



Township of Douro-Dummer Agenda for a Regular Meeting of Council

Tuesday, October 1, 2024, 5:00 p.m.
Council Chambers in the Municipal Building

Please note, that Council may, by general consensus, change the order of the agenda, without prior notification, in order to expedite the efficiency of conducting business.

Hybrid Meetings

Regular and Special meetings of Council are being held in person and electronically. Regular Meetings are recorded and live-streamed on the Township YouTube channel. Special Meetings will be recorded and live-streamed where feasible.

To watch the meeting live or access a recording please visit the Township's YouTube Channel
https://www.youtube.com/channel/UCPpzm-uRBZRDjB89o2X6R_A

Please contact the Clerk if you require an alternative method to virtually attend the meeting.
martinac@dourodummer.on.ca or 705-652-8392 x210

	Pages
1. Call to Order	
2. Land Acknowledgement	
3. Moment of Silent Reflection	
4. Disclosure of Pecuniary Interest:	
5. Adoption of Agenda: October 1, 2024	
6. Adoption of Minutes and Business Arising from the Minutes	
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7. Consent Agenda (Reports voted upon by ONE motion) - No Debate	
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9.	Public Comment Period - No Debate or Decision	
	A list of registered speakers will be released no later than Monday at 4:30 p.m. The deadline to register is 12-noon on Monday prior to the meeting.	
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12.	Correspondence – Action Items:	
12.1	City of Kitchener - Resolution regarding Renovictions - Safe and Adequate Housing	367
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13.1	By-law 2024-57 - A By-law to assume certain parcels into the Township Road System. Severance File: B-87-23, Parent Roll: 1522-020-005-42700	370
13.2	By-law 2024-58 - A By-law to amend By-law No. 2022-21, as amended (Procedural By-law) to Amend Committee of the Whole Meeting Dates	371
13.3	By-law 2024-59 - Being a By-law to Appoint a Chief Administrative Officer, a Deputy Chief Administrative Officer and Repeal By-law 2024-41	372
14.	Reports derived from previous Notice of Motions	

15. **Notices of Motion - No Debate**

16. **Announcements:**

17. **Closed Session: None**

18. **Confirming By-law 2024-60**

373

19. **Next Meeting**

Committee of the Whole - October 8th, 2024 at 10:00 a.m.

Regular Council Meeting - October 15th, 2024 at 5:00 p.m.

20. **Adjournment**

Minutes of the Regular Meeting of Council of the Township of Douro-Dummer

**September 17, 2024, 5:00 PM
Council Chambers in the Municipal Building**

Member Present: **Mayor Heather Watson
Deputy Mayor Harold Nelson
Councillor Thomas Watt
Councillor Adam Vervoort
Councillor Ray Johnston**

Staff Present: **Clerk - Martina Chait-Hartwig
Interim Treasurer - Paul Creamer
Interim CAO, Mike Rutter**

1. Call to Order

With a quorum of Council being present, the Mayor called the meeting to order at 5:01 p.m.

2. Land Acknowledgement

The Mayor recited the Land Acknowledgement.

3. Moment of Silent Reflection

Council observed a moment of silent reflection.

4. Disclosure of Pecuniary Interest:

The Mayor reminded members of Council of their obligation to declare any pecuniary interest they might have. None were declared.

5. Adoption of Agenda: September 17, 2024**Resolution Number 326-2024**

Moved by: Deputy Mayor Nelson
 Seconded by: Councillor Johnston

That the agenda for the Regular Council Meeting, dated September 17, 2024, be adopted, as circulated. Carried

6. Adoption of Minutes and Business Arising from the Minutes6.1 Regular Council Meeting Minutes - September 3, 20246.2 Special Council Meeting Minutes - August 13, 2024, August 30, 2024, September 3, 2024, and September 6, 2024**Resolution Number 327-2024**

Moved by: Councillor Watt
 Seconded by: Councillor Vervoort

That the Minutes from the Regular Council Meeting held on September 3, 2024, and Special Council Meeting held on August 13, 2024, August 30, 2024, September 3, 2024, and September 6, 2024, all be received and approved. Carried

7. Consent Agenda (Reports voted upon by ONE motion) - No Debate7.1 Peterborough County Council Minutes - August 7, 20247.2 Kawartha Lake Steward Association - Notice of 2024 Annual General Meeting7.3 Township of Otonabee-South Monaghan - Notice of Public Meeting for Housekeeping Zoning By-law Amendment7.4 Municipal Appraisal Forms (MAF) for Severance Files B-28-24 & B-29-24 (Kelly) B-71-24 (Carruthers), B-72-24 (Darling) and B-84-24 (Vollering)

Councillor Watt requested that Items in 7.4 files B-71-24 (Carruthers) and B-72-24 (Darling) be held for discussion.

Resolution Number 328-2024

Moved by: Councillor Johnston
 Seconded by: Deputy Mayor Nelson

The Consent Agenda items for September 17, 2024, be received except items in 7.4 B-71-24 (Carruthers) and B-72-24 (Darling). Carried

- 8. Delegations, Petitions, Presentations or Public Meetings: None
- 9. Public Comment Period - No Debate or Decision: None
- 10. Staff Reports

10.1 Report and Capital Project Status

Resolution Number 329-2024

Moved by: Councillor Watt
 Seconded by: Deputy Mayor Nelson

That the Report and Capital Project Status document be received. Carried

10.2 Community Grant Requests - September 2024, Treasurer-2024-17

Resolution Number 330-2024

Moved by: Councillor Watt
 Seconded by: Councillor Vervoort

That the report, September 17, 2024, regarding Community Grant Requests be received, and;

That Council directed staff to provide the Peterborough County Plowmen's Association a donation of \$200.00 for the annual plowing match. Carried

10.3 2025 Council Meeting Schedule, Clerk's Office-2024-19

Resolution Number 331-2024

Moved by: Councillor Johnston

Seconded by: Councillor Vervoort

That the Clerk's Office report 2024-19, dated September 17, 2024, regarding the schedule of the Regular Council meeting in 2025 and the proposed draft schedule for the Committee of the Whole meetings in 2025, be received and approved.

Carried

10.4 Group Benefits Renewal Report - 2024, Clerk's Office-2024-20

Resolution Number 332-2024

Moved by: Deputy Mayor Nelson

Seconded by: Councillor Johnston

That the report, September 17, 2024, regarding the Group Benefits Program – November 1, 2024, Renewal Report be received for information with thanks.

Carried

10.5 Update regarding Events Committee, Clerk's Office-2024-21

Resolution Number 333-2024

Moved by: Councillor Watt

Seconded by: Deputy Mayor Nelson

That the report, September 17, 2024, regarding an update on the Events Committee be received and that a letter of thanks be sent to Julie Chatten for her work on the Events Committee and further that Township signs at Community Centre be used to promote upcoming events.

Carried

11. Committee Minutes and Other Reports:

11.1 Douro-Dummer Public Library Board Meeting Minutes - July 9, 2024

Resolution Number 334-2024

Moved by: Deputy Mayor Nelson

Seconded by: Councillor Johnston

That the minutes of Douro-Dummer Public Library Board meeting held on July 9, 2024, be received. Carried

12. Correspondence – Action Items:

12.1 Township of Springwater - Request for Notice of Provincial Regional Governance Reviews

Resolution Number 335-2024

Moved by: Councillor Vervoort

Seconded by: Councillor Watt

That the letter from Township of Springwater, dated September 5, 2024, requesting that Notice be provided for Provincial Regional Governance Reviews be received and supported. Carried

12.2 Municipal Appraisal Forms (MAF) for Severance Files B-71-24 (Carruthers), B-72-24 (Darling)

Resolution Number 336-2024

Moved by: Councillor Watt

Seconded by: Councillor Johnston

That the MAF for Severance files B-71-24 (Carruthers) and B-72-24 (Darling) be received and that staff work with County Land Division and Otonnabee Region Conservation Authority to request that the severance fees be waived either fully or partially in light of past land transfer errors that may have take place. Carried

13. By-laws:13.1 By-law Number 2024-54 - A By-law to Appoint a Treasurer and repeal previous appointment By-laws

Moved by: Councillor Johnston

Seconded by: Deputy Mayor Nelson

That By-law Number 2024-54 to Appoint a Treasurer and repeal previous appointment By-laws, be passed, in open Council this 17th day of September 2024 and that the Mayor and the Clerk be directed to sign same and affix the Corporate Seal thereto. Carried

14. Reports derived from previous Notice of Motions: None15. Notices of Motion - No Debate: None16. Announcements:

Mayor Watson - Culture Days on October 5th, 2024, featuring the Douro-Dummer Land Geology Bus Tour (\$10 per participant) and the Douro-Dummer Mural Art Project (Drop-in, FREE), organized by the Friends of the Library.

Councillor Watt - The Community Tree Planting Project, with tree pick-up available from Thursday, September 19th to Sunday, September 22nd and the Association of Ontario Road Supervisors (AORS) Provincial Safety Truck Rodeo on Wednesday, September 25, 2024, at the Douro Community Centre.

Councillor Johnston - Recognized and acknowledged the induction of J. Murray Jones into the Peterborough Pathway of Fame.

17. Closed Session:17.1 Approval Closed Session Minutes

Special Closed Session Minutes - August 13th, 2024

Special Closed Session Minutes - August 30th, 2024

Special Closed Session Minutes - September 3rd, 2024

Special Closed Session Minutes - September 3, 2024

Special Closed Session Minutes - September 6th, 2024

17.2 Information regarding a proposed or pending acquisition or disposition of land by the municipality or local board;17.3 Report to Council, C.A.O.-2024-23

Resolution Number 337-2024

Moved by: Councillor Watt

Seconded by: Councillor Johnston

Section 239 (2) of the Municipal Act, 2001, S.O. 2001, c. 25

(b) personal matters about an identifiable individual, including municipal or local board employees (personnel);

(c) a proposed or pending acquisition or disposition of land by the municipality or local board;

(d) labour relations or employee negotiations (CAO Recruitment); (5:37 p.m.).

Carried

18. Rise from Closed Session with or without a Report**Resolution Number 338-2024**

Moved by: Deputy Mayor Nelson

Seconded by: Councillor Johnston

That the Council rise from Closed Session without a report (6:28 p.m.). Carried

19. Matters Arising from Closed Session: None20. Confirming By-law - 2024-55

Moved by: Deputy Mayor Nelson

Seconded by: Councillor Vervoort

That By-law Number 2024-55, being a By-law to confirm the proceedings of the Regular Meeting of Council, held on the 17th day of September 2024, be passed in open Council and that the Mayor and the Clerk be directed to sign same and affix the Corporate Seal thereto. Carried

21. Next Meeting

Special Council Meeting - October 1, 2024 - 4:00 p.m.

Regular Council Meeting - October 1, 2024 - 5:00 p.m.

22. Adjournment
Resolution Number 339-2024

Moved by: Councillor Watt
Seconded by: Deputy Mayor Nelson

That this meeting adjourn at 6:30 p.m.

Carried

Mayor, Heather Watson

Clerk, Martina Chait-Hartwig

**Minutes of the Emergency Meeting of Council of the
Township of Douro-Dummer**

**September 24, 2024, 3:30 PM
Closed Session**

Member Present: Mayor Heather Watson
Deputy Mayor Harold Nelson
Douro Ward Councillor Ray Johnston
Councillor at Large Thomas Watt
Dummer Ward Councillor Adam Vervoort

Staff Present: Interim CAO, Mike Rutter
Clerk, Martina Chait-Hartwig

1. Call to Order

The Mayor called the meeting to order at 3:31 p.m.

2. Land Acknowledgement:

The Mayor recited the Land Acknowledgement.

3. Disclosure of Pecuniary Interest:

The Mayor reminded members of Council of their obligation to declare any pecuniary interest they might have. None were declared.

4. Approval of Agenda: September 24, 2024

Resolution Number 340-2024

Moved By: Deputy Mayor Nelson
Seconded By: Councillor Johnston

That the agenda for the Emergency Council meeting, dated September 24, 2024,
be adopted, as circulated. Carried

5. Move into the Closed Session:

Resolution Number 341-2024

Moved By: Councillor Vervoort
 Seconded By: Deputy Mayor Nelson

That Council move into Close Session for the matters under Section 239 (2) of the Municipal Act, 2001, S.O. 2001, c. 25(b) personal matters about an identifiable individual, including municipal or local board employee (CAO Recruitment). (3:33 p.m.)

Carried

6. Rise from Closed Session with or without a Report

Resolution Number 342-2024

Moved By: Councillor Johnston
 Seconded By: Deputy Mayor Nelson

That Council come out of closed session at 3:40 p.m. with a report.

Carried

7. Matters Arising from Closed Session

Resolution Number 343-2024

Moved By: Deputy Mayor Nelson
 Seconded By: Councillor Johnston

That staff prepare a By-law to appoint Todd Davis as Chief Administrative Officer (CAO) and Martina Chait-Hartwig as Deputy Chief Administrative Officer (Deputy CAO - Clerk) along with her title of Clerk, effective October 21, 2024.

Carried

8. Confirming By-law: 2024-56

Moved By: Deputy Mayor Nelson
 Seconded By: Councillor Vervoort

That By-law Number 2024-56, being a By-law to confirm the proceedings of the Special Closed Meeting of Council, held on the 6th day of September 2024, be passed in open Council and that the Mayor and the Clerk be directed to sign same and affix the Corporate Seal thereto.

Carried

9. Adjournment

Resolution Number 344-2024

Moved By: Councillor Watt

Seconded By: Deputy Mayor Nelson

That this meeting adjourn 3:51 p.m.

Carried

Mayor, Heather Watson

Clerk, Martina Chait-Hartwig

Minutes County Council - Regular Meeting



9:30 AM - Wednesday, September 4, 2024

Electronic Participation

The meeting was held hybrid (in-person and electronic) and was streamed live on the County of Peterborough's YouTube channel ([Part 1](#) and [Part 2](#)).

Present: Warden Bonnie Clark, Deputy Warden Sherry Senis, Councillor Carolyn Amyotte, Councillor Carol Armstrong, Councillor Ron Black, Councillor Lori Burt, Councillor Matthew Graham, Councillor Terry Lamshead, Councillor Jim Martin, Councillor Harold Nelson, Councillor Joe Taylor, Councillor Heather Watson, Councillor Hart Webb, Councillor Jim Whelan, and Councillor Pat Wilford

Regrets: Councillor Huntley

Staff Present: Chief Administrative Officer Sheridan Graham; Senior Director of Emergency & Shared Services/Deputy CAO Randy Mellow; Chief Information Officer/Chief Financial Officer and Senior Director of Corporate Services Jennifer Stover; Director of Strategic Services Lynn Fawn; Chief of Paramedics Patricia Bromfield; Senior Director of Planning and Public Works Bryan Weir; Director of Legislative Services/Clerk Kari Stevenson; Director of Planning and Development Iain Mudd; Manager of Finance/Deputy Treasurer Michelle Fisher; General Manager of Communications and Tourism Tracie Bertrand; General Manager of People Services Allison Young; General Manager of Public Works Operations Bill Linnen;

1. Call To Order

Warden Clark called the meeting to order at 9:31 a.m.

2. Land Acknowledgement

3. Moment of Silent Reflection/Silence

4. Adoption of Agenda

Resolution No. 191-2024

Moved by Councillor Webb

Seconded by Councillor Graham

That the agenda be adopted as circulated.

Carried

5. Disclosure of Interest

There were no disclosures of interest.

6. Adoption of Minutes

Resolution No. 192-2024

Moved by Councillor Wilford
Seconded by Councillor Amyotte

That the minutes of the Regular Council meeting of August 7, 2024 be adopted as circulated.

Carried

7. Delegations and Presentations

- a. **Sam Begin, Legislative Services Student Assistant**
Marissa Martin, Records and Information Management Coordinator
Re: CPS 2024-27 Historical Minutes Scanning and Storage

Resolution No. 193-2024

Moved by Councillor Armstrong
Seconded by Councillor Black

That the presentation of Report CPS 2024-27, Historical Minutes Scanning and Storage, be received for information.

Carried

8. Consent Items

Note: All matters listed under Consent Items are considered to be routine, housekeeping, information or non-controversial in nature and to facilitate Council's consideration can be approved by one motion.

- a. **Staff Report**
Michelle Fisher, General Manager, Finance/Deputy Treasurer
Re: 2025 Tariff of Fees
- b. **Staff Report**
Patricia Bromfield, Chief of Paramedics
Re: Peterborough Paramedics Response Time Plan, 2025
- c. **Staff Reports**
Kari Stevenson, Director of Legislative Services/Clerk
Re: CPS 2024-25 2025 Council Meeting Calendar
- d. **Correspondence Report**
Re: CPS 2024-26 Correspondence Report

**e. Liaison Reports from External Committees, Boards and Agencies
Fairhaven Board of Directors
Re: Minutes of June 12, 2024**

The entire correspondence report, item 8.d., was pulled from the Consent Agenda to be dealt with separately.

Resolution No. 194-2024

Moved by Councillor Lambshead
Seconded by Councillor Armstrong

That the correspondence from the resident in Trent Lakes be received; and

That the County of Peterborough does not charge the Development fees on this redevelopment of the property that has an existing structure of usable, livable, habitable space.

Ayes: Senis, Amyotte, Armstrong, Black, Burt, Lambshead, Martin, Nelson, and Watson

Nays: Clark, Graham, Taylor, Webb, Whelan, and Wilford

CARRIED. 13-6 on a recorded vote

Resolution No. 195-2024

Moved by Councillor Watson
Seconded by Councillor Burt

That the balance of the Correspondence Report be received.

Carried

Resolution No. 196-2024

Moved by Councillor Armstrong
Seconded by Councillor Black

That Report FIN 2024-19 2025 Tariff of Fees be received; and

That comments be forwarded to staff by September 25, 2024, for changes to be considered in the 2025 budget process; and,

That the Response Time Performance Plan for submission under Part VIII of Ontario Regulation 257/00 made under the Ambulance Act be approved; and,

That Report CPS 2024-25, 2025 Council Meeting Calendar be received, and the calendar be approved; and,

That the minutes of the Fairhaven Board of Directors meeting of June 12, 2024, be received.

9. Staff Reports - Direction

- a. **Randy Mellow, Senior Director of Emergency/Shared Services, Deputy CAO**
Re: CAO 2024-18 Peterborough County Administrative Building Advisory Working Group

Resolution No. 197-2024

Moved by Councillor Amyotte
Seconded by Councillor Whelan

That Report CAO 2024-18 Peterborough County Administrative Building Advisory Working Group be received; and,

That the establishment of a Peterborough County Administrative Building Advisory Working Group consisting of the County of Peterborough Leadership Team and two representatives of Council be authorized; and,

That Council Members interested in participating on the working group, advise the Warden in order for the Warden to appoint two (2) members at the September 18th, 2024 Council meeting.

Carried

- b. **Staff Reports**
Kari Stevenson, Director of Legislative Services/Clerk
Re: CPS 2024-24 Code of Conduct Complaint

Resolution No. 198-2024

Moved by Councillor Taylor
Seconded by Councillor Martin

That Report CPS 2024-24, Code of Conduct Complaint, be received;

That the Code of Conduct Complaint Report from Tony E. Fleming, dated July 29, 2024, be received; and

That the recommendations from the Integrity Commissioner set out on page 6 of the report be adopted.

Carried

- c. **Bryan Weir, Senior Director of Public Works and Planning**
Re: PPW 2024-23 Douro Depot Material Storage Building

Resolution No. 199-2024

Moved by Councillor Taylor
Seconded by Councillor Nelson

That report PPW 2024-23 Douro Depot Material Storage Building be received;
and

That the issuance of a request for proposal for the construction of a new Douro Depot Material Storage Building to be awarded, subject to budget approval, be authorized.

