solutions for all residents to reduce this tax burden and apply a progressive longer term taxation scheme. The petition will remain open and the final number of signatories will be provided on the 10<sup>th</sup> of February.

Resident requests:

1. That Council rescinds the Budget 2025 immediately;
2. That Administrative staff conduct increase scrutiny on the proposed budget to find more cost saving measure and efficiencies;
3. That Council consider making acceptable cuts on non-essential expenditures and services;
4. That Council consider postponing certain projects until next year;
5. That Council explore using grant money for to St-Isidore arena to help offset this tax increase;



6. That you forego any salary increases for the Council and Municipality employees for 2025 or 2026; and
7. That the Nation Municipality develop a clear and publicly consulted long term plan that outlines clearly expected costs and projects in order to apply a progressive tax scheme – essentially we don't want any further surprise unsustainable increases.

Sincerely,

Steeven Gingras  
Nation Resident Petition Representative

[REDACTED]  
[REDACTED]

Enclosure (1) Petition Signatures.

<b>Name</b>	<b>Country</b>	<b>Signed On</b>
<b>Peter Edwards</b>	Canada	2025-01-02
<b>Kevyn Power</b>	Canada	2025-01-03
<b>Nathalie Boisvert</b>	Canada	2025-01-03
<b>Rheal Marleau</b>	Canada	2025-01-04
<b>Sonya Helmer</b>	Canada	2025-01-04
<b>Brett Oleary</b>	Canada	2025-01-04
<b>Kevin White</b>	Canada	2025-01-04
<b>Julie Avon</b>	Canada	2025-01-04
<b>Reynald Gonnin</b>	Canada	2025-01-04
<b>Ariane Dupuis</b>	Canada	2025-01-04
<b>Joshua Lavertue</b>	Canada	2025-01-04
<b>Valentina Iftemie</b>	Canada	2025-01-04
<b>Debbra Bouffard</b>	Canada	2025-01-05
<b>Cathy Smith</b>	Canada	2025-01-05
<b>Ashlea Lafontaine</b>	Canada	2025-01-05
<b>Amanda Cooke</b>	Canada	2025-01-05
<b>Christine Conley</b>	Canada	2025-01-08
<b>Christina Hebert</b>	Canada	2025-01-10
<b>Nicole Abbott</b>	Canada	2025-01-10
<b>Brandy Smith</b>	Canada	2025-01-11
<b>Al Khan</b>	Canada	2025-01-11
<b>Darian Zimmermann</b>	Canada	2025-01-11
<b>Luc Longtin</b>	Canada	2025-01-12
<b>Catherine Dupuis</b>	Canada	2025-01-05
<b>Dominic Dupuis</b>	Canada	2025-01-05
<b>Guyline Borris</b>	Canada	2025-01-05
<b>Rach Brownlee</b>	Canada	2025-01-06
<b>Sam Brunet</b>	Canada	2025-01-06
<b>Dylan Spevack-Willco</b>	Canada	2025-01-07
<b>François Peloquin</b>	Canada	2025-01-07
<b>Chantal Charbonneau</b>	Canada	2025-01-07
<b>Michel Sansfaçon</b>	Canada	2025-01-08

<b>Christine Leduc</b>	Canada	2025-01-09
<b>Rebecca Hillenaar</b>	Canada	2025-01-14
<b>Bradley Duggan</b>	Canada	2025-01-14
<b>Jesse Larocque</b>	Canada	2025-01-14
<b>Melissa Chretien</b>	Canada	2025-01-15
<b>Patrick McBride</b>	Canada	2025-01-15
<b>Francois Gregoire</b>	Canada	2025-01-17
<b>Mitchell Zilberg</b>	Canada	2025-01-15
<b>Lynn Gendron</b>	Canada	2025-01-01
<b>Steve Leroux</b>	Canada	2025-01-01
<b>Sophie Lavallee</b>	Canada	2025-01-03
<b>Christof Gerstgrasser</b>	Canada	2025-01-03
<b>Sebastien Roy</b>	Canada	2025-01-03
<b>Lisa Little</b>	Canada	2025-01-03
<b>Jacob Laplante</b>	Canada	2025-01-03
<b>Melanie Baas</b>	Canada	2025-01-04
<b>Lynne Vallee</b>	Canada	2025-01-04
<b>Julie Pratt</b>	Canada	2025-01-04
<b>Shane Kelly</b>	Canada	2025-01-04
<b>Vicky Lavoie</b>	Canada	2025-01-04
<b>Manon Ouellet</b>	Canada	2025-01-04
<b>Carol Mercier</b>	Canada	2025-01-04
<b>Sam Place</b>	Canada	2025-01-04
<b>Paul Rancourt</b>	Canada	2025-01-04
<b>Josee Gervais-Marion</b>	Canada	2025-01-04
<b>Ana Maria Suarez</b>	Canada	2025-01-04
<b>Stefanie Menard</b>	Canada	2025-01-04
<b>Danielle Paquette</b>	Canada	2025-01-04
<b>Stephane Lefebvre</b>	Canada	2025-01-04
<b>John Dunkley</b>	Canada	2025-01-04
<b>Brigitte Lefebvre</b>	Canada	2025-01-04
<b>Rachel Alberti</b>	Canada	2025-01-04
<b>Sylvie Simard</b>	Canada	2025-01-04

<b>Miranda Arnason</b>	Canada	2025-01-04
<b>Monique Chevette</b>	Canada	2025-01-04
<b>Angela Nantel</b>	Canada	2025-01-04
<b>Melanie Fournier</b>	Canada	2025-01-04
<b>Dominic Cardinal</b>	Canada	2025-01-04
<b>Pascal baas</b>	Canada	2025-01-04
<b>Renelle Poulin</b>	Canada	2025-01-04
<b>Samantha Claude</b>	Canada	2025-01-04
<b>Brett O'Leary</b>	Canada	2025-01-04
<b>Linda Roy</b>	Canada	2025-01-04
<b>Martine Leduc</b>	Canada	2025-01-04
<b>Danny Wolfe</b>	Canada	2025-01-04
<b>Martine Chartrand</b>	Canada	2025-01-04
<b>Chantal Tetreault</b>	Canada	2025-01-04
<b>sylvie couturier</b>	Canada	2025-01-04
<b>Ben Ohare</b>	Canada	2025-01-04
<b>Luc Sarault</b>	Canada	2025-01-04
<b>Mike Leeworthy</b>	Canada	2025-01-04
<b>Shannon Sarault</b>	Canada	2025-01-04
<b>s lebel</b>	Canada	2025-01-04
<b>Ginette Séguin</b>	Canada	2025-01-04
<b>Lynn Bray-Levac</b>	Canada	2025-01-04
<b>marylynn nurnberger</b>	Canada	2025-01-04
<b>Suzanne Vallieres</b>	Canada	2025-01-04
<b>Sylvie Lalande</b>	Canada	2025-01-04
<b>Madeleine Lalonde</b>	Canada	2025-01-04
<b>Marc Alberti</b>	Canada	2025-01-04
<b>Terry Belisle</b>	Canada	2025-01-04
<b>Sylvie Savage</b>	Canada	2025-01-04
<b>Phillipe Warren</b>	Canada	2025-01-04
<b>Andre Dignard</b>	Canada	2025-01-04
<b>Diane Campbell</b>	Canada	2025-01-04
<b>Véronique Bérubé</b>	Canada	2025-01-04

<b>Chelsea Chennette</b>	Canada	2025-01-04
<b>Dominic Lacroix</b>	Canada	2025-01-04
<b>Karianne Vallieres</b>	Canada	2025-01-04
<b>Brandon Lepage</b>	Canada	2025-01-04
<b>Anastasiya Sudarenko</b>	Canada	2025-01-04
<b>Ralph Gour</b>	Canada	2025-01-04
<b>Nicole Bedard</b>	Canada	2025-01-04
<b>Keith Cogswell</b>	Canada	2025-01-04
<b>Tim Vezina</b>	Canada	2025-01-04
<b>Christopher Hollick</b>	Canada	2025-01-04
<b>Janine Henderson</b>	Canada	2025-01-04
<b>Amber Roy</b>	Canada	2025-01-04
<b>Rainville Sara</b>	Canada	2025-01-04
<b>Bianca Villeneuve</b>	Canada	2025-01-04
<b>Gino Vaillancourt</b>	Canada	2025-01-04
<b>Rana Feghali</b>	Canada	2025-01-04
<b>Eric Palaisy</b>	Canada	2025-01-04
<b>Samantha O'Hara</b>	Canada	2025-01-04
<b>Nicole Giroux</b>	Canada	2025-01-04
<b>Julie Faubert</b>	Canada	2025-01-04
<b>Jean noel Clouthier</b>	Canada	2025-01-04
<b>Anthony Trombley</b>	Canada	2025-01-04
<b>Danik Bernier</b>	Canada	2025-01-04
<b>Melanie Groulx</b>	Canada	2025-01-04
<b>THATO RANKO</b>	Canada	2025-01-04
<b>Marilyn Rabey</b>	Canada	2025-01-04
<b>Luc Dube</b>	Canada	2025-01-04
<b>Brooke Sylvester</b>	Canada	2025-01-04
<b>Jessica V</b>	Canada	2025-01-04
<b>Andre Laplante</b>	Canada	2025-01-04
<b>Audree Guindon</b>	Canada	2025-01-04
<b>Maxime Lafleche</b>	Canada	2025-01-04
<b>Courtney Ann Shields</b>	Canada	2025-01-04

<b>Nick Campbell</b>	Canada	2025-01-04
<b>Mathieu Caron</b>	Canada	2025-01-04
<b>Tanya Gauthier</b>	Canada	2025-01-04
<b>Melanie St-Denis</b>	Canada	2025-01-04
<b>Melissa Lanteigne</b>	Canada	2025-01-04
<b>Marie-Eve Therrien Co</b>	Canada	2025-01-04
<b>Joshua Henry</b>	Canada	2025-01-04
<b>Julie Sabourin</b>	Canada	2025-01-04
<b>Tammy Lacombe</b>	Canada	2025-01-04
<b>Vanessa Lessard</b>	Canada	2025-01-04
<b>James Allison</b>	Canada	2025-01-04
<b>Sabrina Myre-Côté</b>	Canada	2025-01-04
<b>Tammy Lemieux</b>	Canada	2025-01-04
<b>Josh Vickers</b>	Canada	2025-01-04
<b>Chad Kight</b>	Canada	2025-01-04
<b>Stephanie Greer</b>	Canada	2025-01-04
<b>Manon Maisonneuve</b>	Canada	2025-01-04
<b>Francine Robert</b>	Canada	2025-01-04
<b>Martin St-Pierre</b>	Canada	2025-01-04
<b>Laszlo Roska</b>	Canada	2025-01-04
<b>Anastassia Todd</b>	Canada	2025-01-04
<b>Debbie Vaillancourt</b>	Canada	2025-01-05
<b>Jonathan Tolsma</b>	Canada	2025-01-05
<b>Tanya Joiner</b>	Canada	2025-01-05
<b>Phillip Roy</b>	Canada	2025-01-05
<b>Cory Fulham</b>	Canada	2025-01-05
<b>Veronique Fulham</b>	Canada	2025-01-05
<b>Julie Haché</b>	Canada	2025-01-05
<b>Christine Clement</b>	Canada	2025-01-05
<b>Mike Kolestik</b>	Canada	2025-01-05
<b>Amy Desjardins</b>	Canada	2025-01-05
<b>Elise Caron</b>	Canada	2025-01-05
<b>Holly Landry</b>	Canada	2025-01-05

<b>Marc-André Hamelin</b>	Canada	2025-01-05
<b>Gary Ukena</b>	Canada	2025-01-05
<b>Nicholas brisson</b>	Canada	2025-01-05
<b>Slava Jones</b>	Canada	2025-01-05
<b>Ravi Teja</b>	Canada	2025-01-05
<b>Nathalie Stewart</b>	Canada	2025-01-05
<b>Natalie Fatica</b>	Canada	2025-01-05
<b>Nicholas Dube</b>	Canada	2025-01-05
<b>Stéphanie Torréalba</b>	Canada	2025-01-05
<b>Katarzyna Wyrosiak</b>	Canada	2025-01-05
<b>Amanda Webster</b>	Canada	2025-01-05
<b>David Mushing</b>	Canada	2025-01-05
<b>Josianne Bourdeau</b>	Canada	2025-01-05
<b>Kathleen Brady</b>	Canada	2025-01-05
<b>Marcy White</b>	Canada	2025-01-05
<b>Marie-France Tolsma</b>	Canada	2025-01-05
<b>Renée Marcil</b>	Canada	2025-01-05
<b>Narjiss Zhar</b>	Canada	2025-01-05
<b>Eric Aubry</b>	Canada	2025-01-05
<b>Patrick Bissonnette</b>	Canada	2025-01-05
<b>Janick Marion</b>	Canada	2025-01-05
<b>Karine Joanisse</b>	Canada	2025-01-05
<b>Samuel Lussier</b>	Canada	2025-01-05
<b>Lana Savard</b>	Canada	2025-01-05
<b>Jason St-louis</b>	Canada	2025-01-05
<b>Lucie Guilbault</b>	Canada	2025-01-05
<b>Carolyn Gauthier</b>	Canada	2025-01-05
<b>Krissy Macklem</b>	Canada	2025-01-05
<b>Vikram Ardham</b>	Canada	2025-01-05
<b>Nicole Bourdeau</b>	Canada	2025-01-06
<b>Kim Martel</b>	Canada	2025-01-06
<b>Marc Lalonde</b>	Canada	2025-01-06
<b>Melanie Coderre</b>	Canada	2025-01-06

<b>Ryan Prince</b>	Canada	2025-01-07
<b>Mara Morgan</b>	Canada	2025-01-07
<b>Carole-Anne Gratton</b>	Canada	2025-01-08
<b>Frederick Landry</b>	Canada	2025-01-08
<b>Sébastien Bougie</b>	Canada	2025-01-08
<b>Courtney Cross</b>	Canada	2025-01-08
<b>Ghislain Landry</b>	Canada	2025-01-09
<b>Adelle Brazeau</b>	Canada	2025-01-09
<b>Alexandre Elie</b>	Canada	2025-01-10
<b>Nicole O'Meara</b>	Canada	2025-01-10
<b>thomas omeara</b>	Canada	2025-01-10
<b>Carolyn Bourque</b>	Canada	2025-01-10
<b>Ellen Smyth</b>	Canada	2025-01-10
<b>Serena Cadieux</b>	Canada	2025-01-10
<b>Pamela Skillicorn</b>	Canada	2025-01-10
<b>Alex Mainville</b>	Canada	2025-01-10
<b>Carolanne Benson</b>	Canada	2025-01-10
<b>Chad Johnson</b>	Canada	2025-01-10
<b>Jennifer Tryon</b>	Canada	2025-01-10
<b>Steven Golden</b>	Canada	2025-01-10
<b>Lucia MacLellan</b>	Canada	2025-01-10
<b>Sarena Thompson</b>	Canada	2025-01-10
<b>Richard Lemieux</b>	Canada	2025-01-10
<b>Melanie Burridge</b>	Canada	2025-01-10
<b>Dan St. Louis</b>	Canada	2025-01-10
<b>Mariem Ben Hamouda</b>	Canada	2025-01-10
<b>Matt Turpin</b>	Canada	2025-01-10
<b>Gilbert Labelle</b>	Canada	2025-01-10
<b>Valerie Desgranges</b>	Canada	2025-01-10
<b>Nadine Gibeault</b>	Canada	2025-01-10
<b>Chantal Normand</b>	Canada	2025-01-10
<b>Rodica Volintiru</b>	Canada	2025-01-10
<b>Franco Torlone</b>	Canada	2025-01-10



<b>Nathalie Tremblay</b>	Canada	2025-01-10
<b>Evgeni Patenko</b>	Canada	2025-01-10
<b>Richard Scott</b>	Canada	2025-01-10
<b>Pierre-Luc Leblond</b>	Canada	2025-01-10
<b>Rodney Jodoin</b>	Canada	2025-01-10
<b>Nancy Sigouin</b>	Canada	2025-01-10
<b>Marie-Angele Hihnala</b>	Canada	2025-01-10
<b>Lucie Brisson</b>	Canada	2025-01-10
<b>Alexandra Laroche</b>	Canada	2025-01-10
<b>Jennifer Boissonneau</b>	Canada	2025-01-10
<b>Nick Thompson</b>	Canada	2025-01-10
<b>France Cossette</b>	Canada	2025-01-10
<b>Norm Marcil</b>	Canada	2025-01-11
<b>Natalie Cleroux</b>	Canada	2025-01-11
<b>Nathalie Gauthier</b>	Canada	2025-01-11
<b>Micheline LeBlanc</b>	Canada	2025-01-11
<b>Martine Heiler</b>	Canada	2025-01-11
<b>Anthony Hallal</b>	Canada	2025-01-11
<b>Sylvie Dube</b>	Canada	2025-01-11
<b>Sarah Thomas</b>	Canada	2025-01-11
<b>Claire Renaud</b>	Canada	2025-01-11
<b>Pauline Gauthier</b>	Canada	2025-01-11
<b>Tracey Corriveau</b>	Canada	2025-01-11
<b>Yvonne Dorval</b>	Canada	2025-01-11
<b>Mathias Cooney</b>	Canada	2025-01-11
<b>Laurie Ansell</b>	Canada	2025-01-11
<b>Veronique Savard</b>	Canada	2025-01-11
<b>Florin Volintiru</b>	Canada	2025-01-12
<b>Carl Letourneau</b>	Canada	2025-01-12
<b>Adelle Rossignol</b>	Canada	2025-01-12
<b>Arthur Cl��roux</b>	Canada	2025-01-12
<b>Lucienne Desforges</b>	Canada	2025-01-12
<b>Jacques Roy</b>	Canada	2025-01-12

<b>Grant Beaudin</b>	Canada	2025-01-12
<b>Julie Jodoin</b>	Canada	2025-01-12
<b>Frank Fournier</b>	Canada	2025-01-13
<b>Yves Desjardins</b>	Canada	2025-01-13
<b>Richard Mathison</b>	Canada	2025-01-13
<b>John Smith</b>	Canada	2025-01-13
<b>Joanne Valois</b>	Canada	2025-01-13
<b>micheline Begin</b>	Canada	2025-01-13
<b>Veronique Fortier</b>	Canada	2025-01-13
<b>Pascal Roy</b>	Canada	2025-01-13
<b>Richard Chartrand</b>	Canada	2025-01-14
<b>Sonia Kight</b>	Canada	2025-01-14
<b>Camille Julien</b>	Canada	2025-01-14
<b>Damon Varkonyi</b>	Canada	2025-01-14
<b>Donna Patterson</b>	Canada	2025-01-14
<b>Pierre Lauzon</b>	Canada	2025-01-14
<b>Nathalie Major</b>	Canada	2025-01-14
<b>Dany F Fortin</b>	Canada	2025-01-14
<b>Stéphanie Malloff</b>	Canada	2025-01-14
<b>Jacob Beauchamp</b>	Canada	2025-01-14
<b>Donald Goyer</b>	Canada	2025-01-14
<b>Noelle Cameron</b>	Canada	2025-01-15
<b>Bianka Daze</b>	Canada	2025-01-15
<b>Ryan Aubertin</b>	Canada	2025-01-15
<b>Julie Surprenant</b>	Canada	2025-01-17
<b>Jennifer Seguin</b>	Canada	2025-01-17
<b>Emilie Seguin</b>	Canada	2025-01-17
<b>Lise Lemieux</b>	Canada	2025-01-17
<b>Ashley Barker</b>	Canada	2025-01-18
<b>James Vankoevinger</b>	Canada	2025-01-18
<b>Alyssa Leblanc Pagie</b>	Canada	2025-01-18
<b>Chantale Doyon</b>	Canada	2025-01-21
<b>Emmanuelle Larocque</b>	Canada	2025-01-21