Carried

10. Notices of Motion

11. Announcements

Deputy Warden Senis advised that the Ministry of Municipal Affairs and Housing announced at AMO that the new Provincial Policy Statement is in place. She stated that MPP Smith suggested the County would need to resubmit the Official Plan for approval.

Councillor Taylor announced that on Sunday, August 25th the 2024 Induction Ceremony for the Peterborough County Agricultural Wall of Fame took place at Lang Pioneer Village and Museum. He congratulated Warden Clark and her family on the induction of her late mother, Joyce Pimmett-Millar.

Warden Clark announced that Lang Pioneer Village and Museum has been named a finalist for the 2024 Business Excellence Awards in both the Local Focus and Tourism categories - we wish them and all other nominees the best of luck.

Councillor Graham advised that Cavan Monaghan will be holding a Harvest Table Dinner event on Friday September 13, on Needler's Lane by the Millbrook Dam from 5:00 p.m. to 9:00 p.m. Tickets are \$80 per person and are available at the Township Office or the Cavan Monaghan Community Centre and any profit is going to be donated to support local charities and community groups.

Lori Burt reminded Council that the 3rd Annual Agricultural Roundtable Tour will be held September 19th.

Resolution No. 200-2024

Moved by Deputy Warden Senis
Seconded by Councillor Black

That a letter from the Warden be sent to the Ministry of Municipal Affairs and Housing requesting them to proceed with the approval of the County's Official Plan and that the letter be copied to the local MPPs.

Carried

12. Closed Session

Under the authority of the Municipal Act, 2001, S.O. 2001, c. 25, S. 239(2) to consider:

(d) labour relations or employee negotiations (Cupe 1306 Negotiations)

(k) a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board (Negotiations).

Resolution No. 201-2024

Moved by Councillor Graham
Seconded by Councillor Whelan

That Council move into Closed Session at 10:44 a.m. under Section 239 (2) (d) and (k) of the Municipal Act, 2001.

Carried

13. Rise from Closed Session

Resolution No. 202-2024

Moved by Councillor Lambshead
Seconded by Councillor Black

That Council rise from closed session at 11:10 a.m.

Carried

14. Matters Arising from Closed Session

Resolution No. 203-2024

Moved by Councillor Watson
Seconded by Councillor Whelan

That the minutes of the Closed Session dated August 7, 2024 be adopted.

Carried

15. By-laws

- a. By-law No. 2024-35 being, "A by-law to provide certain delegations of authority and signing authority from Council of the County of Peterborough to the Warden and the Clerk, and other authorized senior staff for the administration of the County"

Resolution No. 204-2024

Moved by Councillor Martin
Seconded by Councillor Amyotte

That By-law No. 2024-35 be read and passed and that this by-law shall be signed by the Warden and Clerk and sealed with the Seal of the Corporation.

Carried

16. Confirming By-law

Resolution No. 205-2024

Moved by Deputy Warden Senis
Seconded by Councillor Wilford

That the confirming by-law to adopt, ratify, and confirm the actions of Council at today's meeting in respect to each report, motion, resolution or other action passed and taken by Council be adopted.

Carried

17. Adjournment

Resolution No. 206-2024

Moved by Councillor Graham
Seconded by Councillor Nelson

That the Council meeting adjourn at 11:12 a.m.

Carried



Warden, Bonnie Clark



Clerk, Kari Stevenson



COUNTY OF PETERBOROUGH
MUNICIPAL APPRAISAL FORM

APPLICANT: Darlene Armstrong

FILE B - 79-24

LOT: 30, CON.: 7 MUNICIPAL WARD: Dummer

911 address: 2661 County Road 6, Roll #: 1522-020-005-27803, Island # or other: _____

APPLICATION FOR: Creation of a new lot _____

RECOMMENDATION:

Application conforms to the Official Plan. Severed parcel does not conform to the Zoning By-Law. Retained parcel conforms to the Zoning By-Law. The Township recommends this application. If the application is approved, the following conditions are requested:

- 1. [X] \$1250 Cash-in-lieu of parkland fee be paid to the Municipality.
2. [X] Rezoning of the severed parcel to the satisfaction of the Municipality.
3. [] Rezoning of the retained parcel to the satisfaction of the Municipality.
4. [X] A test hole for the septic system be inspected, there is a fee to inspect test holes to ensure a septic system would be viable - current fees are \$150 per severed lot severed and applicant is responsible for the digging of the test holes. The fee has been paid.
5. [X] The existing buildings, structures and setbacks be shown on the draft R-Plan and if any deficiencies are found then they are to be addressed through the rezoning application.
6. [] _____
7. [] _____

Comments: A rezoning is required for the severed parcel to permit the existing accessory structures to remain on the property without a primary dwelling. The rezoning should permit all uses permitted in the Residential Zone (R) and capture any deficiencies if they are found (i.e. lot coverage, setbacks, height etc.).

OFFICIAL PLAN:

Application conforms to the Township Official Plan policies, Section(s) 6.2.2.2, 6.2.2.3 (d), 6.2.2.5 (a), (d) & (e), 6.1.1 and 7.12.

Severed Parcel:

- a) Proposed Use: Residential
b) Land Use Designation(s): Rural.
c) The proposed use is a permitted one.
d) Special policies affecting the severed parcel (i.e. OPA): _____.

Retained Parcel(s):

- a) Proposed Use: Residential - existing.
b) Land Use Designation(s): Rural.
c) The proposed use is a permitted one.
d) Special policies affecting the retained parcel (i.e. OPA): _____.

ZONING BY-LAW:

Severed Parcel:

- a) The severed parcel does not conform to the Township Zoning By-Law provisions, Section(s) 3.1.11.
b) [X] A rezoning is required for the severed parcel.
c) [X] A minor variance is not required for the severed parcel.
d) The existing zoning of the severed parcel is: (RU).
e) The recommended zoning of the severed parcel would be: Special District.

Retained Parcel(s):

- a) The retained parcel conforms to the Township Zoning By-Law provisions, Section(s) 9.1.5, 9.2.4 (a) & (b).
b) [X] A rezoning is not required for the retained parcel.
c) [X] A minor variance is not required for the retained parcel.
d) The existing zoning of the retained parcel is: (RU).
e) The recommended zoning of the retained parcel would be: _____.

General:

- a) If the severed and/or retained parcel(s) do not conform to the Zoning By-Law, Council supports a rezoning and/or minor variance.

Completed By: Christina Coulter

Date: September 13, 2024

Amended Date: _____

FILE: B-79-24
DATE: July 30, 2024

Notice of Application For Consent

- TO:
- Municipality
 - Planning Department
 - Public Health
 - Twp Septic Review
 - (ORCA) (CVCA) (KRCA) CP Rail
 - Public Works
 - City of Peterborough
 - Ministry of Transportation (K) (B)
 - Trent Severn Waterway
 - Chief, First Nation Council
 - Other
 - Bell Canada
 - KPR & PVNCCD School Boards

Pursuant to Section 3(8) of Ontario Regulation 197/96, under the Planning Act, I am enclosing a copy of an application for Consent, for your review and comments to the Peterborough County Land Division Office.

An application for Consent has been made by **Darlene Armstrong** .

Purpose and Effect

The purpose of the application is to request the consent of the Land Division Office to the conveyance of a parcel of land having a frontage of approximately **85.95 m** and an area of approximately **0.45 ha**.

The effect of the application is to create a new residential lot

Location of Land

Municipality: (Ward of) **Dummer** Lot **30** Concession **7**. Plan _____ Block _____
911 Address: 2661 County Road 6

Other Planning Act Applications: This land is the subject of the application is the subject of another application under the Planning Act for:

- Official Plan Amendment: File Number _____
- Zoning By-Law Amendment: File Number _____
- Minor Variance: File Number _____
- Minister’s Zoning Order Amendment: File Number _____

Decision and Appeal

If you wish to be notified of the decision in respect of the proposed consent, you must make a written request to the Land Division Office at the address noted below.

If a person or public body, that files an appeal of a decision in respect of the proposed consent, does not make a written submission to the Land Division Office before it gives or refuses to give a provisional consent, then the Local Planning Appeal Tribunal may dismiss the appeal.

Last Day for Receiving Comments:

Pursuant to Section 53 (14) of the Planning Act, if an application is made for a consent and a decision regarding the application is not made within 60 days after the day the application is received by the Land Division Office, the applicant may appeal to the Local Planning Appeal Tribunal. It is the policy of the Land Division Committee that there be 35 consecutive days allowed for agencies to submit their comments.

Therefore, your comments are required to be received prior to September 3 2024. If comments are not received, prior to this date, the Committee may proceed with the hearing of this application.

Please quote the name of the applicant and the file number, which is located at the top right hand corner of the application form, on your correspondence which is directed to this office.

Additional information regarding this application will be available to the public for inspection between 8:30 a.m. to 4:30 p.m. - Monday to Friday at:

**County of Peterborough, Land Division Office,
County Court House, 470 Water Street, Peterborough, Ontario. K9H 3M3**

If you require this information in an accessible format, please contact Ann Hamilton at ahamilton@ptbocounty.ca 705-743-0380 extension 2406



WILDFIRE GOLF COURSE

COUNTY Rd 6

#2649
ARMSTRONG-
DEAN

2675
ELLIS

159.60 FT

255.54 FT

537.30 FT

ENTRANCE
282 FT

SEWER

192.60 FT

HOUSE

DRILLED WELL

2661

GARAGE

SEPTIC

35' TOR

85M

WELL

POOL

STORAGE SHED

WOOD SHED

RETAIN

GARDEN SHED

231.65 FT

266.93 FT

519.19 FT

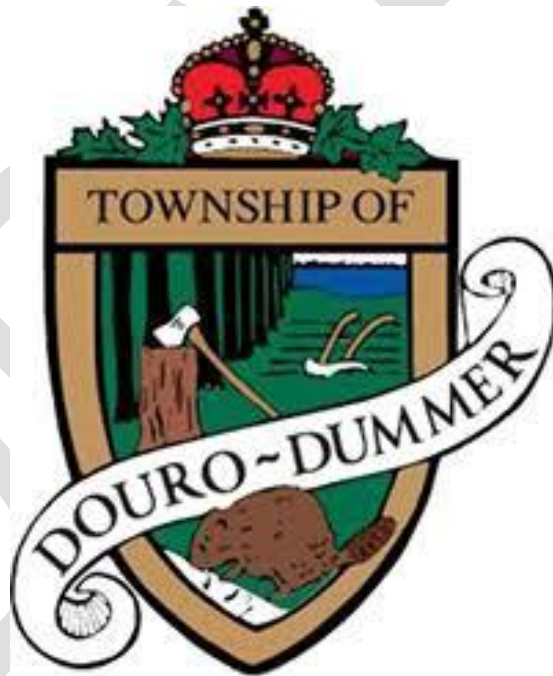
WOODS.

ERICOR TIM
DRAINS

FIELD

Township of Douro-Dummer | **Asset Management Plan - DRAFT**

2024



DRAFT

This Asset Management Plan was prepared by:



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

Key Statistics

\$63.5m 2023 Replacement Cost of Asset Portfolio

\$18k Replacement Cost of Infrastructure Per Household

42% Percentage of Assets in Fair or Better Condition

38% Percentage of Assets with Assessed Condition Data

\$1.6m Annual Capital Infrastructure Deficit

10 Years Recommended Timeframe for Eliminating Annual Infrastructure Deficit

4.5% Target Reinvestment Rate

2.1% Actual Reinvestment Rate

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Executive Summary

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

Scope

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

This AMP include the following asset categories: roads, bridges & culverts, buildings, machinery & equipment, vehicles, land improvements and furniture & fixtures.

As this Asset Management Plan (AMP) primarily addresses funding for existing infrastructure within the municipality, it's crucial to understand that the new fire hall project is not included in the current financial strategy or inventory of this iteration of the plan.

The new fire hall project will have a significant long-term impact on the Township's financial position, it's important to note that this project represents a departure from the Township's historical financial practices as the municipality has traditionally operated without debt. The fire hall will require additional funding beyond what's outlined in this AMP in addition to any tax increases mentioned within this plan, which could result in a more substantial overall increase in taxes or other financial obligations for the Township. The full financial impact of the fire hall, including principal and interest payments on the debt incurred will be recognized and incorporated into future iterations of the AMP once the asset is in service.

We recommend that stakeholders and residents consider this significant change in the Township's financial approach for viewing the current AMP and future financial projections

O. Reg. 588/17 Compliance

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

Findings

The overall replacement cost of the asset categories included in this AMP totals \$63.5 million. 42% of all assets analyzed in this AMP are in fair or better condition and assessed condition data was available for 38% of assets. For the remaining 62% of assets, assessed condition data was unavailable, and asset age was used to approximate condition – a data gap that persists in most municipalities. Generally, age misstates the true condition of assets, making assessments essential to accurate asset management planning, and a recurring recommendation in this AMP.

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

To meet capital replacement and rehabilitation needs for existing infrastructure, prevent infrastructure backlogs, and achieve long-term sustainability, the Township's average annual capital requirement totals \$2.9 million. Based on a historical analysis of sustainable capital funding sources, the Township is committing approximately \$1.3 million towards capital projects or reserves per year. As a result, there is currently an annual funding gap of \$1.6 million.

The Township's new fire hall, which is not yet included in the current asset inventory, is a strategic investment aimed at enhancing emergency response capabilities and improving service levels for the community and will be a significant addition to the Township's building asset portfolio. While not reflected in the current replacement cost and condition assessments of this plan, the fire hall will impact future capital planning asset management strategies and service levels for emergency services.

The planned fire hall project aims to enhance emergency response capabilities within the community. Strategically located to optimize coverage, the new facility will house firefighting equipment and provide space for training and operations. Construction is scheduled to be completed the upcoming year with the expectation of significantly improving emergency response times and service levels across the municipality. Once operational, the fire hall will be integrated into the municipalities asset management

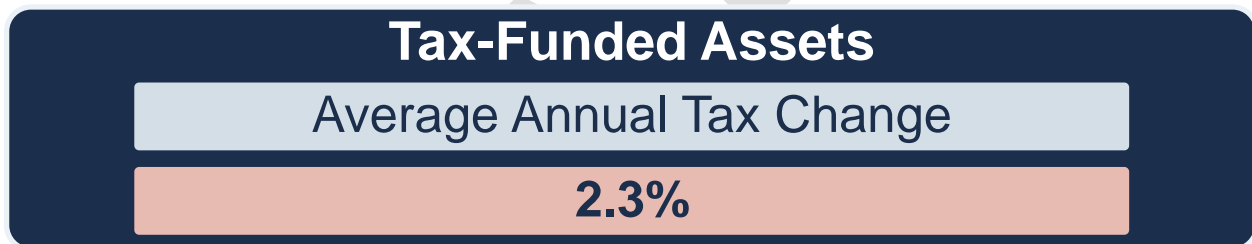
framework including plans for routine maintenance and lifecycle management. This fire hall project underscores the municipality's commitment to public safety and community well-being on sharing the facility remains in optimal conditions to support long term service goals.

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

Recommendations

A financial strategy was developed to address the annual capital funding gap. The following annual tax/rate change required to eliminate the Township's infrastructure deficit based on a 10-year plan:

Figure 1: Proposed Tax/Rate Changes



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

- Review data to update and maintain a complete and accurate dataset
- Develop a condition assessment strategy with a regular schedule
- Review and update lifecycle management strategies
- Development and regularly review short- and long-term plans to meet capital requirements
- Measure current levels of service and identify sustainable proposed levels of service
- Incorporate the new fire hall into the Township's asset management inventory ensuring that it is adequately funded and included in future capital planning to enhance emergency response capabilities and service delivery.

1. Introduction & Context

Key Insights

- The Township of Douro-Dummer is a small Township in central-eastern Ontario and has identified the buildings and facilities as an infrastructure priority
- 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 Township's asset management policy provides clear direction to staff on their roles and responsibilities regarding asset management
- An asset management plan is a living document that should be updated regularly to inform long-term planning
- Ontario Regulation 588/17 outlines several key milestone and requirements for asset management plans in Ontario between July 1, 2022, and 2025

Douro-Dummer Community Profile

Table 1 Douro-Dummer Census Characteristic Comparison to Province of Ontario

Census Characteristic	Township of Douro-Dummer	Ontario
Population 2021	7,632	14,223,942
Population Change 2016-2021	13.8	5.8
Total Private Dwellings	3,601	5,929,250
Population Density	16.6/km ²	15.9/km ²
Land Area	459.46 km ²	892,411.76 km ²

The Township of Douro-Dummer is located within central-eastern Ontario. The Township is surrounded by several small lakes and is north of Lake Ontario.

Dummer Townships were settled by a colony of immigrants in the early 1800s. The Township of Douro-Dummer was established after an amalgamation of Douro and Dummer Townships in 1998.

The Township is recognized for its seasonal population and its tourist attractions such as the Warsaw Caves Conservation Area and Campground. The popular conservation area consists of 15 km of hiking trails, 52 campground sites, a beach and swimming area. Summer attractions within the Township consist of exploring the caves, camping, hiking, and fishing. There are a variety of parks, hiking trails, and sports facilities accessible to the public as well.

Douro-Dummer has experienced minor increases and decreases in population over the past 20 years but has seen a significant growth in population in 2021. The township has aging population above the provincial average.

The Township generates a total revenue of \$6.4M from taxes and has an annual capital budget of \$1.8M as of 2023. The Township’s infrastructure priorities consist of analyzing and developing services for facilities, sustainability of infrastructure, utilization of parks and trails, and preservation of natural heritage of the Township.

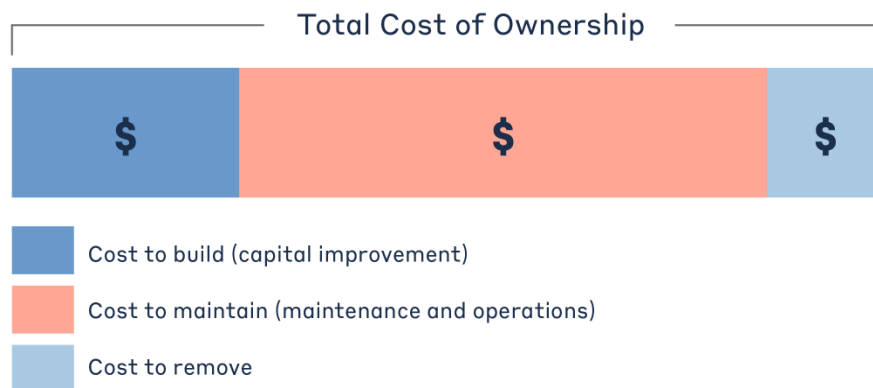
An Overview of Asset Management

Municipalities are responsible for managing and maintaining a broad portfolio of infrastructure assets to deliver services to the community. The goal of asset management is to minimize the lifecycle costs of delivering infrastructure services,

manage the associated risks, while maximizing the value ratepayers receive from the asset portfolio.

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

Figure 2 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 broader asset management program. The industry-standard approach and sequence to developing a practical asset management program begins with a Strategic Plan, followed by an Asset Management Policy and an Asset Management Strategy, concluding with an Asset Management Plan.

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

Asset Management Policy

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

The Township adopted Policy No. – F8, A policy that describes the asset management principles and roles and responsibilities for the Township of Douro-Dummer on June 27th, 2019 in accordance with Ontario Regulation 588/17.

The principles of the policy include:

- Long-term view investment
- Clearly identifying infrastructure priorities
- Promotion of economic competitiveness, productivity, and job creation
- Minimizing the impact of infrastructure on the environment

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

The Township'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 Township's asset management program and identifies the resource requirements needed to achieve a defined level of service. The AMP typically includes the following content:

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

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

Key Concepts in Asset Management

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

Lifecycle Management Strategies

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

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

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.

Table 2 Lifecycle Management: Typical Lifecycle Interventions

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

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

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

Risk Management Strategies

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

By identifying the various impacts of asset failure and the likelihood that it will fail, risk management strategies can identify critical assets, and determine where maintenance efforts, and spending, should be focused.

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

Levels of Service

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

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

Community Levels of Service

Community levels of service are a simple, plain language description or measure of the service that the community receives. For core asset categories (roads, bridges and culverts, water, wastewater, stormwater) the Province, through O. Reg. 588/17, has provided qualitative descriptions that are required to be included in this AMP. For non-core asset categories, the Township has determined the qualitative descriptions that will be used to determine the community level of service provided. These descriptions can be found in the Levels of Service subsection within each asset category.

Technical Levels of Service

Technical levels of service are a measure of key technical attributes of the service being provided to the community. These include mostly quantitative measures and tend to

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

For core asset categories (roads, bridges and culverts, water, wastewater, stormwater) the Province, through O. Reg. 588/17, has provided technical metrics that are required to be included in this AMP. For non-core asset categories, the Township has determined the technical metrics that will be used to determine the technical level of service provided. These metrics can be found in the Levels of Service subsection within each asset category.

Current and Proposed Levels of Service

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

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

Climate Change

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

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

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

Douro-Dummer Climate Profile

The Township of Douro-Dummer is located in central-eastern Ontario. Ontario north of Lake Ontario. The Township 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 Township of Douro-Dummer may experience the following trends:

Higher Average Annual Temperature:

1. Between the years 1971 and 2000 the annual average temperature was 6.3 °C
2. Under a high emissions scenario, the annual average temperatures are projected to increase by 2.5 °C by the year 2050 and over 6.4 °C by the end of the century.

Increase in Total Annual Precipitation:

3. Under a high emissions scenario, Douro-Dummer is projected to experience an 13% increase in precipitation by the year 2050 and a 17% increase by the end of the century.

Increase in Frequency of Extreme Weather Events:

4. It is expected that the frequency and severity of extreme weather events will change.
5. In some areas, extreme weather events will occur with greater frequency and severity than others especially those impacted by Great Lake winds.

Integration 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 the sustainable delivery of services, climate change considerations should be incorporated into asset management practices. The integration of asset management and climate change adaptation observes industry best practices and enables the development of a holistic approach to risk management. The Township has developed a number of documents to inform climate change adaptation and mitigation strategies. The Township developed the Sustainable Develop Guidelines in 2020 and the Greater Peterborough Area Climate Change Action Plan. These document along with others will further advance the Township’s capacity to develop asset management strategies that incorporate climate change mitigation and adaptation considerations.

Ontario Regulation 588/17

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

Table 3 Ontario Regulation 588/17 Requirements and Reporting Deadlines

Requirement	2019	2022	2024	2025
Asset Management Policy	●		●	
Asset Management Plans		●	●	●
State of infrastructure for core assets		●		
State of infrastructure for all assets			●	●
Current levels of service for core assets		●		
Current levels of service for all assets			●	
Proposed levels of service for all assets				●
Lifecycle costs associated with current levels of service		●	●	
Lifecycle costs associated with proposed levels of service				●
Growth impacts		●	●	●
Financial strategy				●

2. Scope and Methodology

Key Insights

- This asset management plan includes 7 asset categories and are tax-funded only
- The source and recency of replacement costs impacts the accuracy and reliability of asset portfolio valuation
- Accurate and reliable condition data helps to prevent premature and costly rehabilitation or replacement and ensures that lifecycle activities occur at the right time to maximize asset value and useful life

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Asset Categories Included in this AMP

This asset management plan for the Township of Douro-Dummer is produced in compliance with Ontario Regulation 588/17. The July 2024 deadline under the regulation—the second of three AMPs—requires analysis of core assets (roads and bridges and culverts) and non-core assets (buildings, vehicles, machinery & equipment, land improvements, and furniture & fixtures).

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

Table 4 Township Douro-Dummer Asset Categories Funding Sources

Asset Category	Source of Funding
Road Network	Tax Levy
Bridges & Culverts	
Buildings	
Vehicles	
Machinery & Equipment	
Land Improvements	
Furniture & Fixtures	

Deriving Replacement Costs

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

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

User-defined costs based on reliable sources are a reasonably accurate and reliable way to determine asset replacement costs. Cost inflation is typically used in the absence of reliable replacement cost data. It is a reliable method for recently purchased and/or constructed assets where the total cost is reflective of the actual costs that the

Township incurred. As assets age, and new products and technologies become available, cost inflation becomes a less reliable method.

Estimated Useful Life & Service Life Remaining

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

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

Figure 3 Service Life Remaining Calculation



Reinvestment Rate

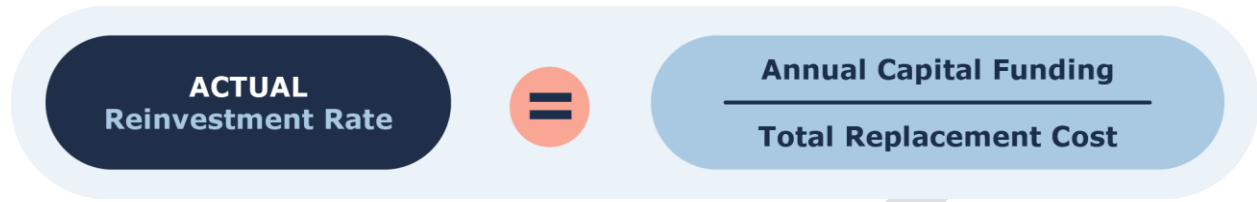
As assets age and deteriorate, they require additional investment to maintain a state of good repair. The reinvestment of capital funds, through asset renewal or replacement, is necessary to sustain an adequate level of service. The reinvestment rate is a measurement of available or required funding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

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

Figure 4 Target Reinvestment Rate Calculation



Figure 5 Actual Reinvestment Rate Calculation



Deriving Asset Condition

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

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

Table 5 Standard Condition Rating Scale

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

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

3. Portfolio Overview

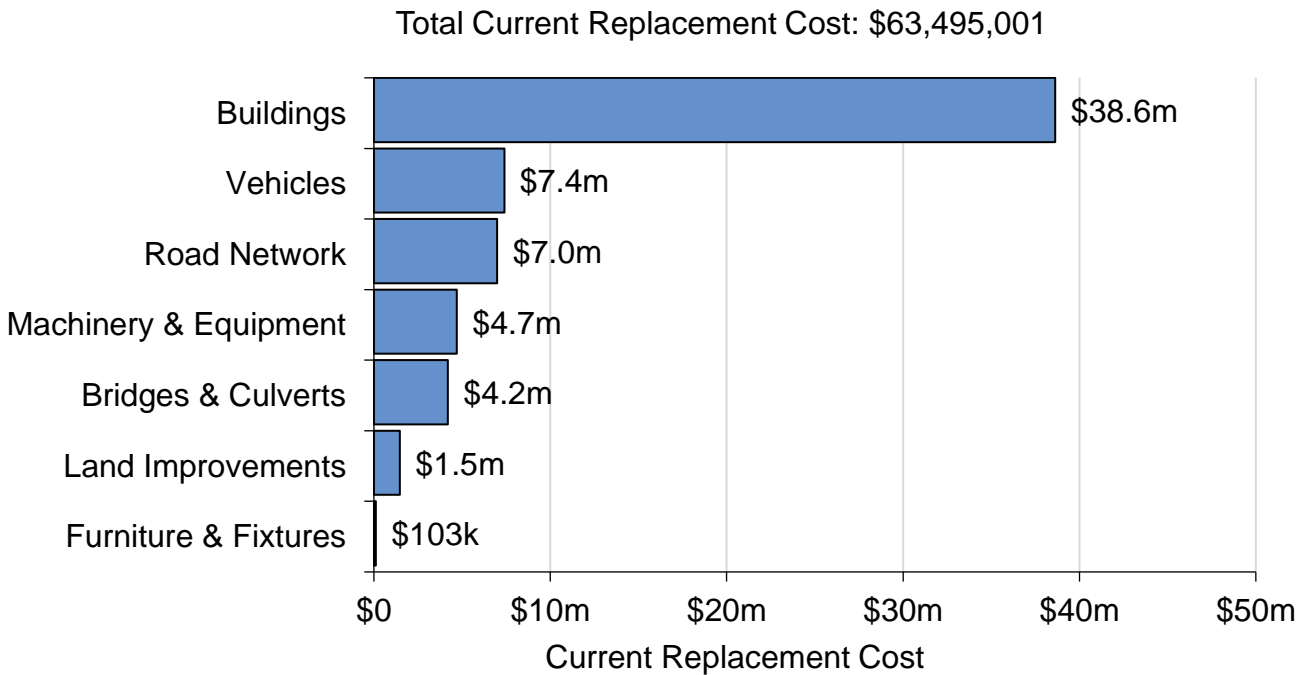
Key Insights

- The total replacement cost of the Township's asset portfolio is \$63.5 million
- The Township's target re-investment rate is 4.5%, and the actual re-investment rate is 2.1%, contributing to an expanding infrastructure deficit
- 42% of all assets are in fair or better condition
- 60% of assets are projected to require replacement in the next 10 years
- Average annual capital requirements total \$2.9 million per year across all assets

Total Replacement Cost of Asset Portfolio

The asset categories analyzed in this AMP have a total replacement cost of \$63.5 million based on inventory data from 2022. This total was determined based on a combination of user-defined costs and historical cost inflation. This estimate reflects replacement of historical assets with similar, not necessarily identical, assets available for procurement today.

Figure 6 Current Replacement Cost by Asset Category



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

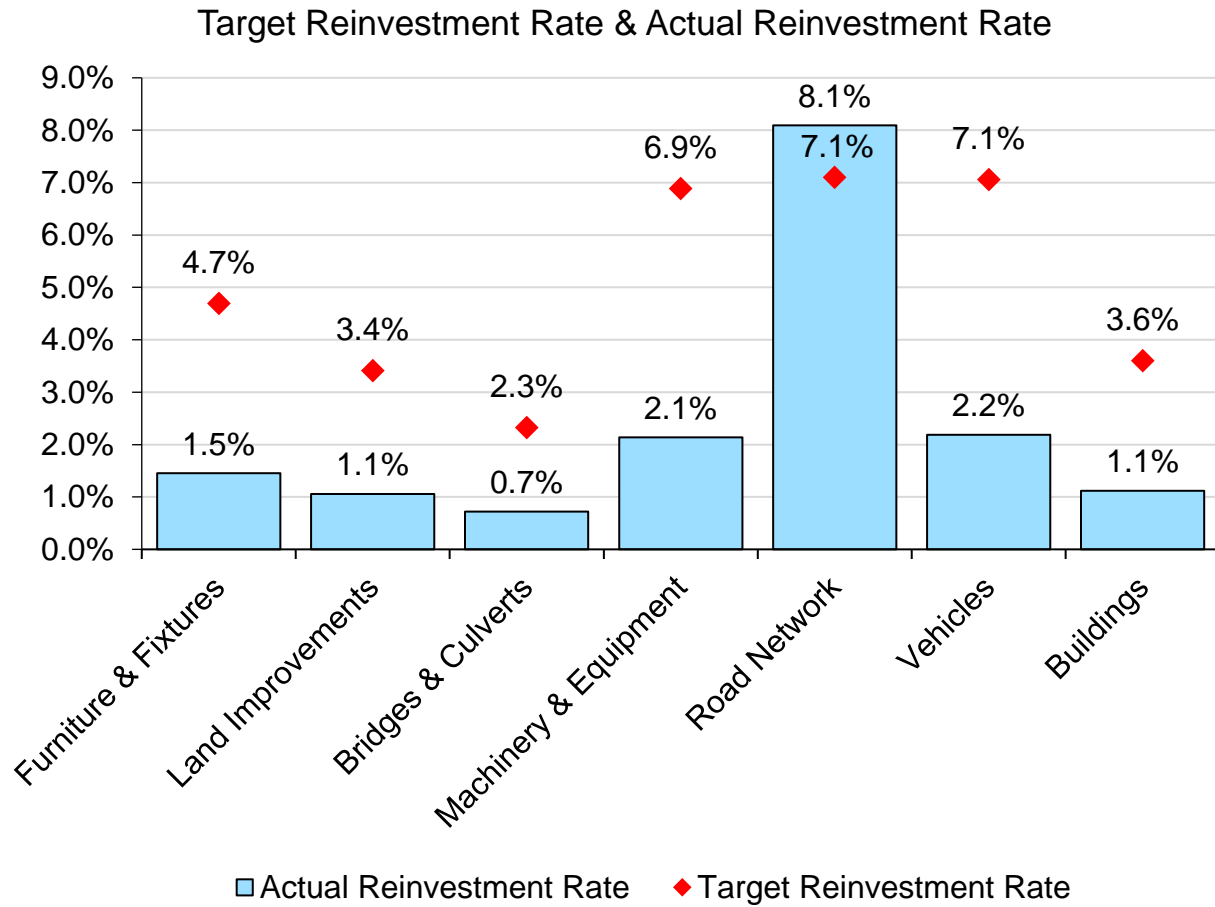
Table 6 Replacement Cost Methods for Asset Categories

Asset Category	Replacement Cost Method	
	User-Defined	Notes
Road Network	71.6%	HCB, LCB roads have user-defined costs.
Bridges & Culverts	96.3%	Majority of bridges and culverts have user-defined costs. One culvert asset has CPI costing.
Buildings	99.9%	Majority of buildings have user-defined costs. There are 3 assets with CPI costing.
Vehicles	81.1%	Majority of vehicles have user-defined costs. The remaining assets have CPI costing which consist of Fire vehicles.
Machinery & Equipment	47.6%	Machinery and equipment segments have a mix of user-defined costs and CPI table replacement cost methods
Land Improvements	0%	N/A
Furniture & Fixtures	0%	N/A
Overall	86.8%	

Target vs. Actual Reinvestment Rate

The graph below depicts funding gaps or surpluses by comparing target vs actual reinvestment rate. To meet the long-term replacement needs, the Township should be allocating approximately \$2.9 million annually, for a target reinvestment rate of 4.5%. Actual annual spending on infrastructure totals approximately \$1.3 million, for an actual reinvestment rate of 2.1%.

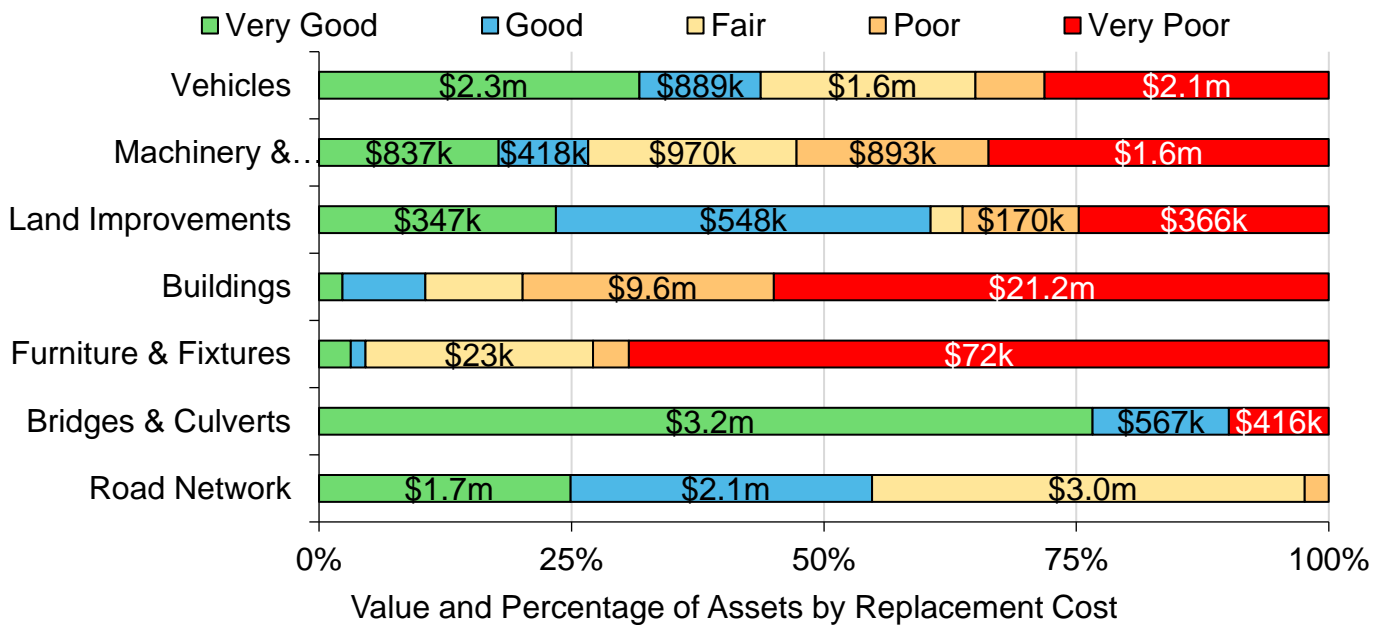
Figure 7 Current Vs. Target Reinvestment Rate



Condition of Asset Portfolio

The current condition of the assets is central to all asset management planning. Collectively, 42% of assets in Douro-Dummer are in fair or better condition. This estimate relies on both age-based and field condition date

Figure 8 Asset Condition – By Asset Category



This AMP relies on assessed condition data for 38% of assets; for the remaining portfolio, age is used as an approximation of condition. Assessed condition data is invaluable in asset management planning as it reflects the true condition of the asset and its ability to perform its functions. The table below identifies the source of condition data used throughout this AMP.

Table 7 Sources of Condition Data

Asset Category	% of Assets with Assessed Condition	Source of Condition Data
Road Network	100%	Roads Needs Study, Staff Assessments
Bridges & Culverts	100%	GHD
Buildings	31%	Greenview, Staff assessments
Vehicles	8%	Staff Assessments
Machinery & Equipment	10%	Staff Assessments
Land Improvements	1%	N/A
Furniture & Fixtures	6%	Staff Assessments

Service Life Remaining

Based on asset age, available assessed condition data and estimated useful life, 60% of the Township's assets will require replacement within the next 10 'years. Capital requirements over the next 10 years are identified in Appendix B.