<b>Nicholas Avellaneda</b>	Canada	2025-01-21
<b>Keith Burroughs</b>	Canada	2025-01-21
<b>Dave Choquet</b>	Canada	2025-01-21
<b>Cathy Miles</b>	Canada	2025-01-22
<b>Steve Dempsey</b>	Canada	2025-01-25
<b>Diane Galley</b>	Canada	2025-01-14
<b>Michel Coderre</b>	Canada	2025-01-07
<b>Eric Marion</b>	Canada	2025-01-04
<b>Leblanc S</b>	Canada	2025-01-04
<b>Pierre Savage</b>	Canada	2025-01-01
<b>Christine Labelle</b>	Canada	2025-01-02
<b>Marc Marion</b>	Canada	2025-01-02
<b>Michel Sabourin</b>	Canada	2025-01-06
<b>Courtney Charlebois</b>	Canada	2025-01-07
<b>Patrick Quesnel</b>	Canada	2025-01-11
<b>Zachary JOHNSTON</b>	Canada	2025-01-12
<b>Patrick Leonard</b>	Canada	2025-01-12
<b>Nathalie Lapensée - W</b>	Canada	2025-01-12
<b>Joseph Bedard</b>	Canada	2025-01-15
<b>Charles Lamarche</b>	Canada	2025-01-15
<b>Melanie Seguin</b>	Canada	2025-01-16
<b>Guy Lafrance</b>	Canada	2025-01-01
<b>Steeven Gingras</b>	Canada	2025-01-01
<b>Paula Lirette</b>	Canada	2025-01-01
<b>jason Lavictoire</b>	Canada	2025-01-01
<b>Vicky Lavictoire</b>	Canada	2025-01-01
<b>Mel Ray</b>	Canada	2025-01-01
<b>Daniel Lafleche</b>	Canada	2025-01-01
<b>Ginette Quesnel</b>	Canada	2025-01-01
<b>Joel Racine</b>	Canada	2025-01-01
<b>Lisa Marion</b>	Canada	2025-01-02
<b>Julie Dubé</b>	Canada	2025-01-02
<b>jean barsona</b>	Canada	2025-01-04

<b>Mathieu Perron</b>	Canada	2025-01-04
<b>Marc Mario Lafèche</b>	Canada	2025-01-04
<b>Camille Lavergne</b>	Canada	2025-01-05
<b>Pascale Keough</b>	Canada	2025-01-06
<b>Nicholas Keough</b>	Canada	2025-01-06
<b>Mariah Dignard</b>	Canada	2025-01-06
<b>Jessica Morris</b>	Canada	2025-01-06
<b>Marilou Charlebois</b>	Canada	2025-01-06
<b>Sylvain Perreault</b>	Canada	2025-01-06
<b>Lyne Cayer</b>	Canada	2025-01-06
<b>Lucie Bradley</b>	Canada	2025-01-06
<b>Laurie cornay</b>	Canada	2025-01-06
<b>Jean Cayer</b>	Canada	2025-01-07
<b>Julie Raymond</b>	Canada	2025-01-07
<b>Elyse Cayer</b>	Canada	2025-01-09
<b>Michel Charette</b>	Canada	2025-01-11
<b>Lyse Longtin</b>	Canada	2025-01-11
<b>Josée Longtin</b>	Canada	2025-01-11
<b>Réginald Lafrance</b>	Canada	2025-01-12
<b>Roger Lanthier</b>	Canada	2025-01-12
<b>Jean-Paul Boulerice</b>	Canada	2025-01-12
<b>mathieu godard</b>	Canada	2025-01-13
<b>Jean-Michel Provost</b>	Canada	2025-01-13
<b>Pierre Caron</b>	Canada	2025-01-13
<b>Gerald Benoit</b>	Canada	2025-01-13
<b>Maxime Quesnel</b>	Canada	2025-01-14
<b>France Ranger</b>	Canada	2025-01-14
<b>Jocelyn Guindon</b>	Canada	2025-01-14
<b>Frank Allard</b>	Canada	2025-01-14
<b>Valerie Caron-Lamarca</b>	Canada	2025-01-15
<b>Jane Smith</b>	Canada	2025-01-15
<b>Luc Jubinville</b>	Canada	2025-01-16
<b>Lisa Jubinville</b>	Canada	2025-01-16

<b>Sylvain Burelle</b>	Canada	2025-01-19
<b>Marcel Lafontaine</b>	Canada	2025-01-24
<b>Madeleine Benoît</b>	Canada	2025-01-17
<b>Danielle Michaud</b>	Canada	2025-01-14
<b>Matt Harvey</b>	Canada	2025-01-02
<b>Andrew Winder</b>	Canada	2025-01-11
<b>Brenda Beaudin</b>	Canada	2025-01-12
<b>Sylvie Savage</b>	Canada	2025-01-05
<b>Lorraine Gauthier</b>	Canada	2025-01-07
<b>Chloe Tremblay</b>	Canada	2025-01-08
<b>Jean Horvath</b>	Canada	2025-01-11
<b>Keith Pattington</b>	Canada	2025-01-13
<b>Eric Faubert</b>	Canada	2025-01-25
<b>Shawn Kusz</b>	Canada	2025-01-18
<b>Michael Picard</b>	Canada	2025-01-05
<b>Christiane Levac</b>	Canada	2025-01-07
<b>David Lavergne</b>	Canada	2025-01-08
<b>Maxime Tremblay</b>	Canada	2025-01-08
<b>Steve Duval</b>	Canada	2025-01-08
<b>Annie Kusz</b>	Canada	2025-01-17
<b>Isabelle Duval</b>	Canada	2025-01-25
<b>Jean-Pierre Duval</b>	Canada	2025-01-07
<b>Isabel Wathier</b>	Canada	2025-01-04
<b>Claudette Frappier</b>	Canada	2025-01-06
<b>Chantal Labelle</b>	Canada	2025-01-07
<b>Robert Carisse</b>	Canada	2025-01-07
<b>karine lalonde</b>	Canada	2025-01-12
<b>Maxime Choquete</b>	Canada	2025-01-12
<b>Brian Bellefeuille</b>	Canada	2025-01-13
<b>Natacha Bonjean</b>	Canada	2025-01-15
<b>Bronwyn Tatsis</b>	Canada	2025-01-15
<b>Pierre Desjardins</b>	Canada	2025-01-21
<b>Cynthia A Taylor</b>	Canada	2025-01-23

<b>Louise Sine</b>	Canada	2025-01-12
<b>Thérèse Denis</b>	Canada	2025-01-05
<b>Yoland Parent</b>	Canada	2025-01-08
<b>Christopher Nolan</b>	Canada	2025-01-14
<b>Joey Mercier</b>	Canada	2025-01-12
<b>Carol Dubien</b>	Canada	2025-01-04
<b>Carlie Vincze</b>	Canada	2025-01-06
<b>Alexis Carriere</b>	Canada	2025-01-08
<b>Noemie Carriere</b>	Canada	2025-01-08
<b>Jean-François Mailho</b>	Canada	2025-01-08
<b>Anne-Marie Denault</b>	Canada	2025-01-08
<b>Kristine Major</b>	Canada	2025-01-08
<b>Marie-Eve Bertrand</b>	Canada	2025-01-11
<b>Monique Menard</b>	Canada	2025-01-11
<b>Alain Menard</b>	Canada	2025-01-11
<b>Kristine Chenier</b>	Canada	2025-01-12
<b>Marie-Claude Racine</b>	Canada	2025-01-12
<b>Simon Paquette</b>	Canada	2025-01-12
<b>Josianne Desnoyers</b>	Canada	2025-01-12
<b>Marie-Pier Bertrand</b>	Canada	2025-01-15
<b>Anne-Marie Carrier-Ha</b>	Canada	2025-01-15
<b>Jessica Bissonnette</b>	Canada	2025-01-15
<b>karl bourgon</b>	Canada	2025-01-17
<b>Melissa Charette</b>	Canada	2025-01-18
<b>Keith McCormick</b>	Canada	2025-01-25
<b>Christine Grenon</b>	Canada	2025-01-25
<b>Amber Poirier</b>	Canada	2025-01-13
<b>Nathalie Faubert</b>	Canada	2025-01-25
<b>Brigitte Larose</b>	Canada	2025-01-06
<b>Alexndre Larose</b>	Canada	2025-01-06
<b>Joanne et Marcel Nick</b>	Canada	2025-01-07
<b>Diane Beauchesne</b>	Canada	2025-01-08
<b>Sophie Gagne</b>	Canada	2025-01-11

<b>Pierre GUYENNON</b>	Canada	2025-01-12
<b>Anick Labre</b>	Canada	2025-01-13
<b>Vanessa Guillemette</b>	Canada	2025-01-13
<b>Janine Friedli</b>	Canada	2025-01-15
<b>Leanne Ison</b>	Canada	2025-01-15
<b>Lise et Gilles Guindor</b>	Canada	2025-01-15
<b>Jessie Saumur</b>	Canada	2025-01-17
<b>Danny Bourgon</b>	Canada	2025-01-25

**The Nation Municipality/Municipalite de La Nation**  
**Accounts Payable Cheque Register Report - Caisse Populaire Nouvel-horizon Inc.-603910**  
For The Date Range From 1/29/25 To 2/11/25

**For All Vendors And For Outstanding, Cleared Cheques - Computer Generated, eCheque**

Cheque # / eCheque ID	Type	Date	Vendor	Name	Amount	Status
15004	C	2/11/25	102	CITE DE CLARENCE-ROCKLAND	\$39,476.65	O
15005	C	2/11/25	135	Eastern Ontario Road Supervisors Association	\$540.00	O
15006	C	2/11/25	160	FESTIVAL DE LA CURD	\$1,000.00	O
15007	C	2/11/25	227	LAFLECHE SALES AND SERVICE	\$7.90	O
15008	C	2/11/25	283	MEPCO	\$355.95	O
15009	C	2/11/25	290	MINISTER OF FINANCE	\$141,999.00	O
15010	C	2/11/25	315	ONTARIO AGGREGATE RESOURCES CORPORATION	\$14,739.04	O
15011	C	2/11/25	348	PIERRE RICHER PLUMBING INC	\$1,230.04	O
15012	C	2/11/25	436	PSD Citywide Inc.	\$9,040.00	O
15013	C	2/11/25	607	PENINSULA CONSTRUCTION INC.	\$11,189.83	O
15014	C	2/11/25	757	SOCIETE HISTORIQUE ET CULTURELLE DE ST-BERNARDIN	\$1,500.00	O
15015	C	2/11/25	1037	MUNICIPAL PROPERTY ASSESSMENT CORPORATION	\$113.00	O
15016	C	2/11/25	1093	2255505 ONTARIO INC. COB ANDERSON FIRE PROTECTION	\$447.48	O
15017	C	2/11/25	1506	MOREY ASSOCIATES LTD.	\$7,910.00	O
15018	C	2/11/25	1878	GROUPE COMMUNAUTAIRE DE ST-ALBERT	\$1,500.00	O
15019	C	2/11/25	2087	CERTIFIED LABORATORIES	\$485.96	O
15020	C	2/11/25	2218	LUC BELISLE	\$1,500.00	O
15021	C	2/11/25	3515	LIMOGES RECREATION COMMITTEE	\$2,500.00	O
15022	C	2/11/25	3576	AT AERIALS INC.	\$1,917.04	O
15023	C	2/11/25	3697	KIN CLUB OF RUSSELL	\$50.00	O
15024	C	2/11/25	3737	JANTZ-LEE JOAN	\$11.06	O
15025	C	2/11/25	3738	STUMPF NADINE	\$11.06	O
15026	C	2/11/25	3739	BANKS JOAN	\$13.23	O
15027	C	2/11/25	3740	GODIN CLEMENT	\$8.11	O
15028	C	2/11/25	3741	MORROW-LAMARCHE SANDRA	\$16.75	O
15029	C	2/11/25	3742	THIBERT LUCIE	\$22.03	O
15030	C	2/11/25	3743	BURKE CHERYLL	\$15.95	O
15031	C	2/11/25	3744	BURKE KIERSTEN	\$26.29	O
15032	C	2/11/25	3746	VEILLETTE LUCIE	\$17.13	O
15033	C	2/11/25	3747	COSETTE ANDRE	\$17.13	O
15034	C	2/11/25	3748	DORZILME SUZETTE	\$22.12	O
15035	C	2/11/25	3749	DORZILME NEPTALY	\$22.12	O
15036	C	2/11/25	3750	DUPONT ELCEE	\$23.06	O
15037	C	2/11/25	3751	ROBERT MARIE-ANNE	\$24.73	O
15038	C	2/11/25	3752	VALLIERES PIERRE	\$25.44	O



**The Nation Municipality/Municipalite de La Nation**  
**Accounts Payable Cheque Register Report - Caisse Populaire Nouvel-horizon Inc.-603910**  
For The Date Range From 1/29/25 To 2/11/25

For All Vendors And For Outstanding, Cleared Cheques - Computer Generated, eCheque

Cheque # / eCheque ID	Type	Date	Vendor	Name	Amount	Status
15039	C	2/11/25	3753	LATREILLE CLAUDE	\$25.44	O
15040	C	2/11/25	3754	JOINER ROBERT	\$27.10	O
15041	C	2/11/25	3755	BONNEVILLE MAURICE	\$28.52	O
15042	C	2/11/25	3756	MACKELL DIANE	\$58.42	O
15043	C	2/11/25	3757	GIONET SARAH	\$84.95	O
15044	C	2/11/25	3758	BERTRAND JOSÉE	\$70.92	O
15045	C	2/11/25	3759	RICCI BETH	\$179.00	O
15046	C	2/11/25	3760	LEGAULT REJEANNE	\$61.27	O
15047	C	2/11/25	3761	VINCENT COLETTE	\$71.95	O
15048	C	2/11/25	3762	BONNEVILLE WENDY	\$216.22	O
15049	C	2/11/25	3763	PICHE ANDRE	\$154.34	O
15050	C	2/11/25	3766	STORMONT, DUNDAS AND GLENGARRY (SDG) LIBRARY	\$1,500.00	O
15051	C	2/11/25	3767	SURPRENANT MAXIME	\$100.00	O
15052	C	2/11/25	3768	GOULET LEMAIRE ROCK	\$100.00	O
15053	C	2/11/25	3769	GERVAIS JULIE	\$60.44	O
15054	C	2/11/25	3772	CENTRE EDUCATIF LES PETITS TRESORS	\$76.65	O
15055	C	2/11/25	3773	BOILY STÉPHANIE	\$20.00	O
67900	E	2/11/25	9	AALTO TECHNOLOGIES	\$953.83	O
67901	E	2/11/25	15	AFFUTAGE LEROUX H	\$46.20	O
67902	E	2/11/25	24	ANNIS, O'SULLIVAN, VOLLEBEKK LTD	\$3,057.78	O
67903	E	2/11/25	30	BENSON AUTO PARTS EXTRA PIECES D'AUTO	\$1,088.73	O
67904	E	2/11/25	35	BATTLESHIELD INDUSTRIES LTD	\$111,968.98	O
67905	E	2/11/25	71	BYTOWN LUMBER	\$107.86	O
67906	E	2/11/25	75	CADUCEON ENTREPRISES INC	\$3,542.03	O
67908	E	2/11/25	84	CARRIERE & POIRIER EQUIPMENT	\$187.74	O
67909	E	2/11/25	92	CASSELMAN CEMENT AG INC	\$128,729.37	O
67910	E	2/11/25	101	NORTHPOINT COMMERCIAL FINANCE INC.	\$175.15	O
67911	E	2/11/25	112	CONSEIL SCOLAIRE DISTRICT CATHOLIQUES EST ONTARI CA	\$895.05	O
67912	E	2/11/25	113	CONSEIL DES ECOLES PUBLIQUES	\$156.31	O
67913	E	2/11/25	116	UNIAG COOPERATIVE	\$755.47	O
67914	E	2/11/25	120	CRISTILL ROCK PURE WATER	\$39.03	O
67915	E	2/11/25	145	ELECTROTEK INC	\$415.54	O
67916	E	2/11/25	152	EVANS UTILITY AND MUNICIPAL	\$49,103.87	O
67917	E	2/11/25	157	FEDERATION OF ONTARIO PUBLIC LIBRARIES	\$150.00	O
67918	E	2/11/25	169	LA FROMAGERIE COOPERATIVE ST-ALBERT INC.	\$490.75	O

**The Nation Municipality/Municipalite de La Nation**  
**Accounts Payable Cheque Register Report - Caisse Populaire Nouvel-horizon Inc.-603910**  
For The Date Range From 1/29/25 To 2/11/25

**For All Vendors And For Outstanding, Cleared Cheques - Computer Generated, eCheque**

Cheque # / eCheque ID	Type	Date	Vendor	Name	Amount	Status
67919	E	2/11/25	175	G.D.S HYDRAULIC INC	\$469.18	O
67920	E	2/11/25	202	J.B. MOBILE MECHANIC INC	\$10,732.40	O
67921	E	2/11/25	216	KEMIRA WATER SOLUTIONS CANADA INC	\$9,408.95	O
67922	E	2/11/25	222	LA COMPAGNIE D'EDITION ANDRE PAQUETTE INC	\$1,610.25	O
67923	E	2/11/25	225	GFL ENVIRONMENTAL INC	\$8,983.09	O
67924	E	2/11/25	237	LAPLANTE CHEVROLET BUICK GMC LIMITED	\$382.82	O
67925	E	2/11/25	262	EXP SERVICES INC	\$10,593.64	O
67926	E	2/11/25	264	LEVAC PROPANE INC	\$16,570.56	O
67927	E	2/11/25	289	MIKE'S WASTE DISPOSAL INC	\$244.74	O
67928	E	2/11/25	323	PAPETERIE GERMAIN INC	\$1,041.41	O
67929	E	2/11/25	351	PNEU LANDRIAULT TIRE	\$802.30	O
67930	E	2/11/25	371	RESURFICE CORP	\$1,553.13	O
67931	E	2/11/25	382	SANI-SOL INC	\$96.77	O
67932	E	2/11/25	405	SPROULE POWERLINE	\$11,742.12	O
67933	E	2/11/25	430	WINDSOR SALT LTD.	\$54,346.68	O
67934	E	2/11/25	443	TOWNSHIP OF ALFRED & PLANTAGENET	\$4,201.14	O
67935	E	2/11/25	449	PRO-TECH AUTO SOLUTION	\$1,832.84	O
67936	E	2/11/25	450	UNITED COUNTIES OF PRESCOTT &	\$178,609.20	O
67937	E	2/11/25	455	USTI CANADA INC	\$1,465.56	O
67938	E	2/11/25	458	VIA RAIL CANADA INC	\$2,015.00	O
67939	E	2/11/25	470	WALKERTON CLEAN WATER CENTRE	\$378.55	O
67940	E	2/11/25	533	SPUEHLER SHOP	\$97.00	O
67941	E	2/11/25	569	ISOLARA SOLAR POWER	\$1,000.00	O
67942	E	2/11/25	821	S & L WASTETECH INC	\$291.71	O
67943	E	2/11/25	899	EMOND HARNDEN LLP/S.R.L.	\$499.46	O
67944	E	2/11/25	1063	MALBEUF TECH SOLUTIONS	\$387.59	O
67945	E	2/11/25	1133	1649313 ONTARIO INC	\$157.44	O
67946	E	2/11/25	1375	ALIMPLUS INC	\$825.67	O
67947	E	2/11/25	1393	BEACON LITE (OTTAWA) LTD.	\$756.43	O
67948	E	2/11/25	1725	GROENEVELD-BEKA CANADA INC.	\$5,338.99	O
67949	E	2/11/25	1794	COALWATER EXCAVATION INC.	\$4,746.57	O
67950	E	2/11/25	1829	MAXI POWER ELECTRICAL SERVICES INC.	\$253.12	O
67951	E	2/11/25	1868	ULINE CANADA CORPORATION	\$160.99	O
67952	E	2/11/25	1902	MATERIAUX PONT-MASSON RONA	\$508.14	O
67953	E	2/11/25	2423	W.O. STINSON & SON LTD.	\$21,959.43	O