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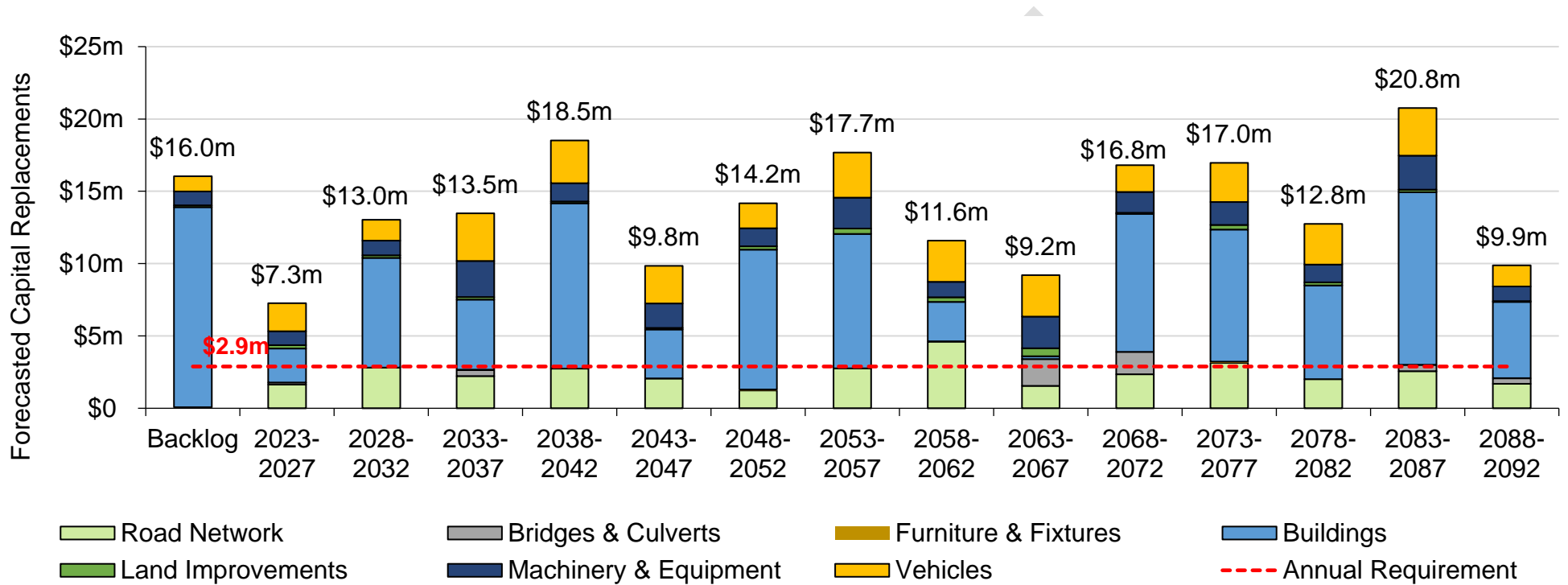
Forecasted Capital Requirements

The development of a long-term capital forecast should include both asset rehabilitation and replacement requirements. With the development of asset-specific lifecycle strategies that include the timing and cost of future capital events, the Township can produce an accurate long-term capital forecast. The following graph identifies capital requirements over the next 70 years. This projection is used as it ensures that every asset has gone through one full iteration of replacement. The forecasted requirements are aggregated into 5-year bins and the trend line represents the average 5-year capital requirements.

On average, \$2.9 million is required each year to remain current with capital replacement needs for the Township’s asset portfolio, represented by the 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 approximately \$16 million, comprising assets that remain in service beyond their estimated useful life. It is unlikely that all such assets are in a state of disrepair, requiring immediate replacements. This makes continued and expanded targeted and consistent condition assessments integral. Risk frameworks, proactive lifecycle strategies, and levels of service targets can then be used to prioritize projects, continuously refine estimates for both backlogs and ongoing capital needs and help select the right treatment for each asset. In addition, more effective componentization of buildings will improve these

Figure 9 Capital Replacement Needs – Portfolio Overview 2023-2092



4. Road Network

The road network is a critical component of the provision of safe and efficient transportation services and represents the second highest value asset category in the Township’s asset portfolio. It includes all municipally owned and maintained roadways in addition to supporting roadside infrastructure including sidewalks.

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

Table 8 Replacement Cost for Road Network

Replacement Cost	Condition	Financial Capacity	
\$6.99 million	Fair (96%)	Annual Requirement:	\$496,000
		Funding Available:	\$566,000
		Annual Deficit:	(-\$70,000)

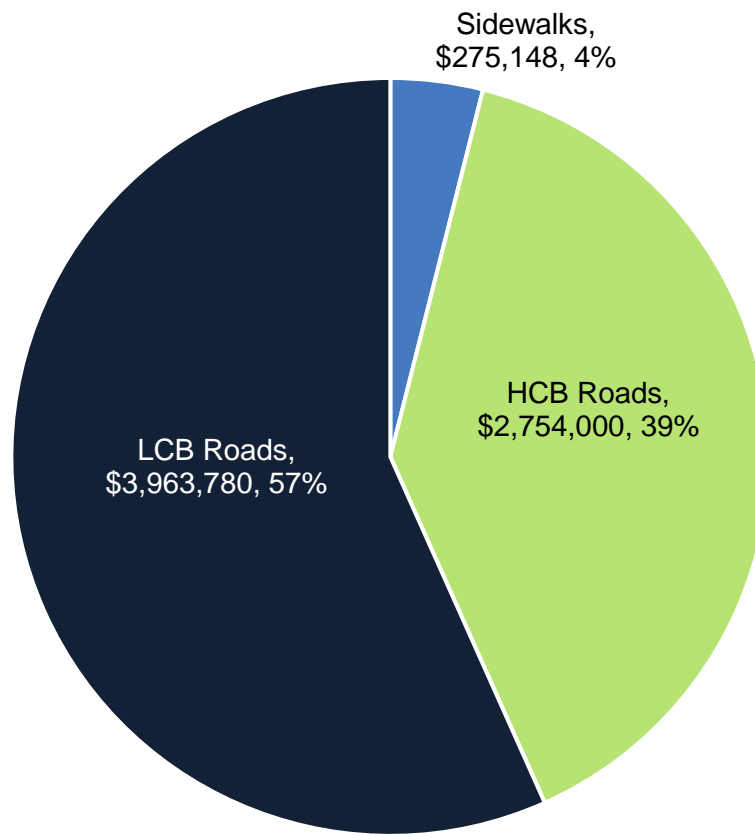
Asset Inventory & Costs

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

Table 9 Asset Inventory – Road Network

Asset Segment	Quantity	Replacement Cost	Annual Capital Requirement
HCB Roads	6,120 m	\$2,754,000	\$80,000
LCB Roads	104,310 m	\$3,964,000	\$410,000
Sidewalks	44 m	\$275,000	\$7,000
Gravel Roads	143,900 m	Not Planned for Replacement	
Total		\$6,993,000	\$497,000

Figure 10 Portfolio Valuation – Road Network



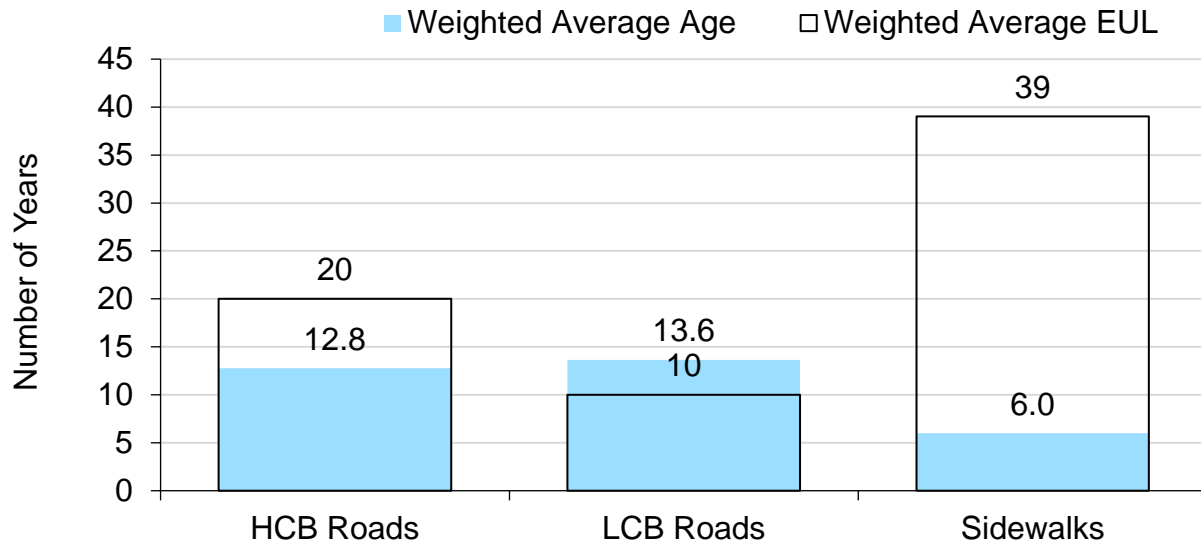
Total Current Replacement Cost: \$6,992,928

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

Asset Condition & Age

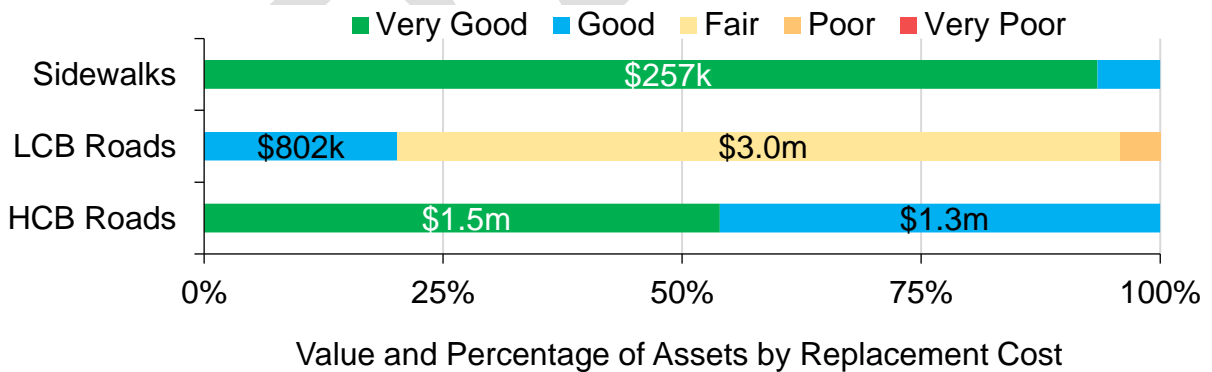
The graph below identifies the current average condition, the average age, and the estimated useful life for each asset segment. The average condition (%) is a weighted value based on replacement cost.

Figure 11 Estimated Useful Life vs Asset Age - Road Network



The graph below visually illustrates the average condition for each asset segment on a very good to very poor scale. The majority of the paved roads are in very good or good condition.

Figure 12 Asset Condition – Road Network: By Segment



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

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

Current Approach to Condition Assessment

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

- A Road Needs Study was completed in 2017 that included a detailed assessment of the condition of each road segment. Roads Needs Studies are completed on a 4-year cycle.
- The Road Needs Study recommendations are monitored and condition scores are updated as roads are assessed.

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

Table 10 Condition Rating Criteria

Condition	Rating
Very Good	80-100
Good	60-80
Fair	40-60
Poor	20-40
Very Poor	0-20

Lifecycle Management Strategy

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

The following lifecycle strategies have been developed as a proactive approach to managing the lifecycle of HCB, LCB, and gravel 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.

Table 11 Current Lifecycle Management Strategies – Paved Roads

Paved Roads (HCB)		
Event Name	Event Class	Event Trigger
Slurry Seal	Rehabilitation	15 Years
Mill and Pave – Single Lift	Rehabilitation	30 Condition
Full Reconstruction	Replacement	45 Years

The following table outlines the Township’s current lifecycle management strategy that are not included in the tables above for HCB roads.

Table 12 Additional Strategies – Paved Roads

Activity Type	Description of Current Strategy
Maintenance	Sweeping is undertaken seasonally to remove winter sand, and grass mowing is performed on a weekly basis.
	Crack sealing may be considered at 5-7 years, based on monitoring the road surface condition.
	Cleaning is a regular maintenance activity.
	Ditching and culvert maintenance is performed on roadways on an as-needed basis.
Preventative Maintenance	The most recent micro-surfacing was completed in 2015 on a 1.3 km stretch of road. The Township is considering expanding this program on select candidates, such as those that are high risk but early in their lifecycle.
	An annual patching program is undertaken in the summer.
Rehabilitation	Mill & Pave activities are completed near the end of road’s life. Generally, a single mill & pave is considered for the majority of the network, but the Township is considering a second event on candidate roads where cost saving opportunities are available.
Replacement	Road needs study is relied upon when determining replacements, as a starting point. However, visual inspection results will reprioritize locations for replacement.

Table 13 Current Lifecycle Management Strategies – Surface Treated Roads

Paved Roads (LCB)		
Event Name	Event Class	Event Trigger
Patching	Preventative Maintenance	Every 1 Year (Repeated 15 times)
Single Surface Treatment	Rehabilitation	Every 6 Years (Repeated 3 times)
Full Reconstruction	Replacement	28 Years

The following table outlines the Township’s current lifecycle management strategy that are not included in the tables above for LCB roads.

Table 14 Activities – Surface Treated Roads

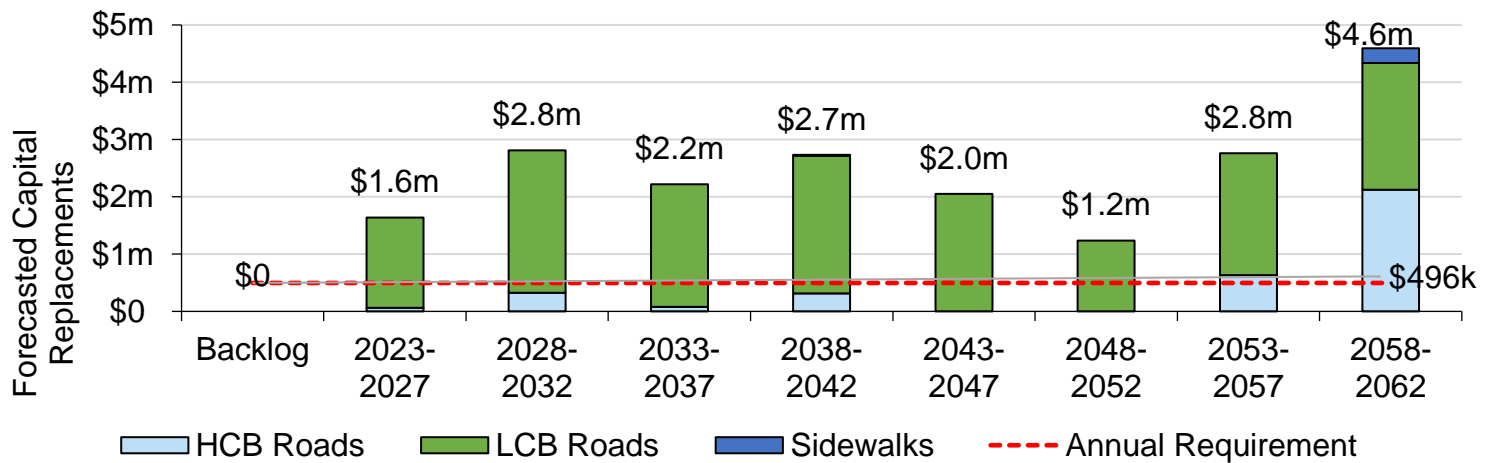
Activity Type	Description of Current Strategy
Maintenance	Ditching is performed on select roads as needed.
	Sweeping is undertaken to remove winter sand and grass mowing are performed routinely each year.
	Culvert maintenance is undertaken on an as-needed basis, generally covering 6 – 8 sections of road each year, or in conjunction with reconstruction activities.
Rehabilitation	Second single coats are considered based on rutting, wheel tracking and subgrade condition, which generally corresponds to 10 years of service life.
	Surface treatment activities are typically a joint venture with the upper tier municipality.
Replacement	Full replacements are made when the asset fails. Replacements are prioritized by road needs study and traffic counts.
	Work is typically planned one year in advance.

Forecasted Capital Requirements

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

The following graph forecasts long-term capital requirements. The annual capital requirement represents the average amount per year that the Township should allocate towards funding rehabilitation and replacement needs. The following graph identifies capital requirements over the next 40 years. This projection is used as it ensures that every asset has gone through one full iteration of replacement. The forecasted requirements are aggregated into 5-year bins and the trend line represents the average 5-year capital requirements. The trend line represents the average 5-year capital requirement of \$496,000; this amount does not account for inflation.

Figure 13 Forecasted Capital Replacement Requirements – Road Network 2023-2062



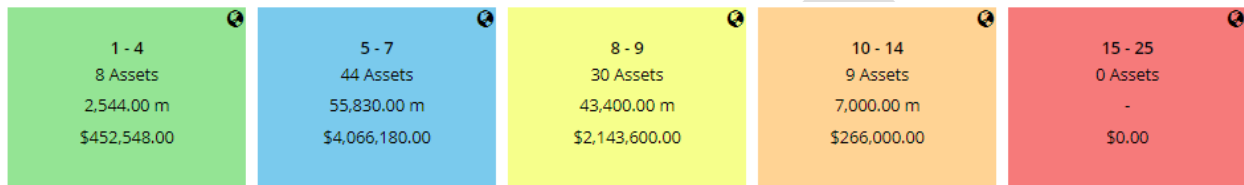
The projected cost of lifecycle activities that will need to be undertaken over the next 10 years to maintain the current level of service can be found in Appendix B

Risk & Criticality

Risk Matrix

The following risk matrix provides a visual representation of the relationship between the probability of failure and the consequence of failure for the assets within this asset category based on 2022 inventory data.

Figure 14 Risk Matrix – Road Network



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

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

Table 15 Identification Criteria for Asset Prioritization

Probability of Failure (POF)	Consequence of Failure (COF)
Condition	Replacement Cost (Financial)
Service Life Remaining	Roadside Environment (Rural, Semi-Urban, Urban)
Bus Route	Road Surface Material (Earth, Gravel, LCB, HCB)
Heavy Truck Traffic	MMS Road Class (1-6)
	AADT
	Bus Route
	Speed Limit

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

Risks to Current Asset Management Strategies

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

Climate Change & Extreme Events



An increase in the frequency and intensity of rain and snowfall events can result in flooding of sections of the road network and additional strains on snow removal efforts. The drainage capacity of the road network is not sufficient to withstand heavy water flow, potentially causing damage to the road base resulting in washouts. Further issues can arise as a result of flooding and poor drainage including accelerated deterioration caused by freeze/thaw cycles. Levels of service expectations have increased, requiring additional road patching and winter maintenance. To improve asset resiliency, Staff should identify problem areas and improve drainage through enhanced lifecycle strategies.

Organizational Knowledge & Capacity



The Township has indicated that staff turnover is a risk. Staff knowledge is lost as staff leave. Standard operating procedures should be developed to preserve knowledge of current staff and to ease onboarding of new staff.

Levels of Service

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

Community Levels of Service

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

Table 16 Ontario Regulation 588/17 Community Levels of Service – Road Network

Service Attribute	Qualitative Description	Current LOS (2022)
Scope	Description, which may include maps, of the road network in the Township and its level of connectivity	See Appendix C
Quality	Description or images that illustrate the different levels of road class pavement condition	<p>The Township completed a Road Management Study in October 2016 in coordination with BRG Project Management & Municipal Specialists. Every road section received a surface condition rating (1-10).</p> <p>(1-5) Road surface exhibits moderate to significant deterioration and requires renewal or full replacement within 1-5 years</p> <p>(6-10) Road surface is in good condition or has been recently re-surfaced. Renewal or reconstruction is not required for 6-10+ years</p>

Technical Levels of Service

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

Table 17 Ontario Regulation 588/17 Technical Levels of Service – Road Network

Service Attribute	Technical Metric	Current LOS (2022)
Scope	Lane-km of arterial roads (MMS classes 1 and 2) per land area (km/km ²)	0
	Lane-km of collector roads (MMS classes 3 and 4) per land area (km/km ²)	0.33
	Lane-km of local roads (MMS classes 5 and 6) per land area (km/km ²)	0.19
Quality	Average pavement condition index for paved roads in the Township	HCB: 76% LCB: 53%
	Average surface condition for unpaved roads in the Township (e.g. excellent, good, fair, poor)	Fair
Performance	Target vs. Actual capital reinvestment rate	7.1% vs 8.1%

Recommendations

Asset Inventory

- The asset inventory should be regularly reviewed to ensure it is up-to-date and an accurate reflection of the assets that are in-service.
- The sidewalk inventory includes several pooled assets that should be broken into discrete segments to allow for detailed planning and analysis.

Condition Assessment Strategies

- The last Roads Needs Study was completed in 2017. The Township should consider recommendations from the Roads Needs Study and the condition scores from manual assessments to guide capital planning.

Lifecycle Management Strategies

- Implement the identified lifecycle management strategies for HCB LCB, and gravel roads to realize potential cost avoidance and maintain a high quality of road pavement condition.
- Evaluate the efficacy of the Township's lifecycle management strategies at regular intervals to determine the impact cost, condition and risk.

Risk Management Strategies

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

Levels of Service

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

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5. Bridges & Culverts

Bridges and culverts are essential components of the transportation services offered to the community. The maintenance of all bridges and culverts located on municipal roads falls under the responsibility of public works which aims to keep these structures in satisfactory condition and reduce service interruptions.

The state of the infrastructure for bridges and culverts is summarized in the following table.

Table 18 Replacement Cost for Bridges & Culverts

Replacement Cost	Condition	Financial Capacity	
\$4.2 million	Very Good (82%)	Annual Requirement:	\$98,000
		Funding Available:	\$30,000
		Annual Deficit:	\$68,000

The following core values and level of service statements are a key driving force behind the Township's asset management planning:

Table 19 Level of Service Statements Bridges & Culverts

Service Attribute	Level of Service Statement
Scope	The municipality aims to provide bridges and culverts that are accessible to the entire community with sufficient capacity to meet traffic demands under all weather conditions. The goal is to minimize load restrictions on bridges and culverts throughout the municipality.
Quality	the municipality strives to maintain bridges and culverts in good condition minimizing unplanned service interruptions and closures to ensure reliable transportation infrastructure for the community.

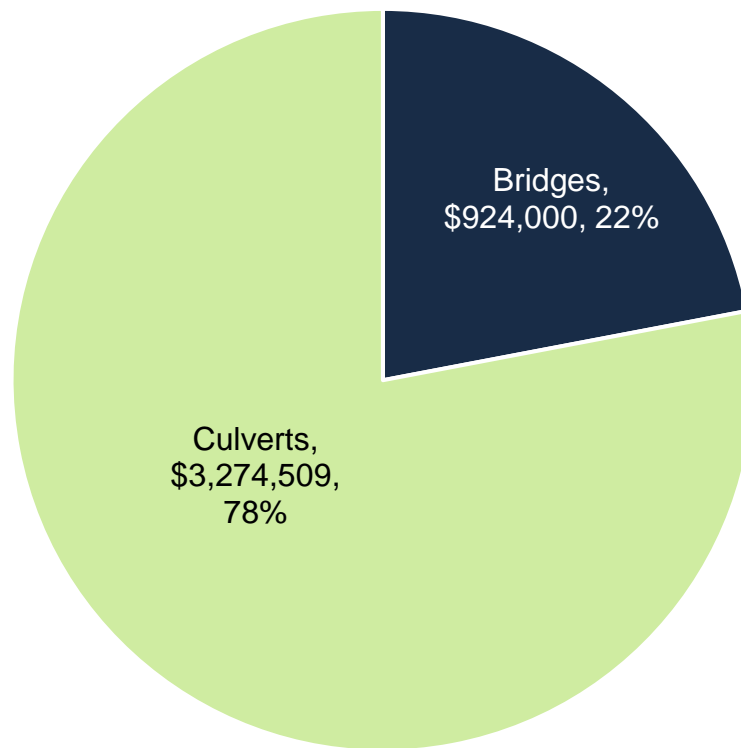
Asset Inventory & Costs

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

Table 20 Asset Inventory – Bridges & Culverts

Asset Segment	Quantity	Replacement Cost	Annual Capital Requirement
Bridges	2	\$924,000	\$18,000
Culverts	9	\$3,275,000	\$79,000
Total		\$4,199,000	\$97,000

Figure 15 Portfolio Valuation - Bridges & Culverts



Total Current Replacement Cost: \$4,198,509

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

Asset Condition & Age

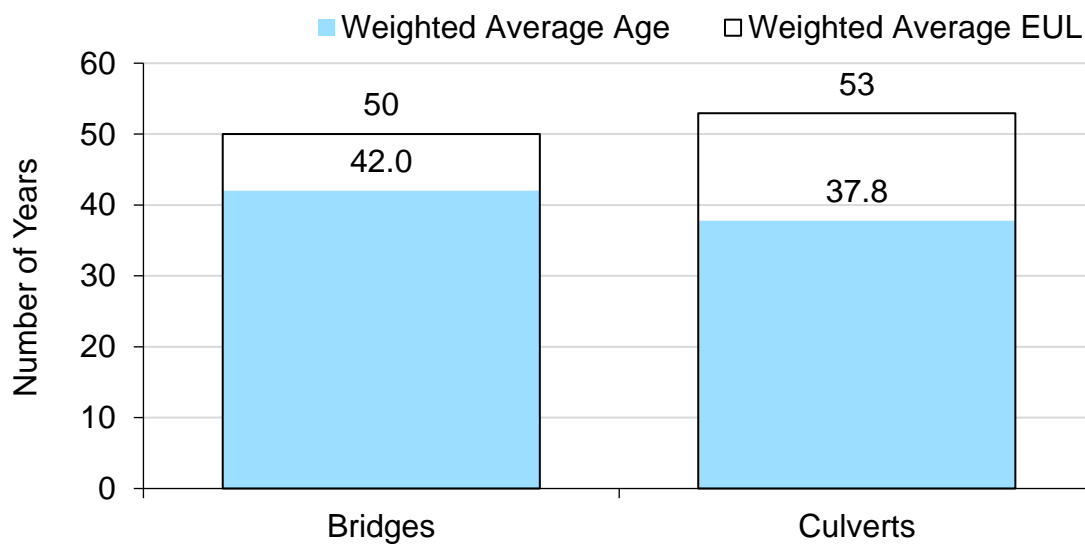
An asset's age profile comprises two key values: estimated useful life (EUL), or design life; and the percentage of EUL consumed. The EUL is the serviceable lifespan of an asset during which it can continue to fulfil its intended purpose and provide value to

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.

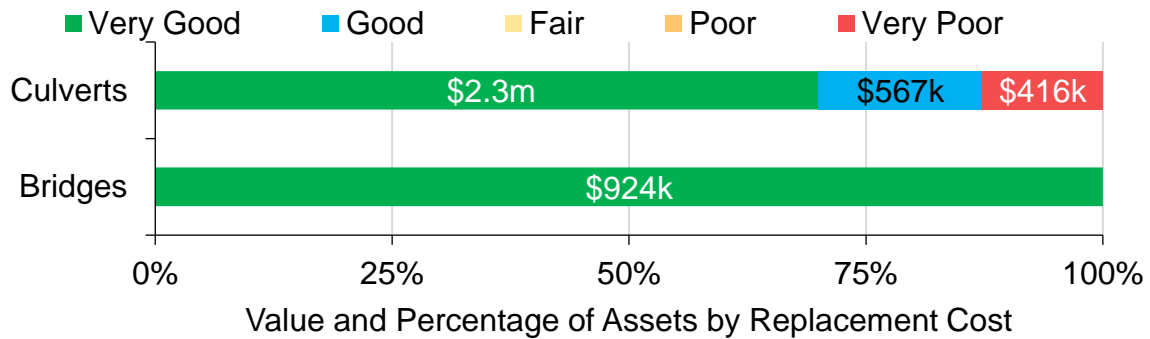
The figure below identifies the current average condition, the average age, and the estimated useful life for each asset segment. The average condition (%) is a weighted value based on replacement cost.

Figure 16 Estimated Useful Life vs. Asset Age – Bridges & Culverts



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

Figure 17 Asset Condition by Segment – Bridges & Culverts:



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

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

Current Approach to Condition Assessment

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

- Condition assessments of all bridges and culverts are completed every 2 years in accordance with the Ontario Structure Inspection Manual (OSIM) by an external contractor

In this AMP, the following rating criteria is used to determine the current condition of bridges and culverts and forecast future capital requirements:

Table 21 Condition Rating Criteria - Bridges & Culverts

Condition	Rating
Very Good	80-100
Good	60-80
Fair	40-60
Poor	20-40
Very Poor	0-20

Lifecycle Management Strategy

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

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

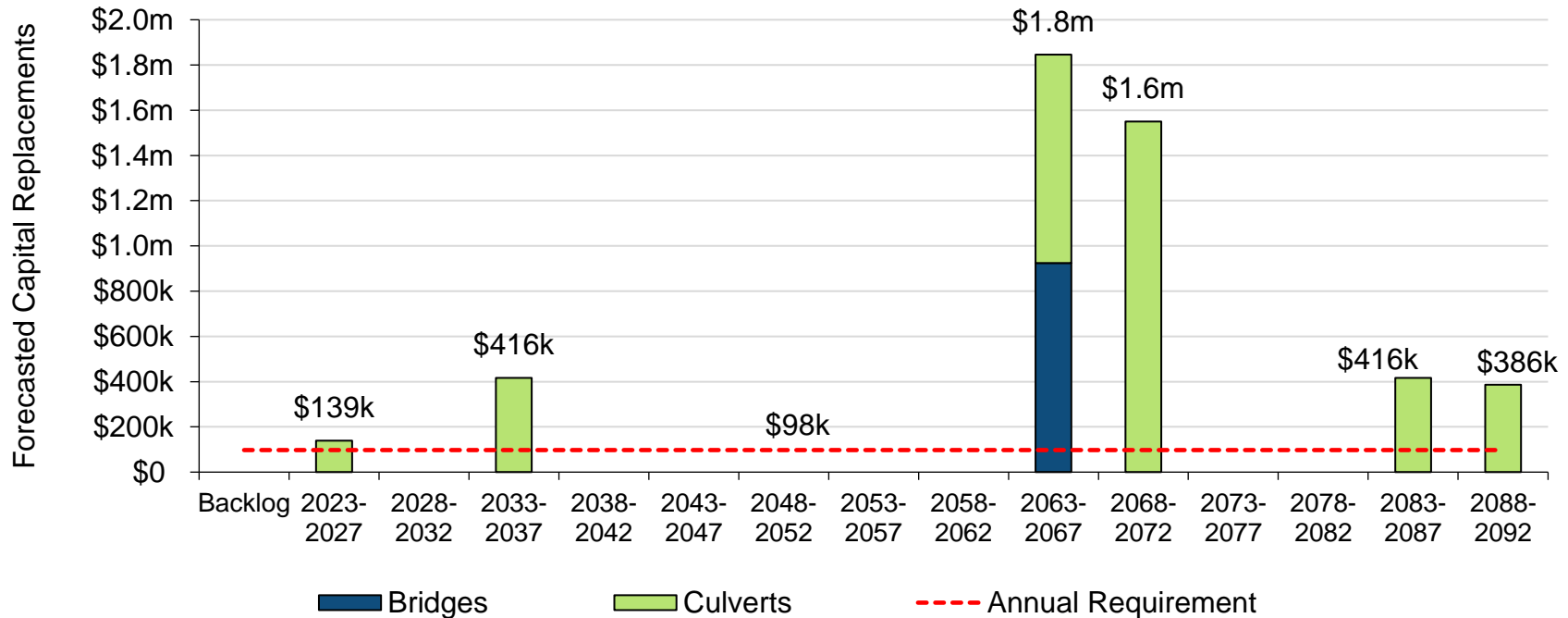
Table 22 Current Lifecycle Management Strategies – Bridges and Culverts

Activity Type	Description of Current Strategy
Maintenance/ Rehabilitation/ Replacement	All lifecycle activities are driven by the results of mandated structural inspections completed according to the Ontario Structure Inspection Manual (OSIM)
	Recommendations for detailed inspection by the OSIM report are generally accepted and budgeted in upcoming years.
	Smaller culverts (non-structural) work is typically done in conjunction to regular road work.
	Sweeping, mowing, tree brushing around culverts and general maintenance are completed annually.
	OSIM major repairs and replacements recommendations are tiered by staff based on requiring immediate (< 2 years) attention, recommended work in 3-5 years, and recommended work in 5-10 years.
	Whenever possible, major rehabilitative and replacement events are staggered to reduce dramatic increases in costs.
	Replacement prioritization is generally based on OSIM recommendations; however, traffic counts are taken into consideration as well.
Inspection	The most recent inspection report was completed in 2022 by GHD, however the previous report from 2020 was used for this report.

Forecasted Capital Requirements

The following graph forecasts long-term capital requirements. The annual capital requirement represents the average amount per year that the Township should allocate towards funding rehabilitation and replacement needs. The following graph identifies capital requirements over the next 65 years. This projection is used as it ensures that every asset has gone through one full iteration of replacement. The forecasted requirements are aggregated into 5-year bins and the trend line represents the average 5-year capital requirements. The trend line represents the average 5-year capital requirement of \$98k; this amount does not account for inflation.

Figure 18 Forecasted Capital Replacement Requirements – Bridges and Culverts 2023-2092



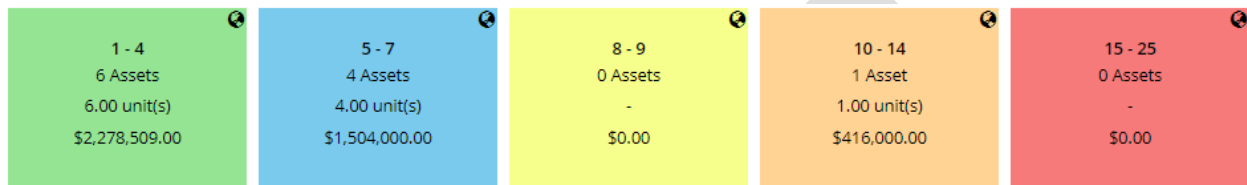
The projected cost of lifecycle activities that will need to be undertaken over the next 10 years to maintain the current level of service can be found in Appendix B.

Risk & Criticality

Risk Matrix

The following risk matrix provides a visual representation of the relationship between the probability of failure and the consequence of failure for the assets within this asset category based on 2022 inventory data.

Figure 19 Risk Matrix - Bridges and Culverts



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

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

Table 23 Probability and Consequence of Failure Attributes

Probability of Failure (POF)	Consequence of Failure (COF)
Condition	Replacement Cost (Financial)
Service Life Remaining	Recommended work (O&M, Rehabilitate, Replace)
	Detour Distance
	AADT
	Main Deficiency

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

Risks to Current Asset Management Strategies

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

Climate Change & Extreme Events



Flooding and extreme weather causes damage to multiple components of the Municipality's bridges including the deck, superstructure, substructure, and approaches. The increased frequency and intensity of precipitation events are likely to increase the water flow which can lead to deterioration of bridge components. Staff should identify and monitor affected bridges and culverts. The Municipality also should prioritize infrastructure maintenance, rehabilitation, and replacement based on susceptibility to climate impacts.

Levels of Service

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

Community Levels of Service

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

Table 24 Ontario Regulation 588/17 Community Levels of Service – Bridges & Culverts

Service Attribute	Qualitative Description	Current LOS (2022)
Scope	Description of the traffic that is supported by municipal bridges (e.g. heavy transport vehicles, motor vehicles, emergency vehicles, pedestrians, cyclists)	The township's bridges and structural culverts are integral to the municipal transportation network. They are designed and maintained to accommodate a wide range of vehicles including passenger cars heavy transport vehicles and emergency vehicles. The structures also support active transportation allowing for safe passage of pedestrian and cyclist the Township aims to minimize loading or dimensional restrictions on its bridges and culverts to ensure unrestricted access for all types of traffic across the municipality.
Quality	Description or images of the condition of bridges and culverts and how this would affect use of the bridges and culverts	See Appendix C

Technical Levels of Service

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

Table 25 Ontario Regulation 588/17 Technical Levels of Service – Bridges & Culverts

Service Attribute	Technical Metric	Current LOS (2022)
Scope	% of bridges in the Township with loading or dimensional restrictions	0%
Quality	Average bridge condition index value for bridges in the Township	87
	Average bridge condition index value for structural culverts in the Township	81
Performance	Target vs. Actual capital reinvestment rate	2.3% vs 0.7%

Recommendations

Data Review/Validation

- The bridges inventory does not include componentized assets. Each bridge is pooled under a single asset record. Bridges consist of several separate capital components – such as abutments, a deck, guiderails, and piles – that have unique estimated useful lives and require asset-specific lifecycle strategies. Staff should work towards a component-based inventory of all bridges to allow for component-based lifecycle planning.
- Continue to review and validate inventory data, assessed condition data, and replacement costs for all bridges and structural culverts upon the completion of OSIM inspections every 2 years.

Condition Assessment Strategies

- PSD recommends that the Township continue to complete regular inspections according to the Ontario Structural Inspections Manual. As completed, all condition assessments should be uploaded into the asset inventory to drive forward asset management planning and forecasting activities.

Lifecycle Management Strategies

- This AMP only includes capital costs associated with the reconstruction of bridges and culverts. The Township should work towards identifying projected capital rehabilitation and renewal costs for bridges and culverts and integrating these costs into long-term planning.

Risk Management Strategies

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

Levels of Service

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

6. Buildings

The Township of Douro-Dummer owns and maintains several buildings that provide key services to the community. These include:

- Fire buildings
- General government buildings
- Library buildings
- Parks & recreation buildings
- Public works buildings

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

Table 26 Replacement Cost for Buildings

Replacement Cost	Condition	Financial Capacity	
\$38.6 million	Poor (22%)	Annual Requirement:	\$1,391,000
		Funding Available:	\$431,000
		Annual Deficit:	\$960,000

The following core values and level of service statements are a key driving force behind the Township's asset management planning:

Table 27 Level of Service Statements for Buildings

Service Attribute	Level of Service Statement
Scope	The building services are designed to be conveniently accessible to the entire community ensuring that they can meet the needs of various users including residents, businesses and visitors under all weather conditions.
Quality	The buildings are maintained in good condition with efforts focusing on minimizing unplanned service interruptions and ensuring that they remain safe and functional for all users

Asset Inventory & Costs

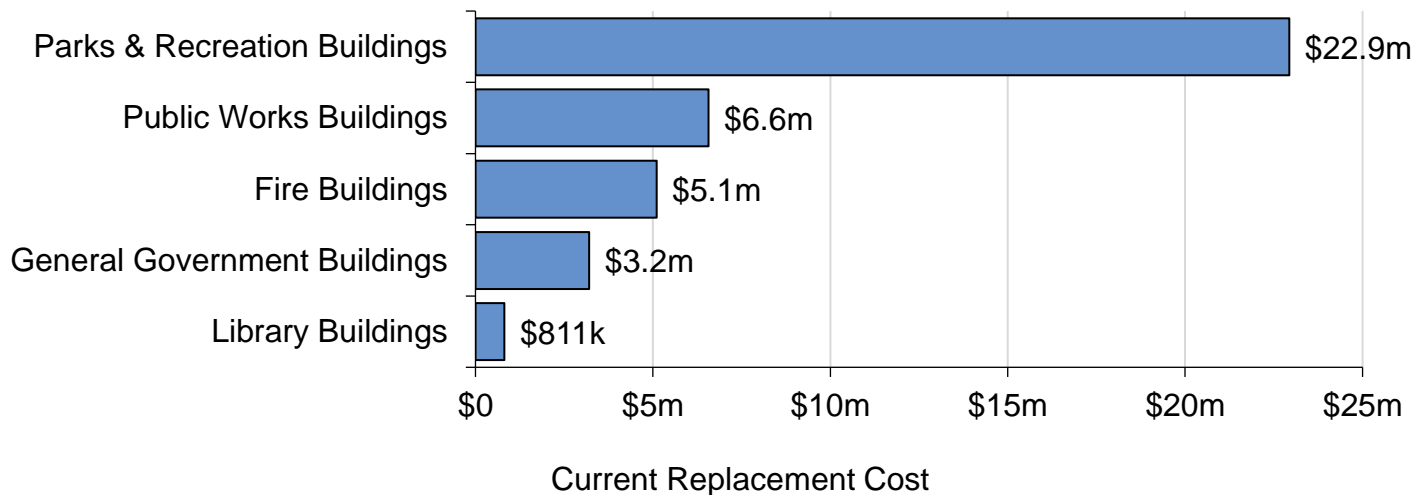
The table below includes the quantity, total replacement cost and annual capital requirements of each asset segment in the Township's buildings inventory.