## Accounts Payable Cheque Register Report - Caisse Populaire Nouvel-horizon Inc.-603910

For The Date Range From 1/29/25 To 2/11/25

For All Vendors And For Outstanding, Cleared Cheques - Computer Generated, eCheque

Cheque # / eCheque ID	Type	Date	Vendor	Name	Amount	Status
67954	E	2/11/25	2550	BRANDT TRACTOR LTD	\$3,048.18	O
67955	E	2/11/25	2876	SCG PROCESS	\$500.59	O
67956	E	2/11/25	3089	PITNEY BOWES LEASING	\$505.11	O
67957	E	2/11/25	3102	WORLD WATER OPERATOR TRAINING COMPANY	\$2,483.74	O
67958	E	2/11/25	3113	HAWKESBURY SERVICE TELECOM LTD.	\$405.59	O
67959	E	2/11/25	3218	AMAZON BUSINESS	\$943.17	O
67960	E	2/11/25	3359	REALTAX INC.	\$2,045.30	O
67961	E	2/11/25	3374	PVC INDUSTRIAL PRODUCTS	\$252.22	O
67962	E	2/11/25	3436	QDI ENGINEERING	\$3,419.15	O
67963	E	2/11/25	3506	ESCRIBE SOFTWARE LTD	\$11,677.54	O
67964	E	2/11/25	3512	ALEXANDER JADOWSKI	\$1,000.00	O
67965	E	2/11/25	3520	9425-5973 QUEBEC INC.	\$71,684.97	O
67966	E	2/11/25	3650	ADAPTEK SYSTEMS INC.	\$38.14	O
67967	E	2/11/25	3770	PRÉVOST GUY	\$75.00	O
BELL CANADA	E	2/11/25	43	BELL CANADA	\$1,493.63	O
BELL CANADA	E	2/11/25	46	BELL CANADA	\$2,038.36	O
ENBRIDGE CONSUMER GAS	E	2/11/25	146	ENBRIDGE CONSUMER GAS	\$9,571.33	O
HYDRO ONE NETWORKS INC	E	2/11/25	198	HYDRO ONE NETWORKS INC	\$35.15	O
JOHN DEERE FINANCIAL	E	2/11/25	16	JOHN DEERE FINANCIAL	\$448.10	O
MINISTER OF FINANCE	E	2/11/25	291	MINISTER OF FINANCE	\$11,220.04	O
ON CALL CENTRE	E	2/11/25	1336	ON CALL CENTRE	\$290.51	O
PETRO-CANADA SUPERPASS	E	2/11/25	3449	PETRO-CANADA SUPERPASS	\$8,739.22	O
RECEVEUR GENERAL DU CANADA	E	2/11/25	366	RECEVEUR GENERAL DU CANADA	\$120,867.03	O
SHAW DIRECT	E	2/11/25	1729	SHAW DIRECT	\$96.02	O
WORKPLACE SAFETY INSURANCE	E	2/11/25	475	WORKPLACE SAFETY INSURANCE	\$867.86	O

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**TOTAL \$1,150,285.83**



**BOARD OF DIRECTORS MEETING**

Meeting No. 11/24  
 Thursday, December 12<sup>th</sup>, 2024 – 9:00 a.m.

Watershed Room, SNC

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**Directors Present:**

Steve Densham, Stormont Dundas Glengarry, Chair  
 George Darouze, City of Ottawa, Past Chair  
 Catherine Kitts, City of Ottawa  
 Mathew Luloff, City of Ottawa (*electronic participation*)  
 Linda Payant, City of Ottawa  
 Bill Smirle, Stormont Dundas Glengarry  
 Tom Smyth, Stormont Dundas Glengarry  
 François St. Amour, Prescott Russell  
 Mike Tarnowski, Prescott Russell  
 Deb Wilson, Leeds Grenville  
 Adrian Wynands, Leeds Grenville, Vice Chair

**Regrets:**

Genevieve Lajoie, Prescott Russell

**Staff Present:**

Carl Bickerdike, Chief Administrative Officer  
 Johanna Barkley, Director of Finance  
 Ronda Boutz, Secretary-Treasurer  
 Jen Boyer, Managing Director, Approvals  
 Michelle Cavanagh, Team Lead, Special Projects  
 Ben Colgan, GIS – Database Analyst  
 Donna Ferguson, Accounting Technician  
 James Holland, Senior Planner  
 Hannah Jackson, Accounting and Human Resources Specialist  
 Sandra Mancini, Managing Director, Natural Hazards and Infrastructure  
 John Mesman, Managing Director, Property, Conservation Lands and Community Outreach  
 Eric McGill, Corporate Counsel  
 Pat Piitz, Team Lead, Property  
 Monique Sauve, Chief Building Official

**Guests:**

Owen Murdoch, Councillor Darouze’s Office, City of Ottawa



**TRADITIONAL LAND ACKNOWLEDGEMENT**

John Mesman, Managing Director, Property, Conservation Lands, and Community Outreach read an Indigenous land acknowledgement.

**CHAIRS REMARKS**

Steve Densham, Chair, called the SNC Board of Directors meeting of December 12<sup>th</sup>, 2024 to order at 9:00 a.m.

**APPROVAL OF SNC BOARD OF DIRECTORS MEETING AGENDA AND SUPPLEMENTAL AGENDA**

RESOLUTION NO. BD-205/24

Moved by: Adrian Wynands  
Seconded by: Mike Tarnowski

RESOLVED THAT:

The Members approve the December 12<sup>th</sup>, 2024 Board of Directors main and supplemental agendas as presented.

CARRIED

**DECLARATION OF CONFLICT OF INTEREST**

None

**SNC PROJECT UPDATE – POWERPOINT PRESENTATION**

Staff presented project and program updates.

**REQUEST FOR APPROVAL:**

**A. BOARD OF DIRECTORS MEETING MINUTES OF NOVEMBER 21<sup>ST</sup>, 2024**

RESOLUTION NO. BD-206/24

Moved by: Bill Smirle  
Seconded by: Deb Wilson

RESOLVED THAT:

The Members approve the Board of Directors Meeting Minutes of November 21<sup>st</sup>, 2024 as submitted.

CARRIED



**B. SNC COMMITTEES MEETING HIGHLIGHTS AND MINUTES OF**

- i. Grants Sub-Committee meeting minutes of November 18<sup>th</sup>, 2024
- ii. Watershed Advisory Committee meeting minutes of November 26<sup>th</sup>, 2024.

RESOLUTION NO. BD-207/24

Moved by: Mike Tarnowski  
Seconded by: Adrian Wynands

RESOLVED THAT:

The Board of Directors approve the actions and recommendations of the following Committee meetings:

- i. Grants Sub-Committee meeting minutes of November 18<sup>th</sup>, 2024.
- ii. Watershed Advisory Committee meeting minutes of November 26<sup>th</sup>, 2024.

CARRIED

**NEW BUSINESS**

**REQUEST FOR APPROVAL: WATERSHED-BASED RESOURCES MANAGEMENT STRATEGY AND CONSERVATION LANDS STRATEGY [DRAFTS]:**

RESOLUTION NO. BD-208/24

Moved by: George Darouze  
Seconded by: Mike Tarnowski

RESOLVED THAT:

The Board of Directors approve the Draft December 2024 Watershed-based Resource Management Strategy and the Draft December 2024 Conservation Lands Strategy as presented.

CARRIED

**REQUEST FOR APPROVAL: WATER AND EROSION CONTROL INFRASTRUCTURE ASSET MANAGEMENT PLAN [DRAFT]**

RESOLUTION NO. BD-209/24

Moved by: George Darouze  
Seconded by: Adrian Wynands

RESOLVED THAT:

The Board of Directors approve the Draft Water and Erosion Control Infrastructure Asset Management Plan as presented; and



FURHTER THAT:

Staff complete a full Asset Management Plan of all South Nation Conservation corporate assets in 2025.

CARRIED

**REQUEST FOR APPROVAL: ADMINISTRATIVE BY-LAWS AMENDMENTS**

RESOLUTION NO. BD-210/24

Moved by: Deb Wilson  
 Seconded by: Catherine Kitts

RESOLVED THAT:

The Board of Directors approve amendments to South Nation Conservation’s Administrative By-laws.

CARRIED

**REQUEST FOR APPROVAL: FUNDING SUBMISSIONS**

RESOLUTION NO. BD-211/24

Moved by: Bill Smirle  
 Seconded by: Mike Tarnowski

RESOLVED THAT:

The Board of Directors approves the submission of the following applications:

1. **Invasive Phragmites Control Fund:** requesting \$50,000 for mapping and control of invasive Phragmites in the South Nation Conservation jurisdiction.
2. **Invasive Species Action Fund:** requesting \$15,000 for the monitoring and removal of European Water Chestnut from the South Nation and Castor Rivers.
3. **Nature Smart Climate Solutions Fund (ECCC):** requesting approximately \$6,000,000 over 3 years to support conservation land acquisition and ecological restoration.

CARRIED



**REQUEST FOR APPROVAL: 2025 STUDENT AND RECENT GRADUATE HIRING PROGRAM**

RESOLUTION NO. BD-212/24

Moved by: George Darouze  
Seconded by: Deb Wilson

RESOLVED THAT:

The Board of Directors approve the student and recent graduate hiring program, at an approximate cost of \$139,060 (pending successful fundraising efforts and approval of the 2025 budget); and

FURTHER THAT: The Board of Directors approve applying for additional grants, including but not limited to those received in the past, as follows:

- Canada Parks and Recreation – Green Job Initiative Program: \$5,500
- ECO Canada – Various Programs: \$40,000
- National Trust Canada – Young Canada Works Program: \$5,500
- Service Canada – Canada Summer Jobs: \$15,000

CARRIED

**REQUEST FOR APPROVAL: 2025 TREE STOCK PURCHASE**

RESOLUTION NO. BD-213/24

Moved by: Mike Tarnowski  
Seconded by: Catherine Kitts

RESOLVED THAT:

The Board of Directors approve the purchase of tree seedlings, for the 50 Million Tree Program, Municipal Tree Giveaways, Over the Counter sales, and the Woodlot Storm Recovery Program at approximately \$300,000 plus HST; and

FURTHER THAT:

The Board of Directors approve the purchase of 2025 tree seedlings from the three Forest Canada approved nurseries, Ferguson Tree Nursery, Pineneedle Farms, and Sommerville Nurseries Inc., based on availability of required stock; and





FURTHER THAT:

The Board of Directors approve the purchase of 2025 tree seedlings from other local nurseries to meet stock requirements and species diversification for the Woodlot Storm Recovery Program.

CARRIED

**REQUEST FOR APPROVAL: MONIES RECEIVED AND DISBURSEMENT REGISTER FOR NOVEMBER 2024**

RESOLUTION NO. BD-214/24

Moved by: Adrian Wynands  
Seconded by: Tom Smyth

RESOLVED THAT:

The Board of Directors receive and file the money received report for November 2024; and

FURTHER THAT:

The Board approve the Disbursement Register of \$934,583.50 for November 2024.

CARRIED

**REQUEST FOR APPROVAL: NATURAL HAZARDS MAPPING SERVICES AGREEMENT**

RESOLUTION NO. BD-215/24

Moved by: Matt Luloff  
Seconded by: Mike Tarnowski

RESOLVED THAT:

The Board of Directors approve entering into an agreement with the United Counties of Prescott and Russell to provide professional services related to natural hazards mapping for Hawkesbury Creek on a cost-recovery basis.

CARRIED

**REQUEST FOR APPROVAL: 2024-2026 FLOOD HAZARD IDENTIFICATION MAPPING PROGRAM**

RESOLUTION NO. BD-216/24

Moved by: George Darouze  
Seconded by: Mike Tarnowski

RESOLVED THAT:

The Board of Directors approve entering into a funding agreement with the Ministry of Natural Resources, under the Flood Hazard Identification



Mapping Program, to complete the Delineating Flood Hazard and Associated Impacts in the Quaille Creek Watershed project, at a total cost of approximately \$278,040 plus HST; and

FURTHER THAT:

The Board of Directors approve entering into an agreement with the City of Ottawa to undertake the Delineating Flood Hazard and Associated Impacts within the South Castor Watershed project, at a total cost of approximately \$823,907 plus HST.

CARRIED

**UPDATE: ANNUAL SUMMARY OF REGULATED AREAS MAPPING CHANGES**

RESOLUTION NO. BD-217/24

Moved by: George Darouze  
Seconded by: Adrian Wynands

RESOLVED THAT:

The Board of Directors receive and file the Annual Summary of Regulated Areas Mapping Changes update.

CARRIED

**UPDATE: PLANNING ACTIVITY**

RESOLUTION NO. BD-218/24

Moved by: Mike Tarnowski  
Seconded by: François St. Amour

RESOLVED THAT:

The Board of Directors receive and file the Planning Activity update for November 2024.

CARRIED

**UPDATE: SECTION 28.1 PERMITS ISSUED**

RESOLUTION NO. BD-219/24

Moved by: Mike Tarnowski  
Seconded by: Linda Payant



RESOLVED THAT:

The Board of Directors receive and file the update on permits issued under Section 28.1 of the *Conservation Authorities Act* for November 2024.

CARRIED

**UPDATE: ENFORCEMENT OF PARTS VI AND VII OF THE CONSERVATION AUTHORITIES ACT**

RESOLUTION NO. BD-220/24

Moved by: George Darouze  
Seconded by: Deb Wilson

RESOLVED THAT:

The Board of Directors receive and file the update on reported *Conservation Authorities Act* regulation concerns received in the month of November 2024.

CARRIED

**UPDATE: ON-SITE SEWAGE PERMITS RECEIVED**

RESOLUTION NO. BD-221/24

Moved by: Mike Tarnowski  
Seconded by: Bill Smirle

RESOLVED THAT:

The Board of Directors receive and file the on-site sewage permits received update for November 2024.

CARRIED

**REQUEST FOR APPROVAL: 2025 BOARD MEETING SCHEDULE**

RESOLUTION NO. BD-222/24

Moved by: Bill Smirle  
Seconded by: Linda Payant

RESOLVED THAT:

The Board of Directors approve the 2025 Board of Directors meeting dates as discussed.

CARRIED



**SUPPLEMENTAL AGENDA**

**UPDATE: ESTIMATED STATEMENT OF OPERATIONS FOR NOVEMBER 30<sup>TH</sup>, 2024**

RESOLUTION NO. BD-223/24

Moved by: Adrian Wynands  
 Seconded by: Mike Tarnowski

RESOLVED THAT:

The Board of Directors receive and file the Estimated Statement of Operations for the year ending December 31<sup>st</sup>, 2024, as of November 30<sup>th</sup>, 2024.

CARRIED

**REQUEST FOR APPROVAL: SNC COMMITTEE MEETING HIGHLIGHTS AND MINUTES**

RESOLUTION NO. BD-224/24

Moved by: George Darouze  
 Seconded by: Bill Smirle

RESOLVED THAT:

The Board of Directors approve the actions and recommendations for the following Committee meeting:

- i. Leitrim Wetland Advisory Committee Meeting Minutes of December 6, 2024.

CARRIED

**REQUEST FOR APPROVAL: 2024-2025 FLOOD HAZARD IDENTIFICATION MAPPING PROGRAM**

RESOLUTION NO. BD-225/24

Moved by: Catherine Kitts  
 Seconded by: Matt Luloff

RESOLVED THAT:

The Board of Directors approve entering into a funding agreement with the Ministry of Natural Resources, under the Flood Hazard Identification Mapping Program, to complete the project *Assessing Increased Flood Risk due to Landslides in the Bear Brook Watershed*, at a total cost of approximately \$271,786.

CARRIED



**REQUEST FOR APPROVAL: FUNDING SUBMISSION**

RESOLUTION NO. BD-226/24

Moved by: Mike Tarnowski  
Seconded by: Adrian Wynands

RESOLVED THAT:

The Board of Directors approve a funding application submission to the Flood Hazard and Identification Mapping Program (FHIMP) for the *South Nation River Hazard Mapping Update* project, at an approximately cost of \$1,800,000.

CARRIED

**CORRESPONDENCE**

None.

**DATES OF UCOMING MEETINGS, THIRD THURSDAY, AT 9:00 A.M.**

- January 16<sup>th</sup>, 2025 (2025 Final Budget and Levies)
- February 20<sup>th</sup>, 2025
- March 20<sup>th</sup>, 2025 (Annual General Meeting)

**FUTURE MOTIONS OF THE BOARD AND/OR DISCUSSION OF SNC ISSUES**

None.

**CLOSED SESSION**

RESOLUTION NO. BD-227/24

Moved by: Mike Tarnowski  
Seconded by: Linda Payant

RESOLVED THAT:

The Board of Directors meeting move into Closed Session for the following reports:

- Request for Approval: Land Acquisition

CARRIED

**The Board of Directors recessed for a break at 10:49 a.m.  
The Board of Directors convened Closed Session at 10:59 a.m.**

**OPEN SESSION**

RESOLUTION NO. BD-228/24

Moved by: Deb Wilson  
Seconded by: Bill Smirle



RESOLVED THAT: The Board of Directors move into Open Session.

CARRIED

**The Board of Directors reconvened in Open Session at 11:05 a.m.**

**REQUEST FOR APPROVAL: LAND ACQUISITION**

RESOLUTION NO. BD-229/24

Moved by: Mike Tarnowski  
Seconded by: George Darouze

RESOLVED THAT:

The Board of Directors approve the acquisition of Property 1 (Edwardsburgh-Cardinal) and Property 2 (Augusta) as discussed in the report.

CARRIED

**ADJOURNMENT**

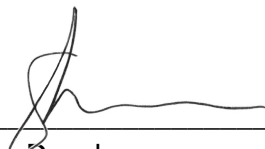
RESOLUTION NO. BD-230/24


Moved by: Adrian Wynands  
Seconded by: Catherine Kitts

RESOLVED THAT:

The Board of Directors Meeting of December 12<sup>th</sup>, 2024 be adjourned at 11:07 a.m.

CARRIED

  
\_\_\_\_\_  
Steve Densham,  
Chair.

  
\_\_\_\_\_  
Carl Bickerdike,  
Chief Administrative Officer.

/rb

# Leroux Consultant

Eric Leroux

655, Rue Albert Plantagenet, Ontario K0B 1L0

Cell: (613) 223-9824

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January 31<sup>st</sup>, 2025

File Reference 2025-0104

The Nation Municipality

3248 county Road 9

Fournier, Ontario

K0A 1G0

Attention : Ms. Joanne Bougie-Normand

RE : Drainage Superintendent Duties

Dear Ms. Bougie-Normand

Please find enclosed a brief description of work performed for the period between from January 1<sup>st</sup> to January 31<sup>st</sup>, 2025.

## **General Drainage concerns**

- 1) The ditch bottom clean out of the Romeo Sauvé Branch "G" resumed after the holidays when water levels returned to low levels. We were able to get the requested maintenance of this branch to completion in early January.
- 2) A contractor began maintenance to the Branch #2 and #3 of the Seguin municipal drain. We were not able to complete the totality of the planned maintenance before snow and frost made it more costly while slopes were ripping would result in erosion next spring. The remaining maintenance will resume next fall.
- 3) The municipal excavator started and completed the short east end of the Lionel Levac municipal drain clean out as requested when water level got low enough in early January. The Lionel Levac west branch will need maintenance on the entire south side of the eight concession including many frontage culvert replacements. Many landowners contacted me in 2024 to show me many small sink holes, and I confirmed the need for replacements during onsite inspections. This work will be planned with landowners to begin in summer 2025.
- 4) The ditch bottom clean out of the Raymond Seguin municipal drain began on the south-west corner of the St-Rose road / 20<sup>th</sup> concession headed upstream to the end of the drain. The Lamarche Branch was also completed as part of the maintenance planned.