Table 28 Asset Inventory – Buildings

Asset Segment	Quantity Components (# of Bldgs)	Replacement Cost	Annual Capital Requirement
Fire Buildings	19 (5)	\$5,103,000	\$181,000
General Government Buildings	23 (3)	\$3,204,000	\$105,000
Library Buildings	9 (1)	\$811,000	\$29,000
Parks & Recreation Buildings	42 (6)	\$22,935,000	\$901,000
Public Works Buildings	17 (5)	\$6,570,000	\$176,000
Total		\$38,623,000	\$1,392,000

Figure 20 Portfolio Valuation – Buildings

Total Current Replacement Cost: \$38,623,132

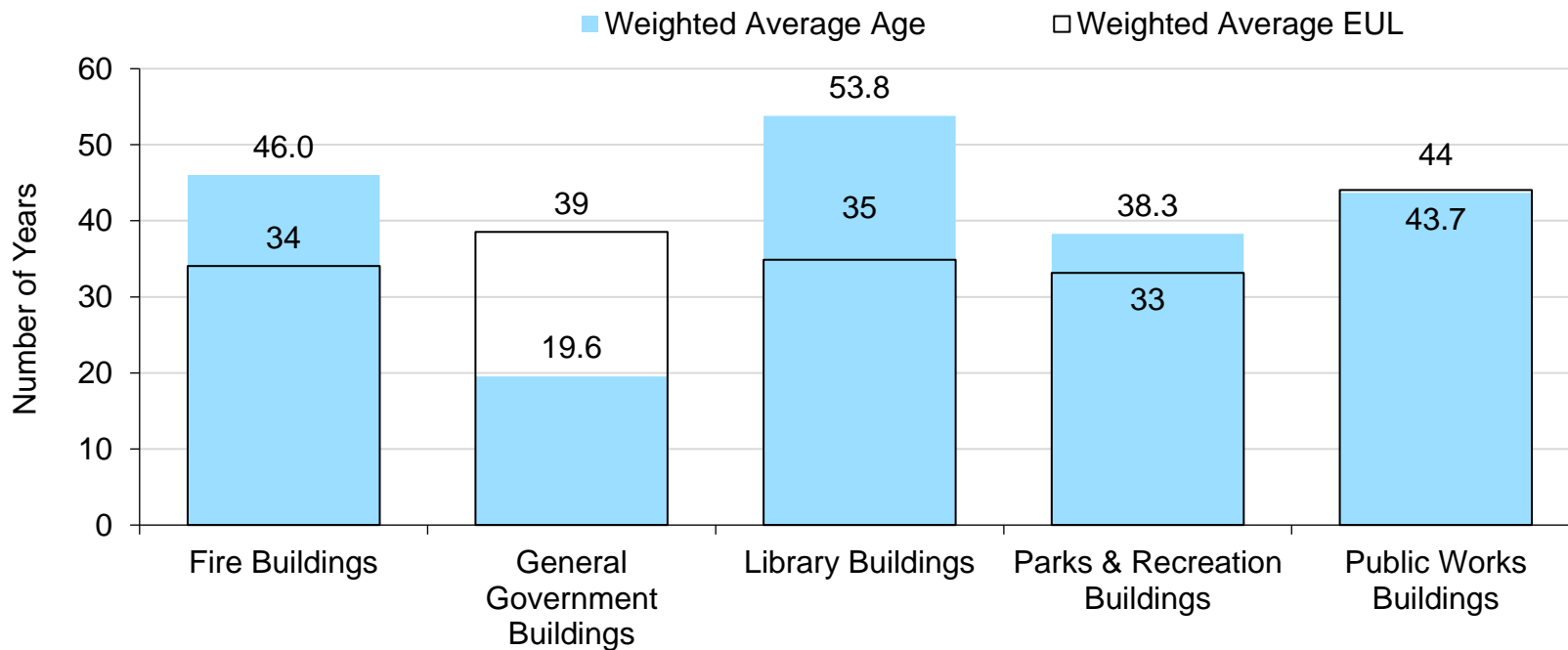


Each asset's replacement cost should be reviewed periodically to determine whether adjustments are needed to more accurately represent realistic capital requirements.

Asset Condition & Age

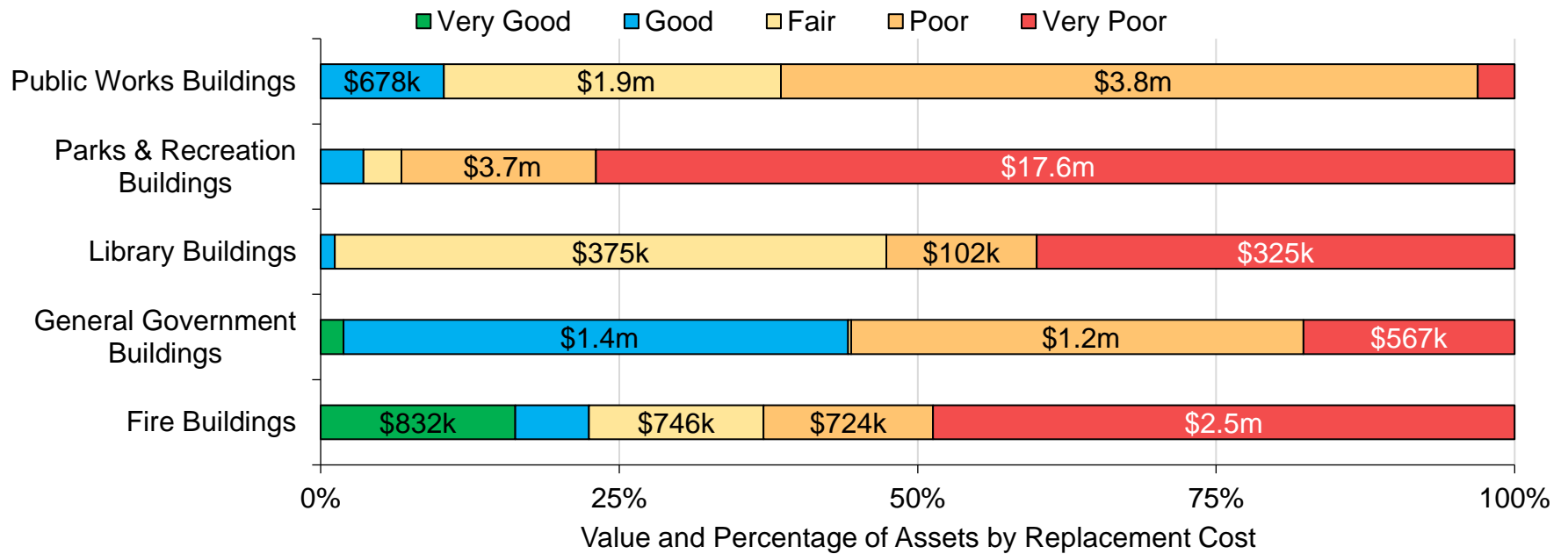
The table below identifies the current average condition, the average age, and the estimated useful life for each asset segment. The average condition (%) is a weighted value based on replacement cost.

Figure 21 Estimated Useful Life vs Asset Age - Buildings



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

Figure 22 Asset Condition – Buildings



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

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

Current Approach to Condition Assessment

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

- The Township does not have a formal condition assessment program in place to assess the condition of the buildings.
- The Township indicated that a formal building condition assessment is in progress and will be utilized to prioritize future projects.

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

Table 29 Condition Rating Criteria - Buildings

Condition	Rating
Very Good	80-100
Good	60-80
Fair	40-60
Poor	20-40
Very Poor	0-20

Lifecycle Management Strategy

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

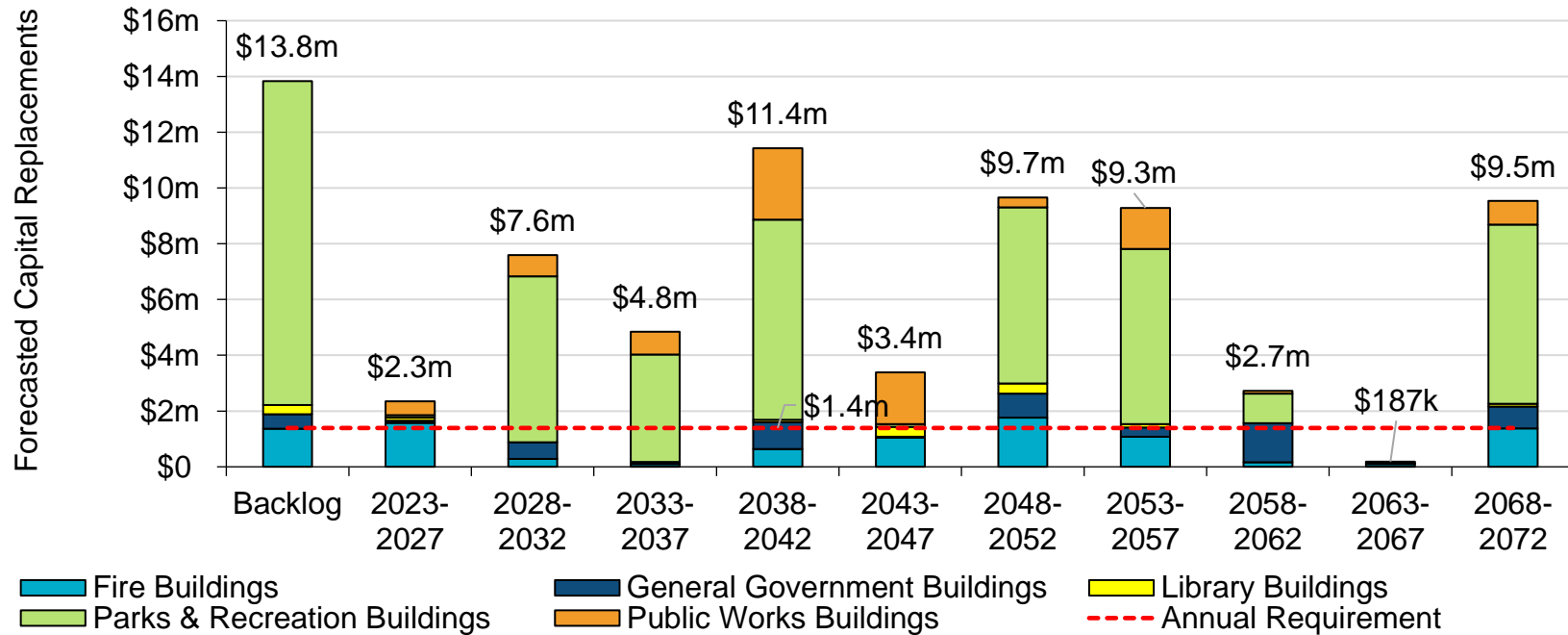
Table 30 Current Lifecycle Management Strategies - Buildings

Activity Type	Description of Current Strategy
Maintenance/ Rehabilitation	<p>The Township's Building Chief does an annual building walkthrough each year.</p>
	<p>Additional internal inspections are undertaken by department on an as-needed basis:</p>
	<p>Fire Halls are inspected for health and safety issues monthly, which are compiled to a list. Cleaning and sanitation are continually undertaken because of the recent COVID safety protocols.</p>
	<p>Parks facilities have minor maintenance and painting done internally as needed. Daily plant readings are also performed.</p>
	<p>Public Works facilities are subject to monthly health and safety inspections and continual cleaning.</p>
	<p>Libraries are walked through monthly for health and safety compliance.</p>
	<p>Cleaning is a regular maintenance activity. The Covid-19 pandemic increased this activity.</p>
	<p>HVAC and duct cleaning are performed. Furnaces and air handlers are serviced externally on an annual basis.</p>
	<p>Repainting and plumbing are mainly done in-house when possible.</p>
	<p>The Electrical Safety Authority (ESA) performs annual electrical safety inspections for buildings.</p>
Replacement	<p>Assessments are completed strategically as buildings approach their end-of-life to determine whether replacement or rehabilitation is a more appropriate treatment option.</p>
	<p>Building management is primarily reactive right now.</p>
	<p>Part of the 2019 buildings assessment included considerations for space needs, repurposing, and expansion for several buildings.</p>

Forecasted Capital Requirements

The following graph forecasts long-term capital requirements. The annual capital requirement represents the average amount per year that the Township should allocate towards funding rehabilitation and replacement needs. The following graph identifies capital requirements over the next 50 years. This projection is used as it ensures that every asset has gone through one full iteration of replacement. The forecasted requirements are aggregated into 5-year bins and the trend line represents the average 5-year capital requirements. The trend line represents the average 5-year capital requirement of \$1.4 million; this amount does not account for inflation.

Figure 23 Forecasted Capital Replacement Requirements – Buildings 2023-2072



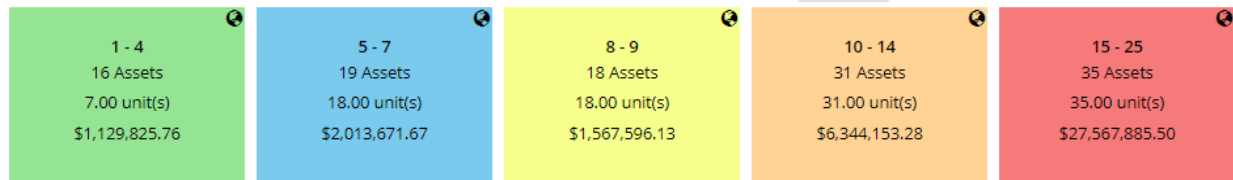
The projected cost of lifecycle activities that will need to be undertaken over the next 10 years to maintain the current level of service can be found in Appendix B

Risk & Criticality

Risk Matrix

The following risk matrix provides a visual representation of the relationship between the probability of failure and the consequence of failure for the buildings assets within this asset category based on 2022 inventory data.

Figure 24 Risk Matrix- Buildings



This is a high-level model developed for the purposes of this AMP and Township staff should review and adjust the risk model to reflect an evolving understanding of both the probability and consequences of asset failure. The asset-specific attributes that municipal staff utilize to define and prioritize the criticality of buildings are documented below:

Table 31 Probability and Consequence of Failure Attributes - Buildings

Probability of Failure (POF)	Consequence of Failure (COF)
Condition	Replacement Cost (Financial)
	Regulatory Requirements
	Department

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

Risks to Current Asset Management Strategies

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

Asset Data, Capital Funding and Regulations



About 31% of condition data is assessed and the remaining 69% is age-based condition which may not be accurate. Overall, 80% of building assets are in poor or very poor condition. Buildings make up 57% of the Township's overall portfolio value. The Township cannot contribute sufficient capital funding towards building repairs and retrofits. Older buildings need to be brought up to code, and all buildings will need to comply with AODA, which requires additional capital. The Township is reliant on grant funding for, however there are limited grants opportunities available.

Community Expectations & Growth



Demographics of the community are changing as more people are moving in from urban centres and have higher levels of service expectations for buildings and amenities. Staff should continue to monitor demographic changes and work towards developing proposed levels of service with input from public surveys.

Climate Change & Extreme Weather



Recreation centres and arenas need to operate differently due to warmer weather. More frequent extreme weather events such as storms can impact the condition of building components and should be considered when prioritizing projects and capital planning.

Levels of Service

The following tables identify the Township's current level of service for buildings. These metrics include the technical and community level of service metrics that the Township has selected for this AMP.

Community Levels of Service

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

Table 32 Ontario Regulation 588/17 Community Levels of Service – Buildings

Service Attribute	Qualitative Description	Current LOS (2022)
Sustainable and Affordable	Description of lifecycle activities performed on municipal buildings	See Section 6.3

Technical Levels of Service

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

Table 33 Ontario Regulation 588/17 Technical Levels of Service – Buildings

Service Attribute	Technical Metric	Current LOS (2022)
Sustainable and Affordable	Target vs. Actual capital reinvestment rate	3.6% vs 1.1%
	% of buildings in poor or very poor condition	80

Recommendations

Asset Inventory

- The Township has indicated that a building condition assessment is in progress. As the building condition assessment is complete, asset data should be updated and maintained. Accurate asset data is important for capital planning. Component-based lifecycle planning should be prioritized.
- Incorporation of the new fire hall into the building asset inventory, ensuring that adequate funding and life cycle management strategies are in place to support this significant addition to the Township's infrastructure.

Replacement Costs

- Gather accurate replacement costs and update on a regular basis to ensure the accuracy of capital projections.

Condition Assessment Strategies

- The buildings category makes up 61% of the Township's total asset inventory portfolio. About 31% of the buildings inventory have an assessed condition. The Township should implement regular condition assessments for all buildings to better inform short- and long-term capital requirements.

Lifecycle Management Strategies

- Develop a 5–10 year proactive facilities replacement/rehabilitation plan, utilizing existing inspection information.

Risk Management Strategies

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

Levels of Service

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

7. Vehicles

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

- Fire rescue vehicles to provide emergency services
- Parks & recreation vehicles
- Public works vehicles

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

Table 34 Replacement Cost for Vehicles

Replacement Cost	Condition	Financial Capacity	
\$7.4 million	Good (65%)	Annual Requirement:	\$522,000
		Funding Available:	\$162,000
		Annual Deficit:	\$360,000

The following core values and level of service statements are a key driving force behind the Township's asset management planning:

Table 35 Level of Service Statements for Vehicles

Service Attribute	Level of Service Statement
Scope	The Township maintains a fleet of vehicles that are sufficient in size and variety to meet operational demands across all departments. Vehicles are strategically deployed to ensure timely and efficient service delivery throughout the community under various weather conditions and operational requirements.
Quality	the municipal vehicle fleet is maintained in good working condition through regular inspections, preventative maintenance and timely repairs. This approach aims to minimize unplanned service interruptions insure vehicle reliability and maximize the fleets operational readiness to support municipal services.