- 5) Maintenance began in mid-January to the Rochon municipal drain to perform a ditch bottom clean out. Frost did not cause any issues to stop maintenance, but snow accumulation will require stopping maintenance after we reach and replace a failing culvert. Maintenance would resume for the remaining upstream section after crops are removed during fall of 2025.
- 6) The municipal excavator came to perform heavy brushing along the lower section of the Millette municipal drain expecting to be able to clean the ditch bottom after, but the drain was covered in very thick ice that would make it more costly to do maintenance. The site is prepared for summer maintenance with proper conditions.
- 7) We met landowners along the Couture Branch of the Major municipal drain to discuss maintenance that will require heavy brushing and a ditch bottom clean out. The municipal excavator performed heavy brushing to prepare the site for fall clean out. The ditch was too frozen to clean the drain right away.
- 8) I prepared supporting documentation for the report back at TPON for the cost of employing a Drainage Superintendent to complete the grant application for services provided in 2024. The treasurer verified the application before I completed the online grant application. I also completed the grant allocation request for the cost of employing a Drainage Superintendent for 2025.
- 9) We began the resume of the 2024 maintenance work completed by reviewing engineer's report to assist the finance department to prepare the cost shares as per the original engineers report.

Hoping the above is to your satisfaction, I remain.

Yours truly,



Eric Leroux  
Leroux Consultant





## Report to Council

**Report Number:** REP-REC-03-2025

**Subject:** Inclusive Community Grant Update

**Date of the meeting:** February 10<sup>th</sup>, 2025

**Prepared by:** Justin Lafrance, *Acting Recreation Director*

**Circulated to and/or collaborated with:** Amélie Deschamps, *Communications and Marketing Coordinator*

**Approval:** Pierre Leroux, *CAO*

*In agreement with the recommendation based on the contents of this report.*

## **Recommendation**

[That Council receives the information presented in this report.]

## **Financial Considerations**

In the 2024 budget, Council allocated \$8,000 for the paving of an accessible pathway connecting amenities in Marcel Legault Park. As we were preparing the grant application, we identified an opportunity to enhance the project by expanding the pathway, ensuring greater accessibility throughout the park. This led to a revised project scope, with a quoted cost of \$22,489, which we applied for in the grant. The full amount was successfully secured

The municipality chose to further enhance the project by adding an additional amenity to be connected to the accessible pathway, bringing the total project cost to \$27,370.60. As a result, the municipal contribution amounted to \$4,881.60.

This strategic use of external funding allowed the municipality to enhance the project's impact while remaining fiscally responsible.

Financial implications have been verified with annual budget and / or approved applicable policy or by-law: YES

## **Context**

As part of the grant application requirements, one of the key performance measures was to present a report to Council detailing the progress and impact of the grant. The following outlines the objectives and community benefits of the Inclusive Community Grant, approved by Ministry for Seniors and Accessibility.

## **Report**

In collaboration with the Grant Writing Committee, The Nation Municipality successfully secured funding through the Inclusive Community Grant Program. The program's primary goal is to enhance accessibility in outdoor spaces by improving built environments, ensuring that seniors and individuals with disabilities have equitable access to community resources.

The newly constructed 1,420-square-foot pathway fully meets these objectives, significantly improving accessibility within the park. It now connects seven park amenities, making the entire space more inclusive and welcoming to all residents. Without this grant, only one or two amenities would have been accessible, limiting community use.

This project represents a major step forward in removing barriers and enhancing inclusivity, allowing people of all abilities to fully enjoy the park and its facilities.

### **Relevance to priorities**

The pathway aligns with key municipal priorities, including the Parks and Recreation Master Plan and the Accessibility Plan. By increasing opportunities for seniors and individuals with disabilities to engage in outdoor physical activity, it fosters stronger community connections and supports active living.

### **Communication Plan**

The Communications and Marketing Coordinator shared the project's completion on the municipality's official social media pages on November 18, 2024. Additionally, the project was highlighted on government officials' pages, further emphasizing its positive impact on the community.

### **Other Option/Options to the Recommendation**

N/A

### **Attachments**

Before and After Pictures of the Project



## Rapport pour le Conseil

**Numéro du rapport:** REP-REC-03-2025

**Sujet :** Mise à jour – Programme de subventions pour des collectivités inclusives

**Date de la réunion :** 10 février 2025

**Préparé par :** Justin Lafrance, *Directeur des loisirs, par intérim*

**Diffusé et/ou collaboré avec :** Amélie Deschamps, *Coordonnatrice de la communication et du marketing*

**Approbation :** Pierre Leroux, *directeur général*  
*En accord avec la recommandation basée sur le contenu de ce rapport.*

## **Recommandation**

[Que le Conseil prenne connaissance des informations présentées dans ce rapport.]

## **Considérations financières**

Dans le budget 2024, le Conseil avait alloué 8 000 \$ pour le pavage d'un sentier accessible reliant les installations du parc Marcel Legault. Lors de la préparation de la demande de subvention, nous avons identifié une opportunité d'améliorer le projet en élargissant le sentier afin d'assurer une accessibilité accrue dans l'ensemble du parc. Cela a conduit à une révision du projet, avec un coût estimé à 22 489 \$, montant que nous avons demandé dans le cadre de la subvention. La totalité du financement a été accordée.

La municipalité a ensuite décidé d'améliorer davantage le projet en ajoutant un sentier accessible vers les structures de jeu, portant le coût total du projet à 27 370,60 \$. Par conséquent, la contribution municipale est devenue 4 881,60 \$.

Cette utilisation stratégique du financement externe a permis à la municipalité d'accroître la portée du projet tout en restant financièrement responsable.

Les implications financières ont été vérifiées avec le budget annuel et/ou la politique ou le règlement applicable approuvé : OUI

## **Contexte**

Dans le cadre des exigences de la demande de subvention, l'une des mesures de performance était de présenter un rapport au Conseil détaillant l'état d'avancement et l'impact du financement. Ce rapport met en lumière les objectifs et les bénéfices communautaires du programme de subvention pour des collectivités inclusives, approuvée par le ministère des services aux aînés et de l'accessibilité.

## **Rapport**

En collaboration avec le comité de rédaction des demandes de subventions, La Municipalité de La Nation a obtenu un financement dans le cadre du programme de subvention pour des collectivités inclusives. L'objectif principal de ce programme est d'améliorer l'accessibilité des espaces extérieurs en modernisant l'environnement bâti, permettant ainsi aux aînés et aux personnes en situation de handicap d'avoir un accès équitable aux ressources communautaires.

Le nouveau sentier de 1 420 pieds carrés répond pleinement à ces objectifs et améliore considérablement l'accessibilité du parc. Il relie désormais sept infrastructures du parc, rendant l'espace plus inclusif et accessible à tous les résidents. Sans cette subvention, seule une ou deux installations auraient été accessibles, limitant ainsi l'utilisation par la communauté.

Ce projet représente une avance majeure en réduisant les obstacles et en favorisant l'inclusivité, permettant aux personnes de toutes capacités de profiter pleinement du parc et de ses installations.

### **Liens aux priorités**

Le sentier s'aligne avec plusieurs priorités municipales, notamment le Plan directeur des parcs et loisirs ainsi que le Plan d'accessibilité. En augmentant les opportunités d'activités physiques en plein air pour les aînés et les personnes en situation de handicap, il renforce les liens communautaires et encourage un mode de vie actif.

### **Plan de communication**

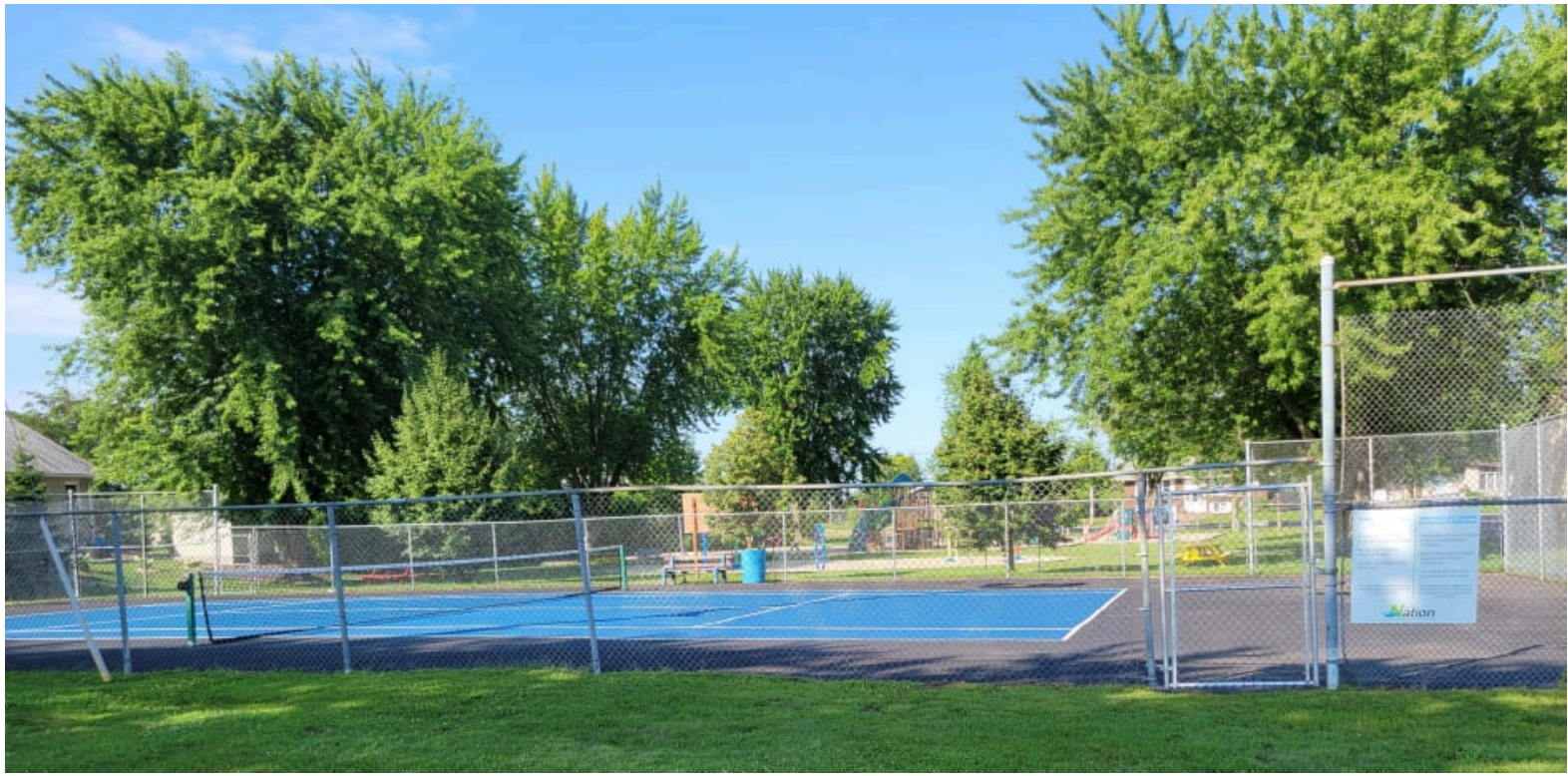
La Coordinatrice des communications et du marketing a annoncé l'achèvement du projet sur les plateformes officielles des médias sociaux de la municipalité le 18 novembre 2024. De plus, le projet a été mis en avant sur les pages de représentants gouvernementaux, soulignant ainsi son impact positif sur la communauté.

### **Autre(s) option(s) à la recommandation**

N/A

### **Pièces jointes**

Photos avant et après















## Report to Council

**Report Number:** REP-CL-02-2025

**Subject:** New Community Engagement Fund Policy #POL-CL-01-2025 – 2<sup>nd</sup> Draft

**Date of the meeting:** February 10, 2025

**Prepared by:** Julie Langlois-Caisse, Administrative Assistant

**Circulated to and/or collaborated with:** N/A

**Approval:** Pierre Leroux, CAO

*In agreement with the recommendation based on the contents of this report.*

## Recommendation

### Resolution 1:

[Be it resolved that the Community Engagement Fund Policy #POL-CL-01-2025 be adopted, as presented, effective January 1<sup>st</sup>, 2025, retroactively.  
Be it also resolved that policy AD-2018-01 be hereby repealed.]

### Resolution 2:

Be it resolved that the following Clubs, for the year 2025, are admissible for a municipal monetary donation in accordance with the Community Engagement Fund Policy #POL-CL-01-2025, as follows:

Seniors' Groups located in The Nation Municipality: \$ \_\_\_\_\_

- Club le Bonheur, Limoges
- Club le Réveil, Fournier
- Nation Area Seniors, Fournier
- Club Renaissance, St-Isidore
- Comité Consultatif de St-Bernardin

Seniors' Group located in Casselman: \$ \_\_\_\_\_

- Club 60 Casselman

Optimist Clubs located in The Nation Municipality: \$ \_\_\_\_\_

- St-Albert Optimist Club
- St-Isidore Optimist Club
- Limoges Optimist Club
- Forest Park Optimist Club

Optimist Club located in Casselman: \$ \_\_\_\_\_

Be it resolved that the said donation amounts be taken from the United Counties of Prescott and Russell donation account.

### Resolution 3:

Be it resolved that the groups and events admissible for a hall rental discount in 2025 in accordance with the Community Engagement Fund Policy #POL-CL-01-2025 be the following:

- All Community Diners
- Limoges Recreation Committee
- Regroupement Autisme de Prescott-Russell
- Groupe Communautaire de St-Albert
- Société historique et culturelle de St-Bernardin
- Cercle des Fermières (Fournier)
- St-Isidore Minor Hockey Association
- Eastern Ontario Cobras

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*\*In the event of a discrepancy between the English and French versions of a text, the English version prevails.*

- St-Isidore Eagles, Junior 'C'
- Club Optimiste de St-Isidore
- District 3 Minor Hockey Association
- Community Homes for Opportunity
- Groupe Communautaire Kawabunga
- La Paroisse Saint-Bernardin
- La Paroisse de St-Albert
- La Paroisse St-Bernard (Fournier)
- La Paroisse Saint-Viateur
- Limoges Firefighter Association
- Comité du parc Jean-Paul Charlebois
- La Corde à Linge
- St-Albert Firefighters
- Riceville Agricultural Society
- Comité des Activités Familiales de St-Bernardin
- Club Optimiste de St-albert
- UCFO St-Albert
- UCFO St-Isidore
- All Knights of Columbus organizations
- Le Bac a Dons
- Limoges Cenotaph Committee
- Prescott County 4-H Association
- List of Preapproved Free Events
- Salon de Noel, St-Albert
- Noel de enfants, St-Bernardin
- Festival du Canard et de la Plume, St-Isidore
- Winterfest, Limoges
- Family Day, Fournier

### **Financial Considerations**

Refer to Financial Considerations as described in #REP-CL-01-2025, attached to the present report.

### **Context**

The purpose of this report is to present to Council the second draft of New Engagement Fund Policy #POL-CL-01-2025.

### **Report**

During its meeting of January 27, 2025, the Clerk's office presented report #REP-CL-01-2025 for Council to consider the first draft of the new Community engagement Fund Policy #POL-CL-01-2025.

Under the direction of Council, the staff is submitting, with the present report, the attached second draft with the following changes applied:

- To remove the submission of a financial statement criteria for donation requests exceeding \$500.00
- To include in the request refusals process that Members of Council will be notified via email of any denial and reasoning for it, in accordance with the current policy. (highlighted in yellow in attached draft policy)

### **Relevance to priorities**

Not applicable.

### **Communication Plan**

The new Community Engagement Fund Policy will be added The Nation's website, in French and in English, and sent directly to organizations who filed donation and hall discounts requests in 2023 and 2024.

### **Other Option/Options to the Recommendation**

No other recommendation at this stage.

### **Attachments**

Appendix A – Report #REP-CL-01-2025 as presented on January 27, 2025

Appendix B – Current Municipal Donation Policy #AD-2018-01

Appendix C – 2<sup>nd</sup> draft - New Community Engagement Fund Policy #POL-CL-01-2025

Appendix D – Recreation User Fees 2025



## Rapport pour le Conseil

**Numéro du rapport:** REP-CL-02-2025

**Sujet :** Nouvelle Politique sur les Fonds d'engagement communautaires – 2<sup>e</sup> ébauche

**Date de la réunion :** 10 février 2025

**Préparé par :** Julie Langlois-Caisse, Assistante administrative

**Diffusé et/ou collaboré avec :** N/A

**Approbation :** Pierre Leroux, DG

*En accord avec la recommandation basée sur le contenu de ce rapport.*



## Recommandation

### Résolution 1 :

[Qu'il soit résolu que la politique du fonds d'engagement communautaire #POL-CL-01-2025 soit adoptée, telle que présentée, et ce, à compter du 1er janvier 2025, rétroactivement. Qu'il soit également résolu que la politique AD-2018-01 soit par la présente abrogée. ]

### Résolution 2 :

Qu'il soit résolu que les clubs suivants, pour l'année 2025, soient admissibles à une donation monétaire municipale conformément à la politique du fonds d'engagement communautaire #POL-CL-01-2025, comme suit :

Groupes d'âge d'or situés dans la municipalité de La Nation : \_\_\_\_\_\$

- Club le Bonheur, Limoges
- Club le Réveil, Fournier
- Nation Area Seniors, Fournier
- Club Renaissance, St-Isidore
- Comité Consultatif de St-Bernardin

Groupe d'âge d'or situé à Casselman : \_\_\_\_\_\$

- Club 60 Casselman

Clubs Optimistes situés dans la municipalité de La Nation : \_\_\_\_\_\$

- Club Optimiste de St-Albert
- Club Optimiste de St-Isidore
- Club Optimiste de Limoges
- Club Optimiste de Forest Park

Club Optimiste situé à Casselman : \_\_\_\_\_\$

- Club Optimiste de Casselman

Qu'il soit également résolu que lesdits montants soient prélevés du compte de don des Comtés Unis de Prescott et Russell.

### Résolution 3 :

Qu'il soit résolu que les groupes et événements admissibles à une réduction de location de salle en 2025, conformément à la politique du Fonds d'engagement communautaire #POL-CL-01-2025, soient les suivants :

- All Community Diners
- Limoges Recreation Committee
- Regroupement Autisme de Prescott-Russell
- Groupe Communautaire de St-Albert

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*\*En cas de divergence entre les versions anglaise et française d'un texte, la version anglaise prévaut.*

- Société historique et culturelle de St-Bernardin
- Cercle des Fermières (Fournier)
- St-Isidore Minor Hockey Association
- Eastern Ontario Cobras
- St-Isidore Eagles, Junior 'C'
- Club Optimiste de St-Isidore
- District 3 Minor Hockey Association
- Community Homes for Opportunity
- Groupe Communautaire Kawabunga
- La Paroisse Saint-Bernardin
- La Paroisse de St-Albert
- La Paroisse St-Bernard (Fournier)
- La Paroisse Saint-Viateur
- Limoges Firefighter Association
- Comité du parc Jean-Paul Charlebois
- La Corde à Linge
- St-Albert Firefighters
- Riceville Agricultural Society
- Comité des Activités Familiales de St-Bernardin
- Club Optimiste de St-albert
- UCFO St-Albert
- UCFO St-Isidore
- All Knights of Columbus organizations
- Le Bac a Dons
- Limoges Cenotaph Committee
- Prescott County 4-H Association
- List of Preapproved Free Events
- Salon de Noel, St-Albert
- Noel de enfants, St-Bernardin
- Festival du Canard et de la Plume, St-Isidore
- Winterfest, Limoges
- Family Day, Fournier

### **Considérations financières**

Se référer aux considérations financières décrites dans le rapport #REP-CL-01-2025, joint au présent rapport.

### **Contexte**

L'objectif de ce rapport est de présenter au Conseil la deuxième version de la politique du nouveau fonds d'engagement #POL-CL-01-2025.

## **Rapport**

Lors de sa réunion du 27 janvier 2025, le département de la Greffe a présenté le rapport #REP-CL-01-2025 pour que le Conseil considère la première ébauche de la nouvelle politique du Fonds d'engagement communautaire #POL-CL-01-2025.

Sous la direction du conseil, le personnel soumet, avec le présent rapport, la deuxième ébauche ci-jointe avec les changements suivants :

- Supprimer le critère de présentation d'un état financier pour les demandes de dons dépassant 500,00 \$
- Inclure dans le processus de refus des demandes que les membres du Conseil seront notifiés par courriel de tout refus et de sa justification, conformément à la politique actuelle. (Surligné en jaune dans l'ébauche de politique ci-joint)

## **Liens aux priorités**

Non applicable.

## **Plan de communication**

La nouvelle politique du Fonds d'engagement communautaire sera ajoutée au site web de La Nation, en français et en anglais, et envoyée directement aux organisations qui ont déposé des demandes de dons et de rabais pour les salles en 2023 et 2024.

## **Autre(s) option(s) à la recommandation**

Aucune autre recommandation.

## **Pièces jointes**

Annexe A – Rapport #REP-CL-01-2025, tel que présenté le 27 janvier 2025

Annexe B – Politique existante sur les dons municipaux #AD-2018-01

Annexe C – deuxième ébauche de la nouvelle Politique sur les fonds d'engagement communautaires #POL-CL-01-2025

Annexe D – Frais d'utilisations 2025 du département des loisirs



## Report to Council

**Report Number:** REP-CL-01-2025

**Subject:** New Community Engagement Fund policy # POL-CL-01-2025

**Date of the meeting:** January 27, 2025

**Prepared by:** Julie Langlois-Caisse, Administrative Assistant

**Circulated to and/or collaborated with:** Nadia Knebel, Treasurer, Aimée Roy, Clerk and Justin Lafrance, Interim Director of Recreation

**Approval:** Pierre Leroux, CAO

*In agreement with the recommendation based on the contents of this report.*

## **Recommendation**

The Community Engagement Fund Policy is presented to Council for consideration. The Clerk's Office seeks direction from Council regarding the proposed policy, with the intention of bringing the final policy forward for adoption at the February 10, 2025 meeting. If Council deems it expedient to approve the policy as presented, the Clerk's Office proposes the following resolutions:

### Resolution 1:

[Be it resolved that the Community Engagement Fund Policy #POL-CL-01-2025 be adopted, as presented, effective January 1<sup>st</sup>, 2025.

Be it also resolved that policy AD-2018-01 be hereby repealed.]

### Resolution 2:

Be it resolved that the following Clubs, for the year 2025, are admissible for a municipal monetary donation in accordance with the Community Engagement Fund Policy #POL-CL-01-2025, as follows:

Seniors' Groups located in The Nation Municipality: \$\_\_\_\_\_

- Club le Bonheur, Limoges
- Club le Réveil, Fournier
- Nation Area Seniors, Fournier
- Club Renaissance, St-Isidore
- Comité Consultatif de St-Bernardin

Seniors' Group located in Casselman: \$\_\_\_\_\_

- Club 60 Casselman

Optimist Clubs located in The Nation Municipality: \$\_\_\_\_\_

- St-Albert Optimist Club
- St-Isidore Optimist Club
- Limoges Optimist Club
- Forest Park Optimist Club

Optimist Club located in Casselman: \$\_\_\_\_\_

Be it resolved that the said donation amounts be taken from the United Counties of Prescott and Russell donation account.

### Resolution 3:

Be it resolved that the groups end events admissible for a hall rental discount in 2025 in accordance with the Community Engagement Fund Policy #POL-CL-01-2025 be the following:

- All Community Diners
- Limoges Recreation Committee

- Regroupement Autisme de Prescott-Russell
- Groupe Communautaire de St-Albert
- Société historique et culturelle de St-Bernardin
- Cercle des Fermières (Fournier)
- St-Isidore Minor Hockey Association
- Eastern Ontario Cobras
- St-Isidore Eagles, Junior 'C'
- Club Optimiste de St-Isidore
- District 3 Minor Hockey Association
- Community Homes for Opportunity
- Groupe Communautaire Kawabunga
- La Paroisse Saint-Bernardin
- La Paroisse de St-Albert
- La Paroisse St-Bernard (Fournier)
- La Paroisse Saint-Viateur
- Limoges Firefighter Association
- Comité du parc Jean-Paul Charlebois
- La Corde à Linge
- St-Albert Firefighters
- Riceville Agricultural Society
- Comité des Activités Familiales de St-Bernardin
- Club Optimiste de St-albert
- UCFO St-Albert
- UCFO St-Isidore
- All Knights of Columbus organizations
- Le Bac a Dons
- Limoges Cenotaph Committee
- Prescott County 4-H Association
- List of Preapproved Free Events
- Salon de Noel, St-Albert
- Noel de enfants, St-Bernardin
- Festival du Canard et de la Plume, St-Isidore
- Winterfest, Limoges
- Family Day, Fournier

**Financial Considerations**

A total amount of \$56,000 is included in 2025 municipal budget for municipal monetary, in-kind contributions and to finance discounted rates for hall rental to support community-building projects, events and activities that encourage civic engagement, cultural development, and recreational opportunities. The budget funds are apportioned as follows:

Amount	Description
\$21,000	Included in 2025 municipal budget for municipal monetary and in-kind contributions

\$25,000	Included in 2025 to fund hall rental discounts
<b>\$46,000</b>	<b>Subtotal</b>
\$10,000	Discretionary funds from the United Counties of Prescott and Russell available for donation to community organizations and events
<b>\$56,000</b>	<b>Total</b>

### Context

Currently, certain types of non-profit groups benefit from a discounted rate when renting community halls in La Nation. However, there is currently no procedure in place to account for the financial impact of these discounts on the Municipality. Therefore, during their 2025 budget deliberations, Council opted to include an amount dedicated to providing for discounts on hall rentals for community group and events. Therefore, the municipality must adopt a policy to ensure discount funds are allocated in a consistent and equitable manner. This report aims to introduce a new Community Engagement Fund policy, which includes an update to the existing Municipal Donation Policy #AD-2018-01, along with the addition of new sections outlining the allocation of funds included by Council in the 2025 budget for municipal hall rental discounts.

### Report

#### Update of the existing Municipal Donation Policy #AD-2018-01

The administration identified the following challenges encountered in implementing the current Municipal Donation Policy:

- Community organizations requesting donations on a yearly basis, regardless of their current financial status. This practice limits the availability of funds for organizations that are in greater need.
- Community organizations requesting a fee waiver or financial contribution to cover their hall rental with The Nation, despite already receiving a subsidy through discounted recreation hall rental fees.
- Issues in reaching optimist clubs and seniors clubs every year to confirm their active status and contact information due to frequent changes in organizations' members.
- The current policy excludes municipal in-kind contributions, leaving their financial impact unaccounted for in the budget and expenditures. As such, overall contributions and their financial impact is not comprehensive.
- By year-end, uncashed and lost cheques create financial reconciliation challenges, complicating accurate record-keeping. Additionally, difficulties in reaching certain organizations hinder timely follow-ups, further exacerbating

these issues. The situation is compounded by limited resources, which make it challenging to conduct regular follow-ups and ensure proper resolution.

- Banking fee of \$20.00 when cancelling a cheque in addition to the cost of staff time for the administration and re-issuing a new cheque.

Proposed monetary and in-kind contribution policy changes:

Challenge	Current policy	Proposed Update
Unknown financial situation of applicants	Financial statement currently not required.	Applicants will be required to submit their most recent financial statement for Council's consideration, for donations request exceeding \$500.00.
Donations for hall rental fees when already subsidized through discounted rates	Organizations requesting donation dedicated to pay for hall rental	Fee waivers for municipal hall rentals, or monetary donations intended to cover hall rental fees, are not admissible. Hall rental discount terms are included in the new Community engagement fund policy
Optimist club and seniors club automatic donations administration issues	Council determines a set amount to be allocated evenly between organizations by resolution each year and donations are distributed systematically, to ensure fairness between various groups.	Council will determine a set amount to be allocated between organizations by resolution each year. Organizations will also have to be preapproved by council each year. Pre-approved organizations will have to file donation request through the process stated in the present policy. The Clerk's Office will verify eligibility and process donations upon request.
Municipal In-Kind contribution	Not considered in current policy.	Municipal In-Kind contributions will be considered as a municipal donation in the updated policy, wherein the real financial impact reflected in



Challenge	Current policy	Proposed Update
		municipal budget.
Uncashed donation checks	We currently reach out to organizations to follow-up on uncashed checks at the end of the year.	New policy will state that checks that are at uncashed status at the end of the fiscal year (December 31) will be voided and will not be re-issued. Organizations will have to file a new request in the following year to obtain funds. Checks issued in the month of December will have until January 31 <sup>st</sup> of the following year.
Cost for re-issuing a check	Absorbed by municipality	\$100 check re-issuance fee will be included in the new policy.

Other Changes

Other changes have been added to the former policy for clarification but have not been included in this report as they do not change the terms of the policy in nature.

Hall Rental Discount Changes and Purpose

Currently, groups are permitted three non-profit rentals at rates ranging from \$83.50 to \$208.60. These rates represent a discount of 41.78% to 65.02% off the regular rate. Under the new policy, these pricing tiers will be repealed, and a standardized discount of 50% will be applied to all non-profit rentals moving forward.

Administration of exceptions

The Clerk’s Office will deny applications that are not eligible under the approved policy. Members of Council may bring forward a request for an exception to the eligibility criteria for Council’s consideration during a Council meeting.

Optimist Clubs and Senior’s Clubs set donation amount

Based on known recent activity, the administration recommends that the pre-approved Optimist Clubs and Senior’s Clubs that are admissible to receive a municipal donation in accordance with Section 6.1.9 of the Community Engagement Fund Policy be the following:

## Seniors' Groups

- Club le Bonheur, Limoges
- Club le Réveil, Fournier
- Nation Area Seniors, Fournier
- Club Renaissance, St-Isidore
- Comité Consultatif de St-Bernardin
- Club 60 Casselman

## Optimist Clubs

- St-Albert Optimist Club
- St-Isidore Optimist Club
- Limoges Optimist Club
- Forest Park Optimist Club
- Casselman Optimist Club

In accordance with section 6.1.9 of the Community Engagement Fund Policy, Council shall adopt a resolution to determine the donation amount for which the pre-approved Optimist Club and Senior's may apply for.

### Pre-approved groups and events for hall rental discount

Based on known recent activity, the administration recommends that the pre-approved groups or events that are admissible to receive a discount on hall rental in accordance with Section 6.2 of the Community Engagement Fund Policy be the following:

- All Community Diners
- Limoges Recreation Committee
- Regroupement Autisme de Prescott-Russell
- Groupe Communautaire de St-Albert
- Société historique et culturelle de St-Bernardin
- Cercle des Fermières (Fournier)
- St-Isidore Minor Hockey Association
- Eastern Ontario Cobras
- St-Isidore Eagles, Junior 'C'
- Club Optimiste de St-Isidore
- District 3 Minor Hockey Association
- Community Homes for Opportunity
- Groupe Communautaire Kawabunga
- La Paroisse Saint-Bernardin
- La Paroisse de St-Albert
- La Paroisse St-Bernard (Fournier)
- La Paroisse Saint-Viateur
- Limoges Firefighter Association
- Comité du parc Jean-Paul Charlebois
- La Corde à Linge
- St-Albert Firefighters
- Riceville Agricultural Society
- Comité des Activités Familiales de St-Bernardin

- Club Optimiste de St-albert
- UCFO St-Albert
- UCFO St-Isidore
- All Knights of Columbus organizations
- Le Bac a Dons
- Limoges Cenotaph Committee
- Prescott County 4-H Association
- List of Preapproved Free Events
- Salon de Noel, St-Albert
- Noel de enfants, St-Bernardin
- Festival du Canard et de la Plume, St-Isidore
- Winterfest, Limoges
- Family Day, Fournier

### **Communication Plan**

The new Community Engagement Fund Policy will be added The Nation's website and sent directly to organizations who filed donation and hall discounts requests in 2023 and 2024.

### **Other Option/Options to the Recommendation**

No other recommendations at this stage.

### **Attachments**

Appendix A - Current Municipal Donation Policy #AD-2018-01

Appendix B – New Community Engagement Fund Policy #POL-CL-01-2025

Appendix C – Recreation User Fees 2025



## Rapport pour le Conseil

**Numéro du rapport:** REP-CL-01-2025

**Sujet :** Nouvelle Politique sur le Fonds d'engagement communautaire

**Date de la réunion :** 27 janvier 2025

**Préparé par :** Julie Langlois-Caisse, Assistante administrative

**Diffusé et/ou collaboré avec :** Nadia Knebel, Trésorière, Aimée Roy, Greffière, Justin Lafrance, Directeur par intérim des loisirs

**Approbation :** Pierre Leroux, DG

*En accord avec la recommandation basée sur le contenu de ce rapport.*

## **Recommandation**

[La politique sur le Fonds d'engagement communautaire est présentée au Conseil pour examen. Le bureau de la Greffe sollicite des directives du Conseil concernant la politique proposée, dans l'intention de soumettre la politique finale pour adoption lors de la réunion du 10 février 2025. Si le Conseil juge approprié d'approuver la politique telle que présentée, le bureau de la Greffe propose les résolutions suivantes :]

### Résolution 1 :

Qu'il soit résolu que la politique du fonds d'engagement communautaire #POL-CL-01-2025 soit adoptée, telle que présentée, et ce, à compter du 1er janvier 2025.

Qu'il soit également résolu que la politique AD-2018-01 soit par la présente abrogée.

### Résolution 2 :

Qu'il soit résolu que les clubs suivants, pour l'année 2025, soient admissibles à une donation monétaire municipale conformément à la politique du fonds d'engagement communautaire #POL-CL-01-2025, comme suit :

Groupes d'âge d'or situés dans la municipalité de La Nation : \_\_\_\_\_\$

- Club le Bonheur, Limoges
- Club le Réveil, Fournier
- Nation Area Seniors, Fournier
- Club Renaissance, St-Isidore
- Comité Consultatif de St-Bernardin

Groupe d'âge d'or situé à Casselman : \_\_\_\_\_\$

- Club 60 Casselman

Clubs Optimistes situés dans la municipalité de La Nation : \_\_\_\_\_\$

- Club Optimiste de St-Albert
- Club Optimiste de St-Isidore
- Club Optimiste de Limoges
- Club Optimiste de Forest Park

Club Optimiste situé à Casselman : \_\_\_\_\_\$

- Club Optimiste de Casselman

Qu'il soit également résolu que lesdits montants soient prélevés du compte de don des Comtés Unis de Prescott et Russell.

### Résolution 3 :

Qu'il soit résolu que les groupes et événements admissibles à une réduction de location de salle en 2025, conformément à la politique du Fonds d'engagement communautaire #POL-CL-01-2025, soient les suivants :

- All Community Diners
- Limoges Recreation Committee
- Regroupement Autisme de Prescott-Russell
- Groupe Communautaire de St-Albert
- Société historique et culturelle de St-Bernardin
- Cercle des Fermières (Fournier)
- St-Isidore Minor Hockey Association
- Eastern Ontario Cobras
- St-Isidore Eagles, Junior 'C'
- Club Optimiste de St-Isidore
- District 3 Minor Hockey Association
- Community Homes for Opportunity
- Groupe Communautaire Kawabunga
- La Paroisse Saint-Bernardin
- La Paroisse de St-Albert
- La Paroisse St-Bernard (Fournier)
- La Paroisse Saint-Viateur
- Limoges Firefighter Association
- Comité du parc Jean-Paul Charlebois
- La Corde à Linge
- St-Albert Firefighters
- Riceville Agricultural Society
- Comité des Activités Familiales de St-Bernardin
- Club Optimiste de St-albert
- UCFO St-Albert
- UCFO St-Isidore
- All Knights of Columbus organizations
- Le Bac a Dons
- Limoges Cenotaph Committee
- Prescott County 4-H Association
- List of Preapproved Free Events
- Salon de Noel, St-Albert
- Noel de enfants, St-Bernardin
- Festival du Canard et de la Plume, St-Isidore
- Winterfest, Limoges
- Family Day, Fournier

### **Considérations financières**

Un montant total de 56 000 \$ est inclus dans le budget municipal de 2025 pour les contributions monétaires municipales, les contributions en nature et pour financer les tarifs réduits de location de salle afin de soutenir les projets communautaires, événements et activités favorisant l'engagement civique, le développement culturel et les opportunités récréatives. Les fonds du budget sont répartis comme suit :

<b>Montant</b>	<b>Description</b>
21 000 \$	Inclus dans le budget municipal de 2025 pour les contributions municipales monétaires et en nature.
25 000 \$	Inclus dans le budget de 2025 pour financer les réductions de location de salle.
<b>46 000 \$</b>	<b>Subtotal</b>
10 000 \$	Fonds discrétionnaires des Comtés unis de Prescott et Russell - disponibles pour des dons aux organismes communautaires et événements.
<b>56 000 \$</b>	<b>Total</b>

## Contexte

Actuellement, certains types de groupes à but non lucratif bénéficient d'un tarif réduit lors de location des salles communautaires de La Nation. Cependant, il n'y a présentement aucune procédure en place pour rendre compte de l'impact financier de ces réductions sur la Municipalité. Conséquemment, lors de leurs délibérations budgétaires de 2025, le Conseil a choisi d'inclure un montant destiné à offrir des réductions sur la location de salle pour les groupes communautaires et les événements. Par conséquent, la municipalité doit adopter une politique afin de garantir que les fonds de réduction soient alloués de manière cohérente et équitable. Le présent rapport a pour objectif de présenter une nouvelle politique sur le Fonds d'engagement communautaire, qui comprend une mise à jour de la politique de dons municipaux #AD-2018-01, ainsi que l'ajout de nouvelles sections définissant l'allocation des fonds inclus par le Conseil dans le budget de 2025 pour les réductions de location de salle municipales.

## Rapport

### Mise à jour de la politique de dons municipaux existante #AD-2018-01

L'administration a identifié les défis suivants rencontrés dans la mise en œuvre de la politique de dons municipaux actuelle :

- Les organisations demandant des dons sur une base annuelle, indépendamment de leur situation financière actuelle. Cette pratique limite la disponibilité des fonds pour les organisations ayant un besoin plus important.
- Les organisations communautaires demandant une exonération de frais ou une contribution financière pour couvrir leur location de salle avec La Nation, malgré qu'elles bénéficient déjà d'une subvention par le biais de réductions sur les frais de location de salle récréative.
- Des difficultés à joindre les clubs optimistes et les clubs de personnes âgées chaque année pour confirmer leur statut actif et leurs coordonnées en raison des changements fréquents dans les membres des organisations.

- La politique actuelle exclut les contributions en nature de la municipalité, laissant leur impact financier non comptabilisé dans le budget et les dépenses. Par conséquent, les contributions globales et leur impact financier ne sont pas complets.
- À la fin de l'année, les chèques non encaissés ou perdus créent des défis de réconciliation financière, compliquant la tenue de registres précis. De plus, les difficultés à joindre certaines organisations retardent les suivis en temps opportun, ce qui aggrave encore ces problèmes. La situation est amplifiée par des ressources limitées, ce qui rend difficile la réalisation de suivis réguliers et la résolution appropriée.
- Frais bancaires de 20,00 \$ pour l'annulation de chèques perdus, en plus du coût du temps du personnel pour l'administration et la réémission d'un nouveau chèque.