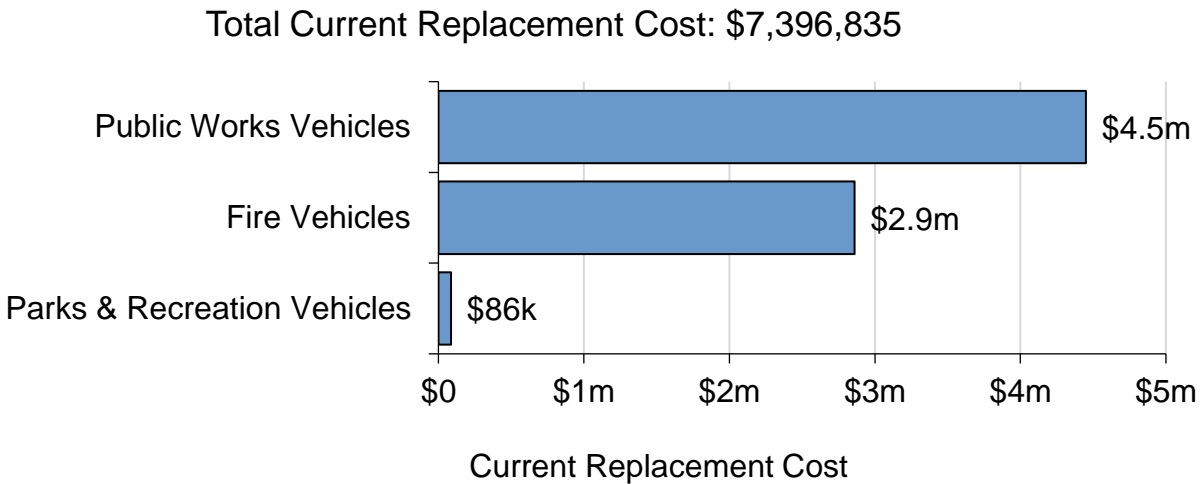
Asset Inventory & Costs

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

Table 36 Detailed Asset Inventory – Vehicles

Asset Segment	Quantity	Total Replacement Cost	Annual Capital Requirement
Fire Vehicles	18	\$2,860,000	\$151,000
Parks & Recreation Vehicles	2	\$86,000	\$6,000
Public Works Vehicles	21	\$4,451,000	\$365,000
Total		\$7,397,000	\$522,000

Figure 25 Portfolio Valuation – Vehicles

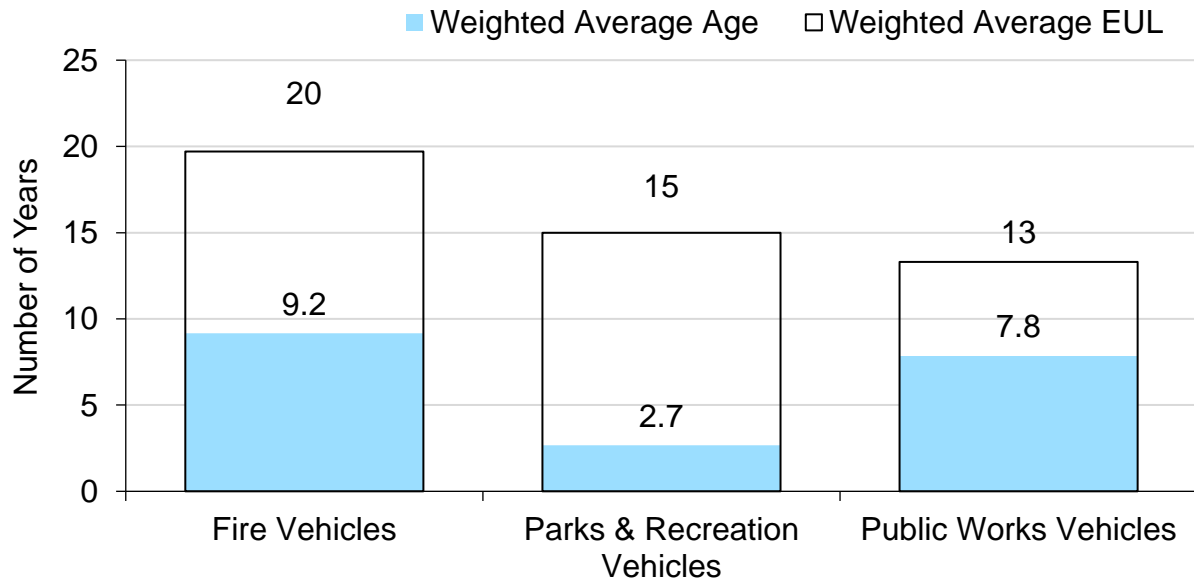


Each asset's replacement cost should be reviewed periodically to determine whether adjustments are needed to more accurately represent realistic capital requirements.

Asset Condition & Age

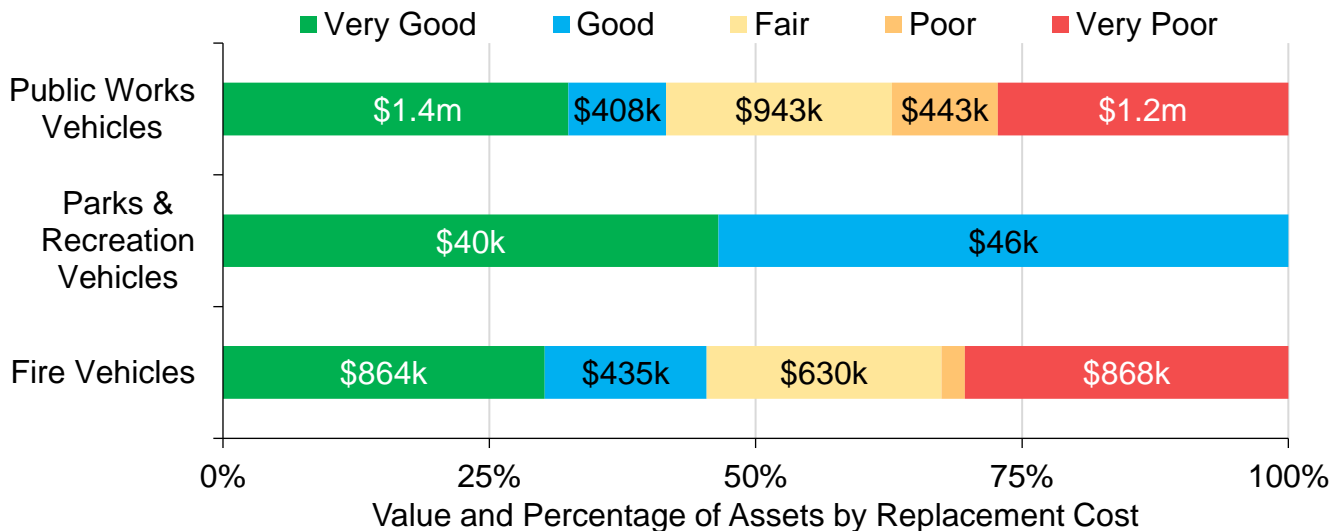
The table below identifies the current average condition and source of available condition data for each asset segment. The average condition (%) is a weighted value based on replacement cost.

Figure 26 Estimated Useful Life vs Asset Age - Vehicles



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

Figure 27 Asset Condition By Segment – Vehicles



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

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

Current Approach to Condition Assessment

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

- Staff complete regular visual inspections of vehicles to ensure they are in state of adequate repair prior to operation.
- Annual safety checks are completed externally.

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

Table 37 Condition Rating Criteria - Vehicles

Condition	Rating
Very Good	80-100
Good	60-80
Fair	40-60
Poor	20-40
Very Poor	0-20

Lifecycle Management Strategy

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

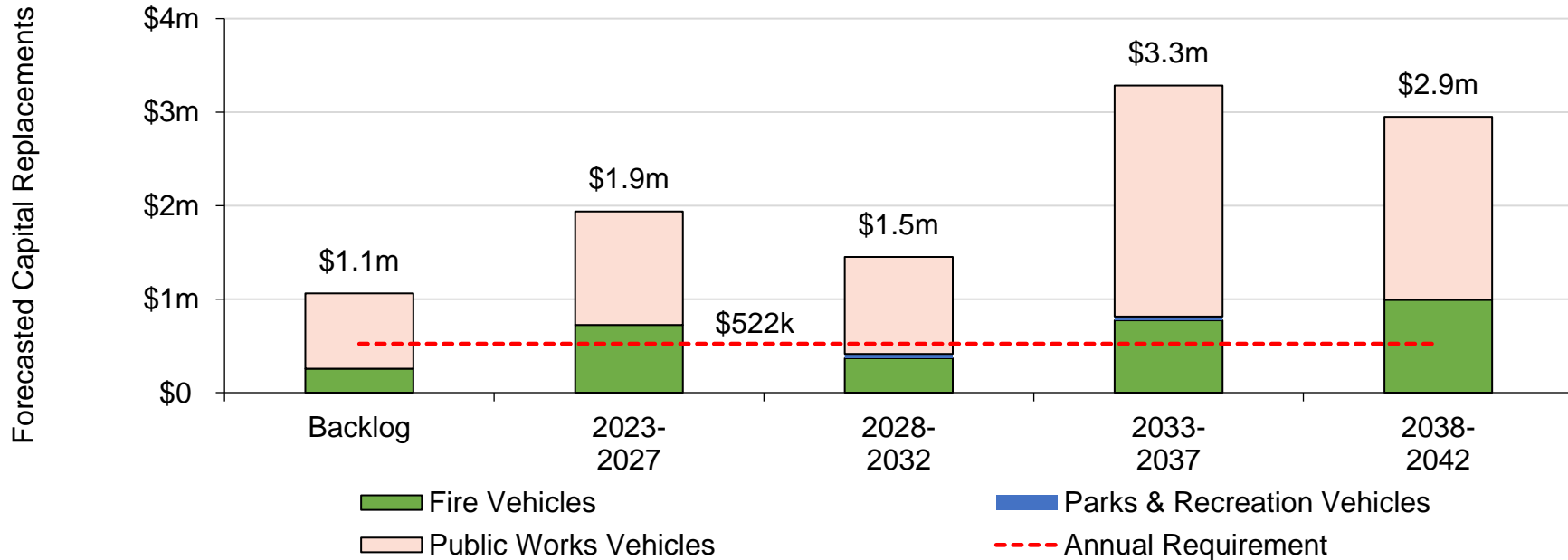
Table 38 Current Lifecycle Management Strategies – Vehicles

Activity Type	Description of Current Strategy
Maintenance/ Rehabilitation	Every pumper has an external inspection and pump performance test on an annual basis for certification. Routine maintenance, oil change, and safety inspections are completed.
	Boats have a Spring and Fall inspection. Visual inspection, oil levels, safety checks, and other routine maintenance are as needed or monthly during seasonal use. No formal planning horizon or rehabilitative events have been identified.
	Commercial Vehicle Operator’s Registration (CVOR) is completed every Spring. Oil changes occur when required, mileage is typically used an indicator.
	The annual CVOR related inspections are done by an external mechanic. During the inspection, the mechanic informs and suggests component replacements, such as tire changes.
	Non-CVOR vehicles have routine oil changes based on mileage (6000-8000km). A mechanic completes a 50-point inspection during this time and recommends any needed changes to brakes, tires, etc.
	Warranty has been used to cover issues with a grader engine in the past.
Replacement	Trucks are replaced every 10 years.
	Graders are replaced every 20 years.
	Pumpers and tankers are expected to be replaced at 20 years, and is affected by insurance ratings.
	Rescues are set to be replaced every 15 years.
	Condition and budget are the main considerations when prioritizing replacements. Consistent and known mechanical issues are also factored in as well.

Forecasted Capital Requirements

The following graph forecasts long-term capital requirements. The annual capital requirement represents the average amount per year that the Township should allocate towards funding rehabilitation and replacement needs. The following graph identifies capital requirements over the next 20 years. This projection is used as it ensures that every asset has gone through one full iteration of replacement. The forecasted requirements are aggregated into 5-year bins and the trend line represents the average 5-year capital requirements. The trend line represents the average 5-year capital requirement of \$522k; this amount does not account for inflation.

Figure 28 Forecasted Capital Replacement Requirements – Vehicles 2023-2042



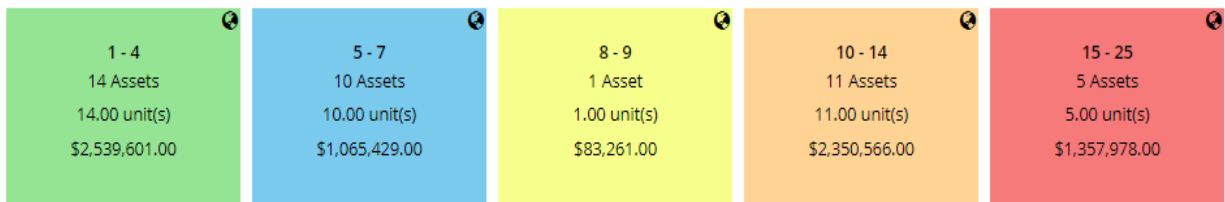
The projected cost of lifecycle activities that will need to be undertaken over the next 10 years to maintain the current level of service can be found in Appendix B

Risk & Criticality

Risk Matrix

The following risk matrix provides a visual representation of the relationship between the probability of failure and the consequence of failure for the vehicle assets within this category based on 2022 inventory data.

Figure 29 Risk Matrix – Vehicles



This is a high-level model developed for the purposes of this AMP and Township staff should review and adjust the risk model to reflect an evolving understanding of both the probability and consequences of asset failure. The asset-specific attributes that municipal staff utilize to define and prioritize the criticality of vehicles are documented below:

Table 39 Probability and Consequence of Failure Attributes

Probability of Failure (POF)	Consequence of Failure (COF)
Condition	Replacement Cost (Financial)
	Vehicle Weight (Light, medium, heavy duty)
	Segment

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

Risks to Current Asset Management Strategies

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

Organizational Knowledge



There is inconsistency in staff knowledge in operating vehicles. Newer staff do not have the knowledge and training provided necessary to operate every vehicle. As experienced employees retire, the lack of standardized training programs can leave the Township vulnerable since some vehicles require specialized training to operate. Standard operating procedures should be developed to preserve knowledge of current staff and to ease onboarding of new staff.

Levels of Service

The following tables identify the Township's current level of service for vehicles. These metrics include the technical and community level of service metrics that the Township has selected for this AMP.

Community Levels of Service

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

Table 40 Ontario Regulation 588/17 Community Levels of Service - Vehicles

Service Attribute	Qualitative Description	Current LOS (2022)
Sustainable and Affordable	Description of lifecycle activities performed on vehicles	See Section 7.3

Technical Levels of Service

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

Table 41 Ontario Regulation 588/17 Technical Levels of Service – Vehicles

Service Attribute	Technical Metric	Current LOS (2022)
Sustainable and Affordable	Target vs. Actual capital reinvestment rate	7.1% vs 2.2%
	% of vehicles in poor or very poor condition	35

Recommendations

Replacement Costs

- Gather accurate replacement costs and update on a regular basis to ensure the accuracy of capital projections.

Condition Assessment Strategies

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

Lifecycle Management Strategies

- Undertake an annual review of all fleet assets to determine and update the replacement schedule. Vehicle age, kilometers and annual repair costs should be taken into consideration when determining appropriate replacement options.
- Warranty information and maintenance records should be maintained in an easily accessible database or ledger to ensure that information is available to both operators and those responsible for determining lifecycle event schedules.

Risk Management Strategies

- Implement risk-based decision-making as part of asset management planning and budgeting processes. This should include the regular review of high-risk assets to determine appropriate risk mitigation strategies.
- Review risk models on a regular basis and adjust according to an evolving understanding of the probability and consequences of asset failure.
- Develop a standard training program to effectively onboard new staff on operating different vehicle types.

Levels of Service

- Continue to measure current levels of service in accordance with the metrics identified in O. Reg. 588/17 and those metrics that the Township believes to provide meaningful and reliable inputs into asset management planning.

- Work towards identifying proposed levels of service as per O. Reg. 588/17 and identify the strategies that are required to close any gaps between current and proposed levels of service.

DRAFT

8. Machinery & Equipment

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

- Fire equipment to support the delivery of emergency services
- Library equipment
- Office equipment to support services for buildings
- Parks & recreation equipment to support recreational services
- Public works equipment
- Water equipment for water treatment storage and systems

The state of the infrastructure for the machinery and equipment is summarized in the following table.

Table 42 Replacement Cost for Machinery and Equipment

Replacement Cost	Condition	Financial Capacity	
\$4.7 million	Fair (47%)	Annual Requirement:	\$324,000
		Funding Available:	\$100,000
		Annual Deficit:	\$224,000

The following core values and level of service statements are a key driving force behind the Township's asset management planning:

Table 43 Level of Service Statements - Machinery and Equipment

Service Attribute	Level of Service Statement
Scope	The municipality maintains a diverse and sufficient inventory of machinery and equipment to support various municipal operations and service delivery needs. The machinery and equipment are strategically deployed to ensure an efficient and timely service across the community with the capacity to meet operational demands under various conditions.
Quality	The municipal machinery and equipment fleet is maintained in good working condition through regular inspections preventative maintenance, and timely repairs this approach aims to minimize unplanned service interruptions, ensure equipment reliability, and maximize operational readiness and support continuous and effective municipal services.

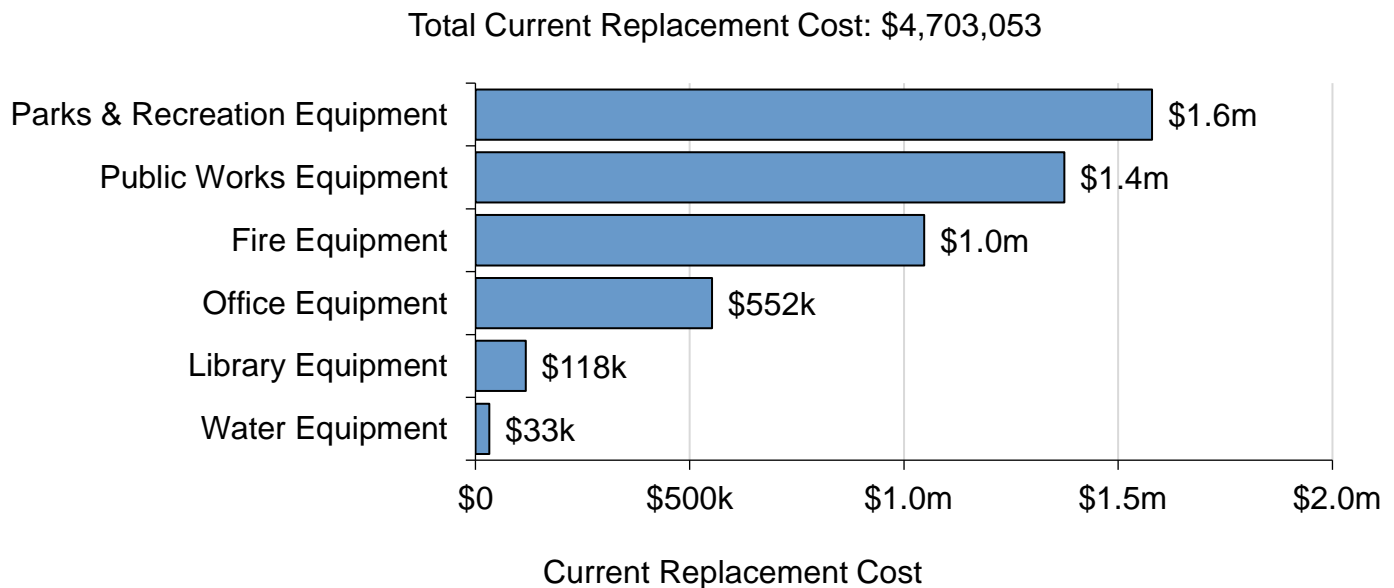
Asset Inventory & Costs

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

Table 44 Detailed Asset Inventory – Machinery and Equipment

Asset Segment	Quantity	Replacement Cost	Annual Capital Requirement
Fire Equipment	374	\$1,047,000	\$72,000
Library Equipment	26	\$118,000	\$19,000
Office Equipment	21	\$552,000	\$49,000
Parks & Recreation Equipment	40	\$1,579,000	\$73,000
Public Works Equipment	33	\$1,374,000	\$108,000
Water Equipment	5	\$33,000	\$3,000
Total		\$4,703,000	\$324,000

Figure 30 Portfolio Valuation - Machinery and Equipment

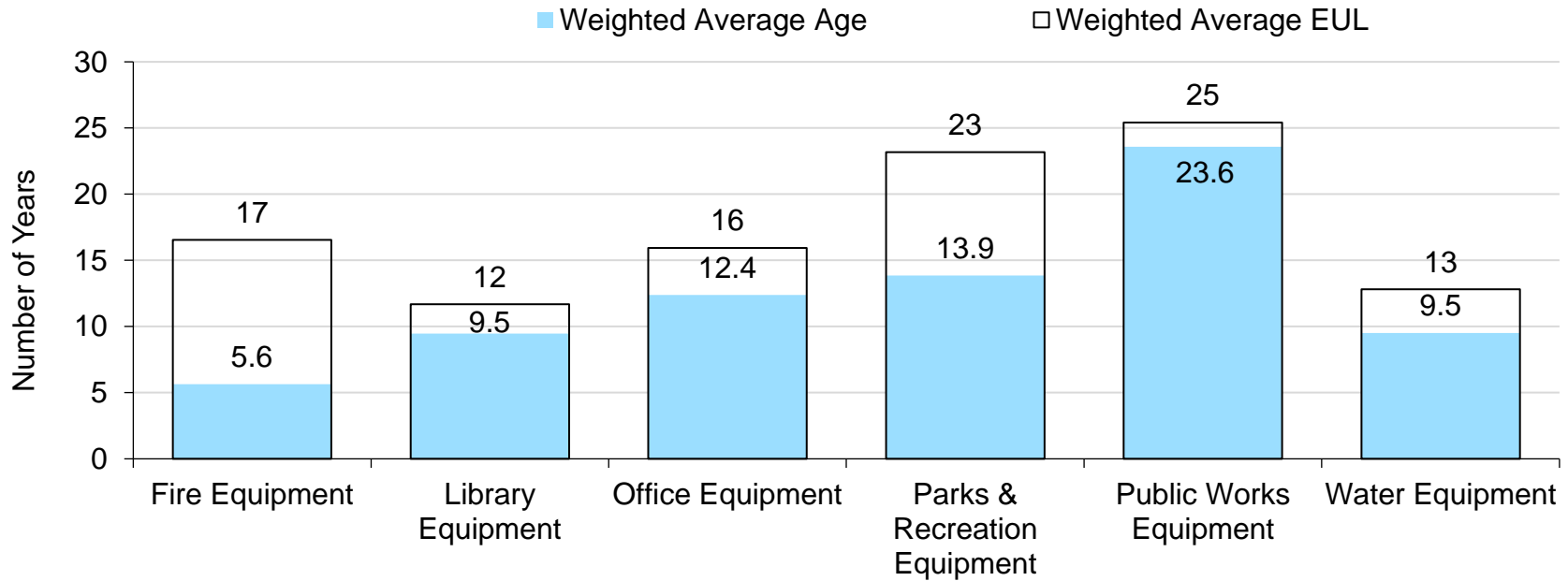


Each asset's replacement cost should be reviewed periodically to determine whether adjustments are needed to more accurately represent realistic capital requirements.