Propositions de modifications de la politique concernant les contributions en argent ou en nature :

Défi:	Politique actuelle	Mise à jour proposée:
Situation financière des demandeurs est inconnue	Les états financiers ne sont actuellement pas requis.	Les demandeurs devront soumettre leur état financier le plus récent pour l'examen du Conseil, pour toute demande de don supérieure à 500,00 \$.
Les demandes de dons pour les frais de location de salle lorsque ceux-ci sont déjà subventionnés par des tarifs réduits.	Les organisations demandent un don destiné à couvrir les frais de location de salle.	Les exonérations de frais pour la location de salles municipales, ou les dons monétaires destinés à couvrir les frais de location de salle, ne sont pas admissibles. Les conditions de réduction des frais de location de salle sont incluses dans la nouvelle politique du Fonds d'engagement communautaire.
Problèmes administratifs liés aux dons automatiques pour les clubs optimistes et les clubs de personnes âgées.	Le Conseil détermine un montant fixe à allouer de manière égale entre les organisations par résolution chaque année, et les dons sont répartis de manière systématique afin	Le Conseil déterminera un montant fixe à allouer entre les organisations par résolution chaque année. Les organisations devront également être préalablement approuvées par le Conseil chaque



Défi:	Politique actuelle	Mise à jour proposée:
	d'assurer l'équité entre les différents groupes.	année. Les organisations préapprouvées devront soumettre leur demande de don selon le processus énoncé dans la présente politique. Le Bureau de la Greffe vérifiera l'admissibilité et traitera les dons sur demande.
Contributions municipales en nature	Non pris en compte dans la politique actuelle.	Les contributions en nature municipales seront considérées comme des dons municipaux dans la politique mise à jour, où leur véritable impact financier sera reflété dans le budget municipal.
Chèques de dons non encaissés	Nous contactons actuellement les organisations pour effectuer un suivi des chèques de dons non encaissés à la fin de l'année.	La nouvelle politique stipulera que les chèques non encaissés à la fin de l'année fiscale (31 décembre) seront annulés et ne seront pas réémis. Les organisations devront soumettre une nouvelle demande l'année suivante pour obtenir des fonds. Les chèques émis au mois de décembre auront jusqu'au 31 janvier de l'année suivante pour être encaissés.
Coût de la réémission d'un chèque.	Absorbé par la municipalité.	Des frais de réémission de chèque de 100 \$ seront inclus dans la nouvelle politique.

### Autres changements

D'autres modifications ont été apportées à l'ancienne politique pour des raisons de clarification, mais elles n'ont pas été incluses dans ce rapport, car elles ne modifient pas les termes de la politique en soi.

### Modifications des réductions de location de salle et objectif

Actuellement, les groupes sont autorisés à bénéficier de trois locations à but non lucratif à des tarifs variant de 83,50 \$ à 208,60 \$. Ces tarifs représentent une réduction de 41,78 % à 65,02 % par rapport au tarif normal. Selon la nouvelle politique, ces paliers tarifaires seront abrogés, et une réduction standard de 50 % sera appliquée à toutes les locations à but non lucratif à partir de maintenant.

#### Administration des exceptions

Le Bureau de la Greffe rejettera les demandes qui ne sont pas admissibles selon la politique approuvée. Les membres du Conseil peuvent soumettre une demande d'exception aux critères d'admissibilité pour l'examen du Conseil lors d'une réunion du Conseil.

#### Montant de don fixe pour les clubs optimistes et les clubs de personnes âgées

En se basant sur les activités récentes connues, l'administration recommande que les clubs optimistes et les clubs de personnes âgées préapprouvés et admissibles à recevoir une donation municipale conformément à l'article 6.1.9 de la politique du Fonds d'engagement communautaire soient les suivants :

##### Groupes d'âge d'or

- Club le Bonheur, Limoges
- Club le Réveil, Fournier
- Nation Area Seniors, Fournier
- Club Renaissance, St-Isidore
- Comité Consultatif de St-Bernardin
- Club 60 Casselman

##### Clubs Optimistes

- Club Optimiste de St-Albert
- Club Optimiste de St-Isidore
- Club Optimiste de Limoges
- Club Optimiste de Forest Park
- Club Optimiste de Casselman

Conformément à l'article 6.1.9 de la politique du Fonds d'engagement communautaire, le Conseil doit adopter une résolution pour déterminer le montant du don pour lequel les clubs optimistes et les clubs de personnes âgées préapprouvés peuvent faire une demande.

#### Groupes et événements préapprouvés pour la réduction de location de salle

En se basant sur les activités récentes connues, l'administration recommande que les groupes ou événements préapprouvés admissibles à une réduction de location de salle conformément à l'article 6.2 de la politique du Fonds d'engagement communautaire soient les suivants :

- All Community Diners

- Limoges Recreation Committee
- Regroupement Autisme de Prescott-Russell
- Groupe Communautaire de St-Albert
- Société historique et culturelle de St-Bernardin
- Cercle des Fermières (Fournier)
- St-Isidore Minor Hockey Association
- Eastern Ontario Cobras
- St-Isidore Eagles, Junior 'C'
- Club Optimiste de St-Isidore
- District 3 Minor Hockey Association
- Community Homes for Opportunity
- Groupe Communautaire Kawabunga
- La Paroisse Saint-Bernardin
- La Paroisse de St-Albert
- La Paroisse St-Bernard (Fournier)
- La Paroisse Saint-Viateur
- Limoges Firefighter Association
- Comité du parc Jean-Paul Charlebois
- La Corde à Linge
- St-Albert Firefighters
- Riceville Agricultural Society
- Comité des Activités Familiales de St-Bernardin
- Club Optimiste de St-Albert
- UCFO St-Albert
- UCFO St-Isidore
- All Knights of Columbus organizations
- Le Bac a Dons
- Limoges Cenotaph Committee
- Prescott County 4-H Association
- List of Preapproved Free Events
- Salon de Noel, St-Albert
- Noel de enfants, St-Bernardin
- Festival du Canard et de la Plume, St-Isidore
- Winterfest, Limoges
- Family Day, Fournier

### **Plan de communication**

La nouvelle politique sur le Fonds d'engagement communautaire sera ajoutée au site web de La Nation et envoyée directement aux organisations ayant soumis des demandes de dons et de réductions de location de salle en 2023 et 2024.

### **Autre(s) option(s) à la recommandation**

Aucune autre option à recommander à cette étape.

### **Pièces jointes**

Annexe A – Politique de dons actuelle #AD-2018-01

Annexe B – Nouvelle politique sur le Fonds d’engagement communautaire #POL-CL-01-2025

Annexe C – Frais d’utilisations des loisirs 2025

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**Annexe B - mise à jour Politique sur les dons  
municipaux AD-2018-01\_adoptée janvier  
2024.docx**

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**POLITIQUE SUR LES DONNS MUNICIPAUX NUMÉRO  
AD -2018-01**

Le 29 janvier 2018

DATE EN VIGUEUR: 29 janvier 2018 - Résolution : 66-2018

Modification fait à la politique le 19 mars 2018 – Résolution 137-2018

Modification fait à la politique le : 15 janvier 2024 - Résolution # 25-2024

**CORPORATION DE LA MUNICIPALITÉ DE LA NATION  
POLITIQUE SUR LES DONS MUNICIPAUX  
POLITIQUE NUMÉRO: AD-2018-01  
DATE D'APPROBATION : 5 février 2018**

**Préambule**

La municipalité de La Nation vise à promouvoir les activités qui améliorent l'aspect culturel, social et économique de la communauté. De ce fait, le Conseil de la municipalité de La Nation s'engage à recevoir et traiter toute demande d'aide financière de façon consistante et équitable.

**Objectif**

L'objectif de cette politique est d'établir les lignes directrices concernant l'approbation et l'émission des dons municipaux aux groupes, associations et organisations à but non lucratif.

**Lignes directrices**

**Admissibilité**

Les dons municipaux sont disponibles aux groupes, associations et organisations à but non lucratif.

La préférence sera donnée aux groupes, associations ou organisations à but non lucratif dans la municipalité de La Nation et aux événements qui auront lieu à l'intérieur de ses frontières. Le Conseil peut considérer et d'émettre des dons aux groupes ou activités hors des frontières de la municipalité selon leur discrétion.

Les requérants peuvent soumettre qu'UNE demande par année (soit pour un événement ou pour les événements pour l'année).

**Inéligibilité**

Un don municipal ne sera pas remis à :

- Un individu;
- Une organisation ou une activité de nature politique;
- Une activité bénéficiant seulement aux membres du conseil d'administration;
- Une activité qui est jugée discriminatoire, contraire aux politiques et aux valeurs municipales, ou illégale;
- Des bourses scolaires;
- Écoles
- Groupes religieux

Le Conseil se réserve le droit d'envisager des exceptions si l'initiative proposée présente des avantages significatifs pour la communauté, en donnant la priorité au bien-être de la communauté plutôt qu'aux intérêts exclusifs d'un groupe.

**CORPORATION DE LA MUNICIPALITÉ DE LA NATION  
POLITIQUE SUR LES DONS MUNICIPAUX  
POLITIQUE NUMÉRO: AD-2018-01  
DATE D'APPROBATION : 5 février 2018**

Fonds

Les dons municipaux remis ne devraient pas être la seule source financière pour le groupe, l'association ou l'organisation, ni l'événement en question.

Processus de demande

Les requérants doivent remplir le formulaire (voir l'annexe « B » ci-jointe) correctement et lisiblement.

Les requérants doivent reconnaître la municipalité de La Nation (par exemple, en ayant une bannière ou affiche avec le logo de La Nation sur les lieux de l'événement) en reconnaissance du don.

Si la somme demandée et remise à l'organisme est plus de 500 \$, l'administration se réserve le droit de demander un rapport décrivant comment les fonds ont été dépensés.

À la discrétion du Conseil, un don automatique sera remis aux groupes communautaires à but non-lucratif (tel qu'inscrit à l'annexe « A » ci-joint) annuellement au début de chaque année. Le montant remis aux groupes sera déterminé par le Conseil au début de l'année par résolution.

Dons additionnels

Les membres du Conseil réservent le droit d'accorder des dons additionnels aux groupes ci-dessus s'il juge que le projet peut bénéficier la communauté.

**Les requérants peuvent soumettre leurs demandes en choisissant l'une des façons suivantes :**

**1. En ligne**

Les requérants peuvent remplir le formulaire intégré dans le site internet de La Nation, au [www.nationmun.ca](http://www.nationmun.ca)

**2. Courriel**

Les requérants peuvent soumettre le formulaire en annexe « B » par courriel à la greffière, à l'adresse courriel : [admin@nationmun.ca](mailto:admin@nationmun.ca)

**3. Poste**

Les requérants peuvent envoyer le formulaire en annexe « B » par la poste à :  
Municipalité de La Nation, Greffe  
958 Route 500 Ouest  
Casselman ON K0A 1M0

**CORPORATION DE LA MUNICIPALITÉ DE LA NATION  
POLITIQUE SUR LES DONS MUNICIPAUX  
POLITIQUE NUMÉRO: AD-2018-01  
DATE D'APPROBATION : 5 février 2018**

**4. En personne**

Les requérants peuvent soumettre leur demande directement à l'un de nos deux bureaux municipaux

**Bureau principal**

958, route 500 ouest  
Casselman ON K0A 1M0  
Lundi à vendredi : 8h30 à 12h et 12h30 à 16h00

**Bureau satellite**

3248, chemin du comté 9  
Fournier ON K0B 1G0  
Lundi à vendredi : 8h30 à 12h et 12h30 à 16h00

Date limite pour soumettre les demandes

Pour aider avec le processus d'allocation de fonds, nous demandons que toutes les demandes soient soumises par le 30 janvier de l'année courante. Une deuxième série de demandes sera traitée si les demandes sont reçues au plus tard le 30 juin de l'année courante.

D'autres demandes peuvent être considérées par le Conseil au courant de l'année à leur discrétion.

Les réunions du Conseil sont affichées sur le calendrier des événements communautaire sur le site internet : [Municipalité de La Nation - Calendrier des événements communautaires](#)

Processus d'approbation

Toutes demandes remplies correctement et lisiblement seront présentées au Conseil durant une réunion. Afin d'être approuvée, une résolution doit être adoptée par le Conseil, indiquant le montant à être remis.

Les approbations et montants remis sont à la discrétion seule des membres du Conseil.

Les requérants seront avisés du résultat, approuvés ou non, et ce à l'intérieur de sept jours après la réunion. La lettre officielle, avec le don (cas échéant), sera envoyée à l'intérieur de quatre semaines.

Annulation

Si l'événement du requérant est annulé ou si le groupe, l'association ou l'organisation se dissout, et que les fonds ont été remis, un remboursement au complet doit être fait, payable à la municipalité de La Nation, dans les 30 jours suivant l'avis d'annulation ou de dissolution.



**CORPORATION DE LA MUNICIPALITÉ DE LA NATION  
POLITIQUE SUR LES DONS MUNICIPAUX  
POLITIQUE NUMÉRO: AD-2018-01  
DATE D'APPROBATION : 5 février 2018**

**Annexe A**

**Section A**

Les groupes à but non lucratif localisé dans la municipalité de La Nation suivante recevront un don annuellement, provenant du compte de don des Comtés-Unis de Prescott-Russell. Le montant sera décidé par les membres du Conseil au début de chaque année par résolution.

**Groupes d'âge d'or**

- Club le Bonheur, Limoges
- Club le Réveil, Fournier
- Nation Area Seniors, Fournier
- Club Renaissance, St-Isidore
- Comité Consultatif de St-Bernardin

**Clubs Optimistes**

- Club optimiste de St-Albert
- Club optimiste de St-Isidore
- Club optimiste de Limoges
- Club optimiste de Forest Park

**Section B**

Les groupes suivants, localisés à l'extérieur de la municipalité de La Nation, recevront la moitié du montant remis aux groupes indiqués dans la section A :

- Club optimiste de Casselman
- Club d'âge d'or de Casselman (Club 60)

**Groupes inactifs**

Les groupes qui sont inactifs au moment de la résolution ne recevront aucun don.

**Dons additionnels**

Les membres du Conseil réservent le droit d'accorder des dons additionnels aux groupes ci-dessus s'il juge que le projet peut bénéficier la communauté.



**CORPORATION DE LA MUNICIPALITÉ DE LA NATION  
POLITIQUE SUR LES DONS MUNICIPAUX  
POLITIQUE NUMÉRO: AD-2018-01  
DATE D'APPROBATION : 5 février 2018**

**Annexe B**

**Section A – Information de l'organisation**

Nom de l'organisation : [Click here to enter text.](#)

Adresse postale : [Click here to enter text.](#)

Numéro de téléphone: [Click here to enter text.](#) Fax ou courriel: [Click here to enter text.](#)

Nom de la personne ressource : [Click here to enter text.](#)

Numéro tél. de la personne ressource : [Click here to enter text.](#) Courriel : [Click here to enter text.](#)

**Section B – Sommaire de la demande**

Votre demande est pour:      Une activité / événement;  Activités pour l'année;

*À noter qu'un seul don sera remis par organisation par année.*

Montant demandé : [Click here to enter text.](#) \$

Si le montant est plus que l'année précédente, veuillez justifier : [Click here to enter text.](#)

Nom de l'activité ou liste des activités : [Click here to enter text.](#)

Description de l'activité ou liste des activités : [Click here to enter text.](#)

Date de début / fin de l'activité ou dates des activités : [Click here to enter text.](#)

Endroit(s) de l'activité / des activités : [Click here to enter text.](#)

Est-ce que vous chargez un frais d'admission?  Oui /  Non, le frais est [Click here to enter text.](#) \$.

Décrire comment la contribution de La Nation sera-t-elle reconnue : [Click here to enter text.](#)

**Si la somme demandée et remise à l'organisme est plus de 500 \$, l'administration se réserve le droit de demander un rapport décrivant comment les fonds ont été dépensés.**

Le cas échéant, l'organisme consent à remettre un rapport au Conseil de La Nation :  Oui /  Non

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Signature du requérant

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Date

*N'oubliez pas de soumettre votre activité à [communication@nationmun.ca](mailto:communication@nationmun.ca) afin qu'elle puisse être ajoutée à notre calendrier des événements communautaire!*



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**Appendix B - Updated Municipal Donation  
Policy AD-2018-01\_adopted January 2024.docx**

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**MUNICIPAL DONATION POLICY NUMBER AD -2018-01**

January 29<sup>th</sup>, 2018

EFFECTIVE DATE: JANUARY 29<sup>th</sup>, 2018 Resolution: 66-2018

Amended on March 19<sup>th</sup>, 2018 – Resolution 137-2018

Amended on January 15, 2024 - Resolution # 25-2024



**CORPORATION OF THE NATION MUNICIPALITY**  
**MUNICIPAL DONATION POLICY**  
**POLICY NUMBER: AD-2018-01**  
**APPROVAL DATE: February 5<sup>th</sup>, 2018**

**Preamble**

The Nation Municipality strives to promote activities that will enhance the cultural, social, economic well-being of the community. For this reason, the Council of The Nation Municipality is committed to receive and treat all request for financial assistance in a consistent and equitable manner.

**Purpose**

The purpose of this policy is to establish guidelines regarding the process of approval and of remitting of municipal donations to non-profit groups, associations and organisations.

**Guidelines**

**Eligibility**

Municipal donations are available to groups, associations and organisations that are not for profit.

Preference will be given to non-profit groups, associations or organisations that are based in The Nation Municipality and to events that will be held within its boundaries. Council may consider and remit donations to groups or activities that are held outside of his boundaries at their discretion.

Applicants can make only ONE request for the year (either for one event or for the years' events).

**Ineligibility**

Municipal donations will not be given to the following:

- Individuals;
- Organisations or activities of a political nature;
- Activities benefitting board members only;
- If an activity is deemed discriminatory, contrary to municipal policies and values, or unlawful;
- School bursaries;
- Schools
- Religious groups

Council reserves the right to consider exceptions if the proposed initiative demonstrates significant community benefit, prioritizing the greater community welfare over exclusive group interests.



**CORPORATION OF THE NATION MUNICIPALITY  
MUNICIPAL DONATION POLICY  
POLICY NUMBER: AD-2018-01  
APPROVAL DATE: February 5<sup>th</sup>, 2018**

Funds

The municipal donations given are not intended to be the sole source of financial support for the non-profit group, association, organisation, nor for the event.

Application Process

Applicants must fully and legibly complete the application Form – see Annex “B”.

Applicants must recognize The Nation Municipality (for example a banner or sign at their event with The Nation logo) in recognition of the donation.

If the amount requested and given is more than \$500.00, the administration reserves the right to request a report detailing how the funds were spent.

At the discretion of Council, a donation will automatically be given to the non-profit community groups, listed in Annex “A”, at the beginning of each year. The amount given will be decided by the members of Council at the beginning of each year by resolution.

Additional funds

The members of Council reserve the right to allow additional donations to the groups listed in Annex “A” if they judge that the project benefits the community.

**Applications may be submitted one of the following ways:**

**1. Online**

Applicants may complete the integrated form found on our website at [www.nationmun.ca](http://www.nationmun.ca)

**2. Email**

Applicants may email the completed form to the Clerk at [admin@nationmun.ca](mailto:admin@nationmun.ca)

**3. Mail**

Applicants may mail the completed form found at annex “B” to:  
The Nation Municipality Clerk  
958 Route 500 West  
Casselton ON K0A 1M0



**CORPORATION OF THE NATION MUNICIPALITY  
MUNICIPAL DONATION POLICY  
POLICY NUMBER: AD-2018-01  
APPROVAL DATE: February 5<sup>th</sup>, 2018**

**4. In person**

Applicants may hand deliver completed forms to one of our two municipal offices

**Head Office**

958 Route 500 West,  
Casselman ON K0A 1M0  
Monday to Friday: 8:30 a.m. to 12:00 p.m. and 12:30 p.m. to 4 p.m.

**Satellite Office**

3248 County Road 9,  
Fournier ON K0B 1G0  
Monday to Friday, 8:30 a.m. to 12:00 p.m. and 12:30 p.m. to 4 p.m.

Deadline

To aid in fund allocation planning, we ask that all application forms be submitted by January 30<sup>th</sup> of that year. A second round of applications will be processed if received by June 30<sup>th</sup> of that year.

Other requests may be reviewed anytime during the year at the discretion of Council.

The Council meetings are listed in community events calendar: [The Nation Municipality - Community Events Calendar](#)

Approval Process

All properly completed and legible application forms will be presented to Council during a meeting. To be approved, the members of Council must pass a resolution approving the donation and amount given.

Approvals and amounts given are at the sole discretion of the members of Council.

Applicants will be notified of the result, whether approved or rejected, within seven business days. An official letter, with the donation if applicable, will be sent within 4 weeks.

Cancellation

If your event is cancelled or if the non-profit group, association or organisation is disbanded and funds have been received, a full refund must be made to The Nation Municipality within 30 days of the notice of cancellation or closure.

Signed: \_\_\_\_\_  
Josée Brizard, CAO-Clerk



**CORPORATION OF THE NATION MUNICIPALITY  
MUNICIPAL DONATION POLICY  
POLICY NUMBER: AD-2018-01  
APPROVAL DATE: February 5<sup>th</sup>, 2018**

**Annex A**

**Section A:**

The following groups, located in The Nation Municipality, will be automatically given a donation at the beginning of the year, to be taken from the United Counties of Prescott & Russell donation account. The amount is to be decided by the Council members at the beginning of the year by resolution.

**Seniors' Groups**

- Club le Bonheur, Limoges
- Club le Réveil, Fournier
- Nation Area Seniors, Fournier
- Club Renaissance, St-Isidore
- Comité Consultatif de St-Bernardin

**Optimist Clubs**

- St-Albert Optimist Club
- St-Isidore Optimist Club
- Limoges Optimist Club
- Forest Park Optimist Club

**Section B:**

The following community groups, located outside of The Nation Municipality, will receive half of the amount given to the community groups listed in section A :

- Casselman Optimist Club
- Casselman Senior's Club (Club 60)

**Inactive groups**

Groups who are inactive at the time of the resolution will not be given any donation.

**Additional donations**

The members of Council reserve the right to allow additional donations to the above groups if they judge that the project benefits the community.



**CORPORATION OF THE NATION MUNICIPALITY  
MUNICIPAL DONATION POLICY  
POLICY NUMBER: AD-2018-01  
APPROVAL DATE: February 5<sup>th</sup>, 2018**

**Annex B**

**Section A – Organization’s Information**

Name of organization: Click here to enter text.

Mailing Address: Click here to enter text.

Telephone number: Click here to enter text. Fax or Email: Click here to enter text.

Contact Person Name: Click here to enter text.

Contact Telephone Number: Click here to enter text. Email: Click here to enter text.

**Section B – Application Summary**

Is your request for:     1 activity / Event;     For the year’s activities;

*Note that only one donation will be given per application / organization per year.*

Amount Requested Click here to enter text. \$

If the amount is more than the amount previously given, please justify: Click here to enter text.

Name of activity or list of activities: Click here to enter text.

Description of activity / activities’ summary: Click here to enter text.

Start date / End date of activity / List of dates: Click here to enter text.

Location of activity / activities: Click here to enter text.

Is admission free?  Yes/ No, the admission fee is Click here to enter text.

Describe how The Nation will be recognized during your event(s)? Click here to enter text.

**If the amount requested and given is more than \$500.00, the administration reserves the right to request a report detailing how the funds were spent.**

If applicable, the organism consents to sending a report to The Nation Council:  Yes/ No,

\_\_\_\_\_  
Signature of applicant

\_\_\_\_\_  
Date

*Don’t forget to submit your event to [communication@nationmun.ca](mailto:communication@nationmun.ca) to be included in our Community Events Calendar.*



**CORPORATION OF THE NATION MUNICIPALITY**

**2<sup>ND</sup> DRAFT -POLICY**

**Policy Number:** POL-CL-01-2025

Version Number: V#1

Policy Title: The Community Engagement Fund Policy

**Effective Date:**

**Approval Authority:** Council

**Resolution / By-law Number:**

**Scheduled Review Date:** December 2026

**Policy Contact:** Aimée Roy, Clerk, Justin Lafrance, Interim Director of Recreation

**Initiating Department:** Clerk's Department

**Note regarding bilingual documentation:** In the event of a discrepancy between the English and French versions of a text, the English version prevails.

**Abstract:** The purpose of this policy is to establish guidelines regarding the process of approval and the remitting of municipal monetary and in-kind contributions as well as discounted rates for hall rentals to non-profit groups, associations and organizations.

**Revision History:**

Date (YYYY-MM-DD)	Nature of Change	Approved by	Comments

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## 1. Policy Statement

- 1.1. The Nation Municipality strives to promote activities that will enhance the cultural, social, and economic well-being of the community. For this reason, the Council of The Nation Municipality is committed to receive and treat all request for financial assistance in a consistent and equitable manner.

## 2. Purpose

- 2.1. The purpose of this policy is to establish guidelines regarding the process of approval and the remitting of municipal monetary and in-kind contributions, as established in section 6.1 of the present policy, as well as discounted rates for hall rentals to non-profit groups, associations and organizations, as established in section 6.2 of the present policy.

## 3. Scope

- 3.1. This policy applies to every request for municipal monetary or in-kind contributions as well as hall rental fee waiver.

## 4. Legislative Authority

Not applicable

## 5. Definitions

- 5.1. Not applicable

## 6. Policy

### 6.1. Monetary and in-kind contributions

#### 6.1.1. Monetary and in-kind budget allocation

The council will set aside an annual budget for monetary and in-kind contributions. This fund, as well as the \$10,000 discretionary fund provided by the United Counties of Prescott-Russell, will be used exclusively to provide support to eligible groups with monetary or in-kind contributions.

#### 6.1.2. Eligibility for monetary and in-kind contributions

Municipal monetary donations or in-kind contributions are available to groups, associations and organizations that are not for profit.

Donations will be granted only to nonprofit groups, associations, or organizations that serve the residents of The Nation Municipality, as well as to community events held within its boundaries.

### 6.1.3. Ineligibility for monetary and in-kind contributions

Municipal donations will not be given to the following:

- Individuals;
- Organizations or activities of a political nature;
- Activities benefitting board members only;
- If an activity is deemed discriminatory, contrary to municipal policies and values, or unlawful;
- School bursaries;
- Schools;
- Religious groups or activities of religious nature;
- For profit sports teams, leagues or associations.

### 6.1.4. Monetary or in-kind donation terms

6.1.4.1. **One request per year per applicant:** Applicants can obtain only ONE contribution including in-kind contributions, for the calendar year (either for one event or for the years' events).

6.1.4.2. **Hall rental:** Monetary donations intended to cover hall rental fees at municipal facilities will not be accepted. Hall rental discounts and fee waivers will be processed as per Section 6.2 of this Policy.

6.1.4.3. **Other sources of funding:** Municipal funds cannot be the sole source of funding for a group or an event.

### 6.1.5. Application process for monetary or in-kind contribution requests

#### 6.1.5.1. Deadline

To ensure effective allocation of funds, we kindly ask that all application forms be submitted to the Clerk's Office by January 30th of the current year. Applications received after this deadline will still be presented to Council for consideration; however, the availability of funds cannot be guaranteed.

Applicants are responsible for ensuring their application is submitted on time, in accordance with the scheduled council meeting dates, to allow for review and approval.

Scheduled regular council meeting dates can be found on Events calendar page of The Nation Municipality's website by following this link: [Link to the Events Calendar page of The Nation's website](#)

All funding requests, regardless of submission date, are subject to Council approval, and approval is not guaranteed.

#### 6.1.5.2. How to apply

Applicants must complete and submit the Community Engagement Fund Application Form found in Appendix A to the Clerk's Office. The application may be submitted via the integrated form on the municipal website or by mail at the following address.

#### 6.1.6. Approval process for monetary and in-kind contributions

6.1.6.1. All properly completed, legible, and eligible applications will be presented to Council during a regular Council meeting.

(a) For monetary contribution requests, Council must pass a resolution to approve the donation, specify the amount to be allocated, and identify the account from which the funds will be drawn. Once approved, the resolution will be forwarded to the Finance Department for processing.

(b) For in-kind contribution requests, applications will be submitted to Council for initial consideration. If Council expresses support, they will direct Administration to assess the staffing, resources, and monetary value required for the requested contribution and provide a follow-up recommendation for Council's final decision.

6.1.6.2. Approvals and amounts given are at the sole discretion of the members of Council.

6.1.6.3. Applicants will be notified of the result, whether approved or rejected, within seven business days following the adoption of the resolution.

6.1.6.4. The Clerk's office will deny applications that are not eligible under the present policy. Members of Council will be notified via email of any denial and reasoning for it, in accordance with the current policy. Members of Council may bring forward a request for an exemption to the present policy for Council's consideration during a Council meeting.

#### 6.1.7. Post contribution requirements

##### 6.1.7.1. Recognition

For subsidized community events, applicants must recognize The Nation Municipality (for example a banner or sign at their event with The Nation logo) in recognition of the donation. The Municipality can provide pre-approved promotional signs if needed.

##### 6.1.7.2. Post donation reporting

If the monetary amount requested and given is more than \$500.00, the administration reserves the right to request a report detailing how the funds were spent.

**6.1.8. Event cancellation or disbanded organization**

If the event is cancelled or if the non-profit group, association or organization is disbanded and funds have been received, a full refund must be made to The Nation Municipality within 30 days of the notice of cancellation or closure. Failure to comply with these guidelines may lead to collection actions against the applicant or denied donation requests in the future.

**6.1.9. Donations to Optimist Clubs and Seniors Clubs**

At the beginning of each year, the Clerk's Office will submit a report to Council detailing the active status of Seniors and Optimist Clubs. Council must pass a resolution to pre-approve the list of clubs eligible for a donation, specify the donation amount, and identify the accounts from which the funds will be drawn.

Once the amount is set, active clubs may submit a donation request application (not exceeding the amount set by Council), which will be administered by the Clerk's office to confirm eligibility. The deadline for Optimist Club and Seniors Clubs to apply for their annual donation is October 31<sup>st</sup> of the same year, after which the amount will no longer be earmarked for their organization.

**6.1.10. Uncashed cheques**

Cheques that remain uncashed by the end of the fiscal year (December 31st) will be voided and will not be reissued, rendering funds allocated no longer available. Organizations will not be able to backtrack funding from the previous year. To receive funding in the new year, organizations will need to reapply for the upcoming year's allocation. However, an extension until January 31st of the following year will be granted for cheques dated in December.

**6.1.11. Cheque re-issuance fee**

The administration will retain a fee of \$100.00 from the contribution to cover the costs associated with reissuing a cheque in the event of a lost cheque or if the applicant submits incorrect payment information to the municipality.

**6.1.12. Misuse of Funds**

Any group found providing false information or misusing the funds will be disqualified from future contributions and may need to repay the contribution amount.

**6.2. Hall rental discounts**

#### 6.2.1. Hall discounts budget allocation

If Council has allocated a budget for hall rental discounts, said budget funds will be used exclusively to support eligible groups in rental municipal facilities for community-oriented events.

#### 6.2.2. Eligible groups and events for hall discounts

- Pre-approved groups: These include non-profit organizations, registered charities, and community groups that have been pre-approved by the council and listed for automatic eligibility.
- Other groups: Organizations that are not on the pre-approved list, such as new or emerging groups, must apply for approval through Council.
- All eligible groups must demonstrate a clear benefit to the community, promoting cultural, recreational, social, or educational activities.

#### 6.2.3. Ineligible groups and events for hall discounts

- Private businesses, individuals, and for-profit organizations.
- Political groups or events with a primary political purpose.
- Private events such as weddings, parties, or commercial ventures.

#### 6.2.4. Hall discount terms

6.2.4.1. The discount will be granted on a first-come, first-served basis until the allocated fund is exhausted for the year.

6.2.4.2. Discount amount: Eligible groups will be pre-approved at the beginning of each year by Council resolution will be admissible to receive a 50% discount on municipal hall rentals.

6.2.4.3. Full coverage for major events: Within the allocated fund one major festival or large community event per community (e.g., festivals, town fairs) will be eligible for 100% coverage of hall rental fees. This applies to events that have significant community impact and bring together a large portion of the population. The list of admissible events will be pre-approved at the beginning of each year by Council resolution.

6.2.4.4. Rental Types: Discounts apply to hall rentals only and do not cover additional services (e.g., bar service, staff, equipment).

#### 6.2.5. Application process for hall discounts

Applicants must complete the integrated form found on our website by following this link: [Link to community engagement fund application form](#)

Section 6.3 of the present policy provides for alternative formats of application.

- 6.2.5.1. **Pre-approved Groups:** These groups only need to complete the Community Engagement Fund Form 30 days before the event to qualify for the discount.
- 6.2.5.2. **Non-Pre-Approved Groups:** Groups not on the pre-approved list must complete the Community Engagement Fund Form and submit it at least 30 days before the event. The application will be submitted to council for approval. Applicants are responsible for ensuring their application is submitted on time, in accordance with the scheduled council meeting dates, to allow for review and approval.
- Scheduled regular council meeting dates can be found on Events calendar page of The Nation Municipality's website by following this link: [Link to the Events Calendar page of The Nation's website](#)
- 6.2.5.3. **Required documentation:**
- Proof of non-profit or charitable status (if not pre-approved)
  - Event description and how it benefits the community
- 6.2.6. Review and approval process for hall discounts
- 6.2.6.1. **Pre-approved Groups:** Upon submission of the application form, these groups will automatically qualify for the 50% discount, subject to fund availability.
- 6.2.6.2. **Non-Pre-Approved Groups:** Council will review applications on a first-come, first-served basis. If funds are available, Council will evaluate applications based on the following criteria: community impact, demonstrated financial need, and alignment with municipal priorities.
- 6.2.6.3. **Major event applications:** For groups applying for **100% coverage** of hall rental fees for a major community event, the application must clearly demonstrate the scale and significance of the event.
- 6.2.6.4. **Notification:** The recreation team will notify applicants of the council's decision within 7 business days of the decision.
- 6.2.6.5. The recreation department will deny hall discounts for organizations that are not eligible under the present policy. Members of Council will be notified via email of any denial and reasoning for it, in accordance with the current policy. Members of Council may bring forward a request for an exemption to the present policy for Council's consideration during a Council meeting.
- 6.2.7. Conditions of use for hall discounts



- 6.2.7.1. **Granting of Discount:** Approved groups must sign a rental agreement outlining the discounted rate and conditions of use.
  - 6.2.7.2. **Cancellations:** If an event is canceled, the allocated funds will be reallocated to other applications within the available budget. The group must submit a new application if they wish to reschedule or hold a future event using the discount. Applicants will be responsible for 100% of the hall rental fees if they cancel later than 7 days prior to the event and if the hall cannot be re-rented.
  - 6.2.7.3. **Post-Event Reporting:** Groups receiving the discount may be required to submit a brief event report outlining attendance and community impact within 30 days of the event.
  - 6.2.7.4. **Misuse of Discount:** Any group found providing false information or misusing the discount will be disqualified from future discounts and may need to repay the discounted amount.
- 6.3. Options to apply for the Community Engagement Fund**

Applications must be submitted one of the following ways:

Online

Applicants may complete the integrated Community Engagement Fund application form found on our website by following this link: [Link to Community Engagement Fund application form](#)

Email

Community Engagement Fund application form may be emailed the to the Clerk at [clerk@nationmun.ca](mailto:clerk@nationmun.ca)

Mail

Applicants may mail a hard copy of the completed Community Engagement Form found at Appendix "A" to:

The Nation Municipality  
C/O Clerk's Office  
958 Route 500 West  
Casselman ON K0A 1M0

In person

Applicants may hand deliver completed forms to one of our two municipal offices:

Head Office  
C/O Clerk's Office  
958 Route 500 West,  
Casselton ON K0A 1M0  
Monday to Friday: 8:30 a.m. to 12:00 p.m. and 12:30 p.m. to 4 p.m.

Satellite Office  
C/O Clerk's Office  
3248 County Road 9,  
Fournier ON K0B 1G0  
Monday to Friday, 8:30 a.m. to 12:00 p.m. and 12:30 p.m. to 4 p.m.

## 7. Responsibilities

- 7.1. The Nation Municipality is responsible for implementing and enforcing the current policy, as adopted by Council.
- 7.2. The applicants are responsible for complying with the terms of the present policy and to provide true information during the application and reporting process.

## 8. Administration

- 8.1. The Clerk's Office is responsible for the administration of monetary and in-kind donation requests, in accordance with the present policy.
- 8.2. The Recreation Department is responsible for the administration of the hall discount requests, in accordance with the present policy.

## 9. Exemptions (if applicable)

- 9.1. The Clerk's office or the Recreation Department will deny applications that are not eligible under the present policy. **Members of Council will be notified via email of any denial and reasoning for it, in accordance with the current policy.** Members of Council may bring forward a request for an exemption to the present policy for Council's consideration during a Council meeting.

## 10. Housekeeping Amendments

- 10.1. The Clerk and / or Chief Administrative Officer reserves the right to make housekeeping amendments to this policy without requiring formal approval from Council. Housekeeping amendments include, but are not limited to, corrections of typographical errors, formatting adjustments, updates to titles, department names, or references, and other non-substantive changes that do not alter the intent or application of the policy.

- 10.2. Any housekeeping amendments made will be documented, and an updated version of the policy will be circulated to all relevant stakeholders.

## **11. Errors or Omissions**

The Municipality strives to ensure the accuracy and completeness of this policy. However, unintentional errors or omissions may occur. In such cases, the Municipality reserves the right to amend, correct, or clarify the policy as needed to address any discrepancies or gaps.

Should an error or omission be identified, it will not invalidate the intent of the policy or any related decisions made in good faith. The Municipality will take reasonable steps to rectify the issue promptly and communicate any updates to all relevant stakeholders.

## **12. Policy Review**

- 12.1. The review of the current policy is scheduled to be conducted every two years, by the Clerk's Office and the Recreation's department in collaboration with the Finance Department.

## **13. Effective Date**

- 13.1. Date of approval by council

## **14. References (if applicable)**

Not applicable

## **15. Approval**

- 15.1. This policy shall be approved by way of Council resolution.

La Municipalité de La Nation: Frais d'utilisations des loisirs  
 Date d'entrée en vigueur pour locations des salles : 1<sup>er</sup> janvier 2025  
 Date d'entrée en vigueur pour locations de glace et terrain : 1<sup>er</sup> août :



**TOUS LES TARIFFS SERONT AUGMENTÉS DE DE 25 % POUR LES LOCATAIRES NON-RÉSIDENTS**

<b>TARIFS GÉNÉRAUX POUR LES SALLES</b>		
<b>SERVICE</b>	<b>TARIF PROPOSÉ</b>	<b>TARIF ACTUEL</b>
Assurance de responsabilité	Prix selon l'activité	Prix selon l'activité
Jours fériés	Surcharge de 50 %	Surcharge de 25 %
Service de bar (première 6 heures)	110 \$ + TVH	100 \$ + TVH
Service de bar supplémentaire (par heure)	30 \$ + TVH	25 \$ + TVH
Service de vin	Coût du LCBO + 25 %, dépôt de 3\$ / personne	Coût du LCBO + 25 %, dépôt de 3\$ / personne
Frais de nettoyage supplémentaire	75 \$ + TVH	0 \$
Journée supplémentaire pour montage / démontage	50 \$ + TVH	50 \$ + TVH
Frais d'annulation	50 \$ + TVH	50 \$ + TVH
Frais pour paiement insuffisant	40 \$ + TVH	40 \$ + TVH
Cuisine Seulement	70 \$ + TVH	68,20 \$ + TVH

<b>PETITE SALLES COMMUNAUTAIRES</b>		
<b>ACTIVITÉ</b>	<b>TARIF PROPOSÉ</b>	<b>TARIF ACTUEL</b>
Réunion, fête et funérailles	179 \$ + TVH	170,62 \$ + TVH
Mariage	315 \$ + TVH	300 \$ + TVH
Activité sportives (par heure)	27,50 \$ + TVH	Variable
Enchère	700 \$ + TVH	682,45 \$ + TVH
Location d'école <i>Jours de semaine 8h à 17h</i>	<b>75 \$ + TVH</b>	N/A

<b>GRANDE SALLES COMMUNAUTAIRES</b>		
<b>ACTIVITÉ</b>	<b>TARIF PROPOSÉ</b>	<b>TARIF ACTUEL</b>
Réunion, fête et funérailles	358,27 \$ + TVH	341,21 \$ + TVH
Mariage	525 \$ + TVH	500 \$ + TVH
Activité sportives (par heure)	55 \$ + TVH	Variable
Enchère	700 \$ + TVH	682,45 \$ + TVH
Location d'école <i>Jours de semaine 8h à 17h</i>	<b>100 \$ + TVH</b>	N/A

**TOUS LES TARIFFS SERONT AUGMENTÉS DE DE 25 % POUR LES LOCATAIRES NON-RÉSIDENTS**

<b>ORGANISME A BUT NON-LUCRATIF</b>				
<b>ACTIVITÉ</b>	<b>GRANDE SALLE TARIF PROPOSÉ</b>	<b>GRANDE SALLE TARIF ACTUEL</b>	<b>PETITE SALLE TARIF PROPOSÉ</b>	<b>PETITE SALLE TARIF ACTUEL</b>
Diner communautaire	83,50 \$ + TVH	80,90 \$ + TVH	83,50 \$ + TVH	80,90 \$ + TVH
Organisme sans but lucrative (Nation)	125,30 \$ + TVH	121,64 \$ + TVH	83,50 \$ + TVH	80,90 \$ + TVH
Organisme sans but lucrative (Régional)	208,60 \$ + TVH	202,54 \$ + TVH	104,50 \$ + TVH	101,28 \$ + TVH

<b>SALLE DE CONFÉRENCE</b>		
<b>ACTIVITÉ</b>	<b>TARIF PROPOSÉ</b>	<b>TARIF ACTUEL</b>
Salle Egg-cellence (St-Isidore) / Salle André Vinette (St-Albert)	41,07\$ \$ + TVH	34,23 \$ ou 68,24 \$ + TVH
Annex (Limoges) / Sports Bar (St-Isidore)	136,49 \$ + TVH	136, 49 \$ + TVH

<b>TERRAINS DE BALLE ET ACTIVITÉS EXTÉRIEURES</b>		
<b>ACTIVITÉ</b>	<b>TARIF PROPOSÉ</b>	<b>TARIF ACTUEL</b>
Frais de location pour la saison	100 \$ + TVH par jour/nuit	100 \$ + TVH par jour/nuit
Tournoi (1 terrain)	110 \$ + TVH par jour	100 \$ + TVH par jour
Tournois (2 terrains)	165 \$ + TVH par jour	150 \$ + TVH par jour
Location du restoparc (Limoges)	70 \$ + TVH par jour	70 \$ ou 50 \$ + TVH par jour

<b>GROUPES COMMUNAUTAIRES</b>		
<b>ACTIVITÉ</b>	<b>TARIF PROPOSÉ</b>	<b>TARIF ACTUEL</b>
Location annuelle des clubs d'âge d'or	368,40 \$ + TVH	357.67 \$ + TVH
Location annuelle de la Corde à Linge	748.33 \$ + TVH	726.53 \$ + TVH

<b>BOWLING</b>		
<b>ACTIVITÉ</b>	<b>TARIF PROPOSÉ</b>	<b>TARIF ACTUEL</b>
Frais de jeu (par partie)	4,43 \$ + TVH	3,54 \$ + TVH
Location de chaussures	1.77 \$ + TVH	0.89 \$ + TVH
Liges	Utiliser le tarif ci-dessus	10,62 \$ + TVH

La Municipalité de La Nation: Frais d'utilisations des loisirs  
 Date d'entrée en vigueur pour locations des salles : 1<sup>er</sup> janvier 2025  
 Date d'entrée en vigueur pour locations de glace et terrain : 1<sup>er</sup> août :



**TOUS LES TARIFFS SERONT AUGMENTÉS DE DE 25 % POUR LES LOCATAIRES NON-RÉSIDENTS**

**FRAIS SUPPLÉMENTAIRES POUR UNE LOCATION DE SALLE**

SERVICE	TARIF PROPOSÉ	TARIF ACTUEL
Location de projecteur	8,85 \$ + TVH	0 \$
Frais de montage supplémentaire (St-Albert, Annex)	50 \$ + TVH par montage	0 \$
Nappes rondes	6 \$ + TVH	6 \$ + TVH
Nappes blanches rectangulaires de 10'	10 \$ + TVH	10 \$ + TVH
Juponnage blanc de 8'	15 \$ + TVH	15 \$ + TVH
Juponnage blanc de 13'	18 \$ + TVH	18 \$ + TVH
Juponnage blanc de 15'	20 \$ + TVH	20 \$ + TVH
Scènes (sections 4' x 8')	10 \$ + TVH	10 \$ + TVH

**CENTRE COMMUNAUTAIRE DE ST-ISIDORE**

ACTIVITÉ	TARIF PROPOSÉ	TARIF ACTUEL
Jours fériés	Surcharge de 25 %	Surcharge de 25 %
Hockey adulte, non-prime	145 \$ + TVH	140 \$ + TVH
Hockey adulte, prime	235 \$ + TVH	225 \$ + TVH
Organisation de sports mineurs extérieurs	185 \$ + TVH	175 \$ + TVH
Junior "C"	185 \$ + TVH	175 \$ + TVH
Hockey mineur de St-Isidore	160 \$ + TVH	155 \$ + TVH
Tournoi	155 \$ + TVH	145 \$ + TVH 150 \$ + TVH
École secondaire	145 \$ + TVH	140 \$ + TVH
École primaire	70 \$ + TVH	60 \$ + TVH
Location printemps/été	235 \$ + TVH	225 \$ + TVH
Accès libre / Drop in	65 \$ + TVH (par heure)	21 \$ + TVH (par joueur)

La Municipalité de La Nation: Frais d'utilisations des loisirs  
 Date d'entrée en vigueur pour locations des salles : 1<sup>er</sup> janvier 2025  
 Date d'entrée en vigueur pour locations de glace et terrain : 1<sup>er</sup> août :



<b>TARIFICATION RÉSIDENTIELLE DU COMPLEXE SPORTIF DE LA NATION - (PAR HEURE)</b>		
<b>ACTIVITÉ</b>	<b>TARIF PROPOSÉ</b>	<b>TARIF ACTUEL</b>
Jours fériés	Surcharge de 25 %	Surcharge de 25 %
1 terrain non-prime 8h à 17h la semaine	40 \$ + TVH	37,50 \$ + TVH
1 terrain prime Après 17h la semaine, les fins de semaine et jours fériés)	160 \$ + TVH	150 \$ + TVH
2 terrains non-prime 8h à 17h la semaine	80 \$ + TVH	75 \$ + TVH
2 terrains prime Après 17h la semaine, les fins de semaine et jours fériés)	300 \$ + TVH	285 \$ + TVH

<b>NATION SPORTS COMPLEX NON-RESIDENT PRICING - (PER HOUR)</b>		
<b>ACTIVITY</b>	<b>PROPOSED USER FEE</b>	<b>CURRENT FEE</b>
Jours fériés	Surcharge de 25 %	Surcharge de 25 %
1 terrain non-prime 8h à 17h la semaine	45 \$ + TVH	41,25 \$ + TVH
1 terrain prime Après 17h la semaine, les fins de semaine et jours fériés)	190 \$ + TVH	165 \$ + TVH
2 terrains non-prime 8h à 17h la semaine	90 \$ + TVH	82,50 \$ + TVH
2 terrains prime Après 17h la semaine, les fins de semaine et jours fériés)	320 \$ + TVH	300 \$ + TVH

<b>SUMMER NATION SPORTS COMPLEX RESIDENT PRICING - (PER HOUR)</b>		
<b>ACTIVITY</b>	<b>PROPOSED USER FEE</b>	<b>CURRENT FEE</b>
Jours fériés	Surcharge de 25 %	Surcharge de 25 %
1 terrain non-prime 8h à 17h la semaine	40 \$ + TVH	37,50 \$ + TVH
1 terrain prime Après 17h la semaine, les fins de semaine et jours fériés)	80 \$ + TVH	75 \$ + TVH
2 terrains prime	160 \$ + TVH	150 \$ + TVH
Forfait fête d'anniversaire	160 \$ + TVH	150 \$ + TVH

La Municipalité de La Nation: Frais d'utilisations des loisirs  
 Date d'entrée en vigueur pour locations des salles : 1<sup>er</sup> janvier 2025  
 Date d'entrée en vigueur pour locations de glace et terrain : 1<sup>er</sup> août :



**SUMMER NATION SPORTS COMPLEX NON-RESIDENT PRICING - (PER HOUR)**

<b>ACTIVITY</b>	<b>PROPOSED USER FEE</b>	<b>CURRENT FEE</b>
Jours fériés	Surcharge de 25 %	Surcharge de 25 %
1 terrain non-prime <i>8h à 17h la semaine</i>	45 \$ + TVH	41,25 \$ + TVH
1 terrain prime <i>Après 17h la semaine, les fins de semaine et jours fériés)</i>	90 \$ + TVH	82,50 \$ + TVH
2 terrains prime	180 \$ + TVH	165 \$ + TVH
Forfait fête d'anniversaire	160 \$ + TVH	150 \$ + TVH



**ALL PRICES TO BE RAISED BY 25% FOR NON-RESIDENT RENTERS**

GENERAL COMMUNITY HALL FEES		
SERVICE	PROPOSED USER FEE	CURRENT FEE
Liability Insurance	Price depending on activity, provided by The Recreation Team	Price depending on activity, provided by The Recreation Team
Statutory Holiday	50% Surcharge	25% Surcharge
Bar Service (first 6 hours)	\$110 + HST	\$100 + HST
Additional Bar Service (per hour)	\$30 + HST	\$25 + HST
Wine Service	LCBO Cost + 25%, with a \$3 per person deposit	LCBO Cost + 25%, with a \$3 per person deposit
Extra Cleaning Fee	\$75 + HST	\$0
Extra Day for take down / set up	\$50 + HST	\$50 + HST
Cancellation Fee	\$50 + HST	\$50 + HST
Insufficient Payment Fee	\$40 + HST	\$40 + HST
Kitchen Use Only	\$70 + HST	\$68.20 + HST

SMALL COMMUNITY HALLS		
ACTIVITY	PROPOSED USER FEE	CURRENT FEE
Meeting, Party & Funeral	\$179.15 + HST	\$170.62 + HST
Wedding	\$315 + HST	\$300 + HST
Sport Activities (per hour)	\$27.5 + HST	Various
Auction	\$700 + HST	\$682.45 + HST
School Rentals <i>Weekdays 8AM to 5PM</i>	<b>\$75 + HST</b>	\$0

LARGE COMMUNITY HALLS		
ACTIVITY	PROPOSED USER FEE	CURRENT FEE
Meeting, Party & Funeral	\$358.27 + HST	\$341.21 + HST
Wedding	\$525 + HST	\$500 + HST
Sport Activities (per hour)	\$55 + HST	Various
Auction	\$700 + HST	\$682.45 + HST
School Rentals <i>Weekdays 8AM to 5PM</i>	<b>\$100 + HST</b>	\$0

NON FOR PROFIT				
ACTIVITY	LARGE HALL PROPOSED FEE	LARGE HALL CURRENT FEE	SMALL HALL PROPOSED FEE	SMALL HALL CURRENT FEE
Community Diners	83.50 + HST	\$80.90 + HST	83.50 + HST	\$80.90 + HST
Nation Non-Profit	125.30 + HST	\$121.64 + HST	83.50 + HST	\$80.90 + HST
Regional Non-Profit	208.60 + HST	\$202.54 + HST	104.50 + HST	\$101.28 + HST

**The Nation Municipality: Recreation User Fees**  
**Effective Date for Hall Rentals: January 1<sup>st</sup>, 2025**  
**Effective Date for Ice and Field Rentals: August 1<sup>st</sup>, 2025**



**ALL PRICES TO BE RAISED BY 25% FOR NON-RESIDENT RENTERS**

<b>CONFERENCE ROOMS</b>		
<b>ACTIVITY</b>	<b>PROPOSED USER FEE</b>	<b>CURRENT FEE</b>
Egg-cellence (St-Isidore) André Vinette (St-Albert)	\$41.07 + HST	\$34.23 or \$68.24 + HST
Annex (Limoges) Sports Bar (St-Isidore)	\$136.49 + HST	\$136.49 + HST

<b>BALL DIAMONDS AND OUTDOOR ACTIVITIES</b>		
<b>ACTIVITY</b>	<b>PROPOSED USER FEE</b>	<b>CURRENT FEE</b>
Season Rental Fee	\$100 + HST per day/night	\$100 + HST per day/night
Tournament (1 field)	\$110 + HST per day	\$100 + HST per day
Tournament (2 fields)	\$165 + HST per day	\$150 + HST per day
Restaurant Rental (Limoges)	\$70 + HST per day	\$70 or \$50 + HST per day

<b>COMMUNITY GROUPS</b>		
<b>ACTIVITY</b>	<b>PROPOSED USER FEE</b>	<b>CURRENT FEE</b>
Seniors Group Annual Rental	\$368.40 + HST	\$357.67 + HST
Corde à Linge Annual Rental	\$748.33 + HST	\$726.53 + HST

<b>BOWLING</b>		
<b>ACTIVITY</b>	<b>PROPOSED USER FEE</b>	<b>CURRENT FEE</b>
Game Fee	\$4.43 + HST per game	\$3.54 + HST
Shoe Rental	\$1.77 + HST	\$0.89 + HST
Leagues	Use Fee Above	\$10.62 + HST

<b>ADDITIONNAL HALL RENTAL FEES</b>		
<b>SERVICE</b>	<b>PROPOSED USER FEE</b>	<b>CURRENT FEE</b>
Projector Rental Fee	\$8.85 + HST	\$0
Extra Set-up Fee (St-Albert, Annex)	\$50 + HST / set up	\$0
Round Tablecloths	\$6 + HST	\$6 + HST
10' White Rectangular Tablecloths	\$10 + HST	\$10 + HST
8' White Skirting	\$15 + HST	\$15 + HST
13' White Skirting	\$18 + HST	\$18 + HST
15' White Skirting	\$20 + HST	\$20 + HST
Stages (4' x 8' sections)	\$10 + HST	\$10 + HST

The Nation Municipality: Recreation User Fees  
 Effective Date for Hall Rentals: *January 1<sup>st</sup>, 2025*  
 Effective Date for Ice and Field Rentals: *August 1<sup>st</sup>, 2025*



**ALL PRICES TO BE RAISED BY 25% FOR NON-RESIDENT RENTERS**

<b>ST-ISIDORE COMMUNITY CENTER (PER HOUR)</b>		
<b>ACTIVITY</b>	<b>PROPOSED USER FEE</b>	<b>CURRENT FEE</b>
Holidays	25% Surcharge	25% Surcharge
Adult Hockey Non-Prime <i>8AM to 5PM weekdays</i>	\$145 + HST	\$140 + HST
Adult Hockey Prime <i>Past 5PM weekday, weekends and Statutory Holidays</i>	\$235 + HST	\$225 + HST
Outside Minor Sports Organization	\$185 + HST	\$175 + HST
Junior 'C'	\$185 + HST	\$175 + HST
St-Isidore Minor Hockey	\$160 + HST	\$155 + HST
Tournament	\$155 + HST	\$145 + HST \$150 + HST
High School	\$145 + HST	\$140 + HST
Elementary School	\$70 + HST	\$60 + HST
Summer/Spring Rental (August/May)	\$235 + HST	\$225 + HST
Drop in	\$65 + HST (per hour)	\$21 + HST (per player)

**The Nation Municipality: Recreation User Fees**  
**Effective Date for Hall Rentals: January 1<sup>st</sup>, 2025**  
**Effective Date for Ice and Field Rentals: August 1<sup>st</sup>, 2025**



<b>NATION SPORTS COMPLEX RESIDENT PRICING - (PER HOUR)</b>		
<b>ACTIVITY</b>	<b>PROPOSED USER FEE</b>	<b>CURRENT FEE</b>
Holidays	25% Surcharge	25% Surcharge
1 Field Non-Prime <i>8AM to 5PM weekdays</i>	\$40 + HST	\$37.50 + HST
1 Field Prime <i>Past 5PM weekday, weekends and Statutory Holidays</i>	\$160 + HST	\$150 + HST
2 Fields Non-Prime <i>8AM to 5PM weekdays</i>	\$80 + HST	\$75 + HST
2 Fields Prime <i>Past 5PM weekday, weekends and Statutory Holidays</i>	\$300 + HST	\$285 + HST

<b>NATION SPORTS COMPLEX NON-RESIDENT PRICING - (PER HOUR)</b>		
<b>ACTIVITY</b>	<b>PROPOSED USER FEE</b>	<b>CURRENT FEE</b>
Holidays	25% Surcharge	25% Surcharge
1 Field Non-Prime <i>8AM to 5PM weekdays</i>	\$45 + HST	\$41.25 + HST
1 Field Prime <i>Past 5PM weekday, weekends and Statutory Holidays</i>	\$190 + HST	\$165 + HST
2 Fields Non-Prime <i>8AM to 5PM weekdays</i>	\$90 + HST	\$82.50 + HST
2 Fields Prime <i>Past 5PM weekday, weekends and Statutory Holidays</i>	\$320 + HST	\$300 + HST

<b>SUMMER NATION SPORTS COMPLEX RESIDENT PRICING - (PER HOUR)</b>		
<b>ACTIVITY</b>	<b>PROPOSED USER FEE</b>	<b>CURRENT FEE</b>
Holidays	25% Surcharge	25% Surcharge
1 Field Non-Prime <i>8AM to 5PM weekdays</i>	\$40 + HST	\$37.50 + HST
1 Field Prime <i>Past 5PM weekday, weekends and Statutory Holidays</i>	\$80 + HST	\$75 + HST
2 Fields Prime Time	\$160 + HST	\$150 + HST
Birthday Party Package	\$160 + HST	\$150 + HST

**The Nation Municipality: Recreation User Fees**  
**Effective Date for Hall Rentals: *January 1<sup>st</sup>, 2025***  
**Effective Date for Ice and Field Rentals: *August 1<sup>st</sup>, 2025***



<b>SUMMER NATION SPORTS COMPLEX NON-RESIDENT PRICING - (PER HOUR)</b>		
<b>ACTIVITY</b>	<b>PROPOSED USER FEE</b>	<b>CURRENT FEE</b>
Holidays	25% Surcharge	25% Surcharge
1 Field Non-Prime <i>8AM to 5PM weekdays</i>	\$45 + HST	\$41.25 + HST
1 Field Prime <i>Past 5PM weekday, weekends and Statutory Holidays</i>	\$90 + HST	\$82.50 + HST
2 Fields Prime Time	\$180 + HST	\$165 + HST
Birthday Party Package	\$160 + HST	\$150 + HST