Asset Condition & Age

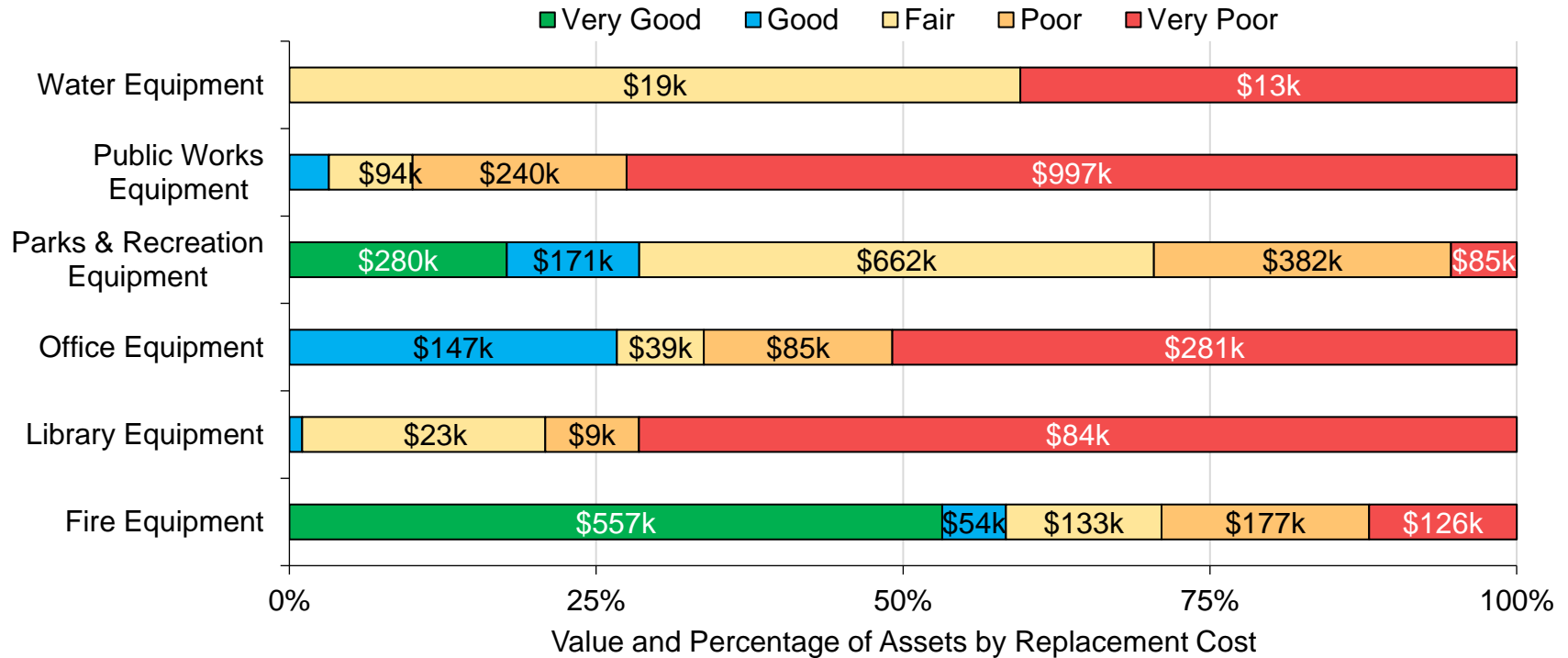
The figure below identifies the current average condition and source of available condition data for each asset segment. The average condition (%) is a weighted value based on replacement cost.

Figure 31 Estimated Useful Life vs. Asset Age – Machinery and Equipment



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

Figure 32 Asset Condition by Segment – Machinery and Equipment



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

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

Current Approach to Condition Assessment

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

- Fire machinery and equipment are inspected annually to meet regulatory standards
- For the parks and recreation and public works segments, as the estimated useful life for assets is reached, variables such as number of required repairs and hours in-service are used to prioritize replacement.
- There are no formal condition assessment programs in place for other machinery and equipment segments.

In this AMP the following rating criteria is used to determine the current condition of machinery and equipment and forecast future capital requirements:

Table 45 Rating Criteria to Determine Condition - Machinery and Equipment

Condition	Rating
Very Good	80-100
Good	60-80
Fair	40-60
Poor	20-40
Very Poor	0-20

Lifecycle Management Strategy

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

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

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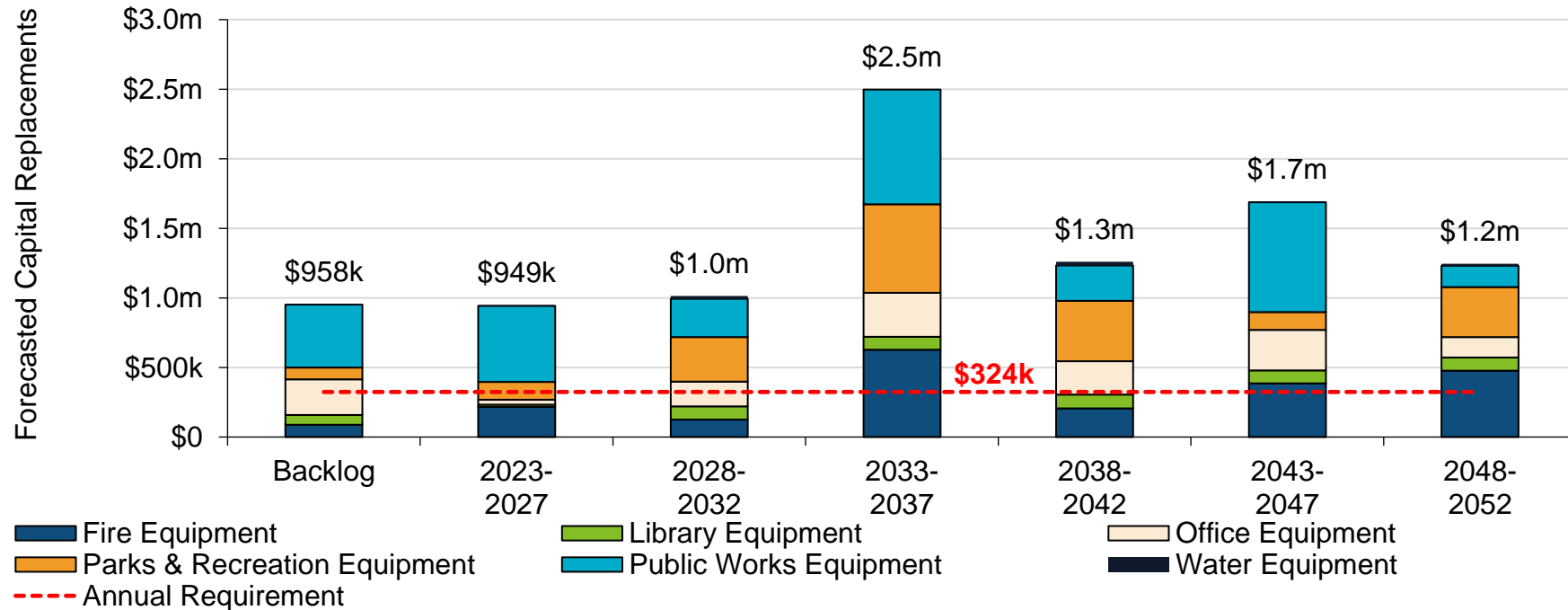
Table 46 Current Lifecycle Management Strategies – Machinery and Equipment

Activity Type	Description of Current Strategy
Maintenance/ Rehabilitation	Mechanical equipment, such as mowers, have the oil changed every Spring or if they have accumulated sufficient operating hours.
	Grease fittings are checked on a weekly and monthly basis for tractors and motors. The blades are changed every 2 weeks.
	Snowplows are maintained on an annual basis and inspected before and during Winter months. This includes replacement of chutes, blades, pins, and other components.
	Bunker gear is inspected routinely by staff, and professionally inspected annually when sent out for cleaning. Monthly night maintenance is performed as issues are identified.
	Defibrillators are checked monthly to ensure proper functioning.
	Self Contained Breathing Apparatus (SCBA) have an annual inspection and are hydrostatically tested. Staff perform visual inspections monthly and after use.
	Radio equipment is inspected during use and issues are reported as they arise.
	Extrication tools have an annual inspection and are recertified every second year.
	Fire ladders are inspected annually and recertified every two years.
	Computer maintenance is usually done in-house, outside consultants mostly act as support.
Replacement	Library furnishings were redone last year and comply with AODA requirements. Aesthetics are taken into consideration and grants play a role here too
	Both the fire and public works department have a 25-year capital forecast for their equipment.
	Defibrillators are replaced when they expire.
	The library expects to buy 1 computer every year, one for each staff, and five for patrons.
	Library related assets and decisions also go through library board.

Forecasted Capital Requirements

The following graph forecasts long-term capital requirements. The annual capital requirement represents the average amount per year that the Township should allocate towards funding rehabilitation and replacement needs. The following graph identifies capital requirements over the next 30 years. This projection is used as it ensures that every asset has gone through one full iteration of replacement. The forecasted requirements are aggregated into 5-year bins and the trend line represents the average 5-year capital requirements. The trend line represents the average 5-year capital requirement of \$324k; this amount does not account for inflation.

Figure 33 Forecasted Capital Replacement Requirements – Machinery and Equipment 2023-2052



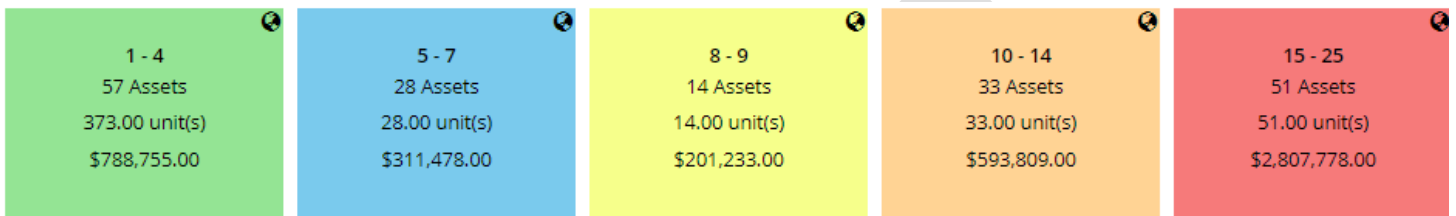
The projected cost of lifecycle activities that will need to be undertaken over the next 10 years to maintain the current level of service can be found in Appendix B.

Risk & Criticality

Risk Matrix

The following risk matrix provides a visual representation of the relationship between the probability of failure and the consequence of failure for the assets within this asset category based on 2022 inventory data.

Figure 34 Risk Matrix – Machinery and Equipment



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

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

Table 47 Probability and Consequence of Failure Attributes

Probability of Failure (POF)	Consequence of Failure (COF)
Condition	Replacement Cost (Financial)
	Criticality for Service Delivery

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

Risks to Current Asset Management Strategies

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

Organizational Capacity



There is inconsistency in staff knowledge in operating machinery and equipment. Newer staff do not have the knowledge and training provided necessary to operate every type of machinery and equipment. As experienced employees retire, the lack of standardized training programs can leave the Township vulnerable since some machinery and equipment require specialized training to operate and perform maintenance. Standard operating procedures should be developed to preserve knowledge of current staff and to ease onboarding of new staff.

Climate Change & Extreme Weather



The needs of the public works and fire department are changing due to the effects of climate change and increased frequency of extreme weather events. To gain a better understanding of the needs and necessary capacity for the Town, a deeper analysis is required on how climate change and extreme weather impacts these departments.

Community Expectations/Growth



There is a growing population that consists of residents who moved from urban centres to rural areas within the Township who expect the same levels of service. The Township will need to determine what expectation the community has for rural areas in order to meet their needs.

Levels of Service

The following tables identify the Township's current level of service for machinery and equipment. These metrics include the technical and community level of service metrics that the Township has selected for this AMP.

Community Levels of Service

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

Table 48 Ontario Regulation 588/17 Community Levels of Service – Machinery and Equipment

Service Attribute	Qualitative Description	Current LOS (2022)
Sustainable and Affordable	Description of lifecycle activities performed on machinery and equipment	See Section 8.3

Technical Levels of Service

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

Table 49 Ontario Regulation 588/17 Community Levels of Service – Machinery and Equipment

Service Attribute	Technical Metric	Current LOS (2022)
Sustainable and Affordable	Target vs. Actual capital reinvestment rate	6.9% vs 2.1%
	% of machinery and equipment in poor or very poor condition	53

Recommendations

Replacement Costs

- Gather accurate replacement costs and update on a regular basis to ensure the accuracy of capital projections.

Condition Assessment Strategies

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

Lifecycle Management Strategies

- Install a replacement cycle strategy for specialized equipment based on assessed condition or manufacturer recommendations.

- Schedule strategies for fire equipment as per NFPA requirements within the Township's asset management software lifecycle framework.
- Explore the opportunity to repurpose equipment to different departments or lower risk applications. (E.g. repurpose critical backup generators to noncritical applications when being replaced).

Risk Management Strategies

- Implement risk-based decision-making as part of asset management planning and budgeting processes. This should include the regular review of high-risk assets to determine appropriate risk mitigation strategies.
- Review risk models on a regular basis and adjust according to an evolving understanding of the probability and consequences of asset failure.
- Develop a standard training program to effectively onboard new staff on operating different machinery and equipment.

Levels of Service

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

9. Land Improvements

The Township of Douro-Dummer owns a small number of assets that are considered land improvements. This category includes:

- Benches
- Docks/wharfs
- Fencing
- Parking lot
- Pathways/signage
- Playgrounds
- Streetlights
- Structures

The state of the infrastructure for the land improvements is summarized in the following table.

Table 50 Replacement Cost for Land Improvements

Replacement Cost	Condition	Financial Capacity	
\$1.5 million	Fair (54%)	Annual Requirement:	\$50,000
		Funding Available:	\$16,000
		Annual Deficit:	\$34,000

The following core values and level of service statements are a key driving force behind the Township's asset management planning:

Table 51 Level of Service Statements for Land Improvements

Service Attribute	Level of Service Statement
Scope	the land improvement services are designed to be conveniently accessible to the entire community, ensuring that they can meet the needs of various users, including residents, businesses, and visitors under all weather conditions
Quality	the land improvements are maintained in good condition through regular inspections and maintenance activities with efforts focused on minimizing unplanned service interruptions and ensuring that they remain safe and functional for all users

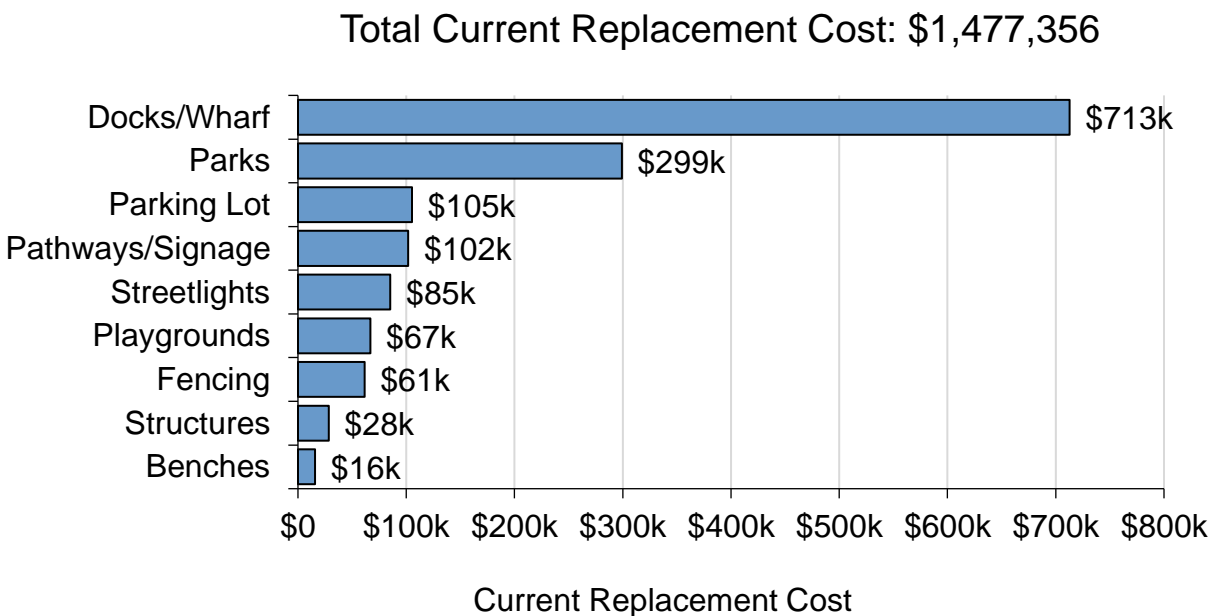
Asset Inventory & Costs

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

Table 52 Detailed Asset Inventory – Land Improvements

Asset Segment	Quantity	Replacement Cost	Annual Capital Requirement
Benches	1	\$16,000	\$2,000
Docks/Wharf	4	\$713,000	\$17,000
Fencing	5,291 ft	\$61,000	\$3,000
Parking Lot	113,958 ft ²	\$105,000	\$6,000
Parks	109,381 ft ²	\$299,000	\$12,000
Pathways/Signage	92	\$102,000	\$4,000
Playgrounds	1	\$67,000	\$3,000
Streetlights	1	\$85,000	\$4,000
Structures	527 ft ²	\$28,000	\$1,000
Total		\$1,476,000	\$52,000

Figure 35 Portfolio Valuation – Land Improvements

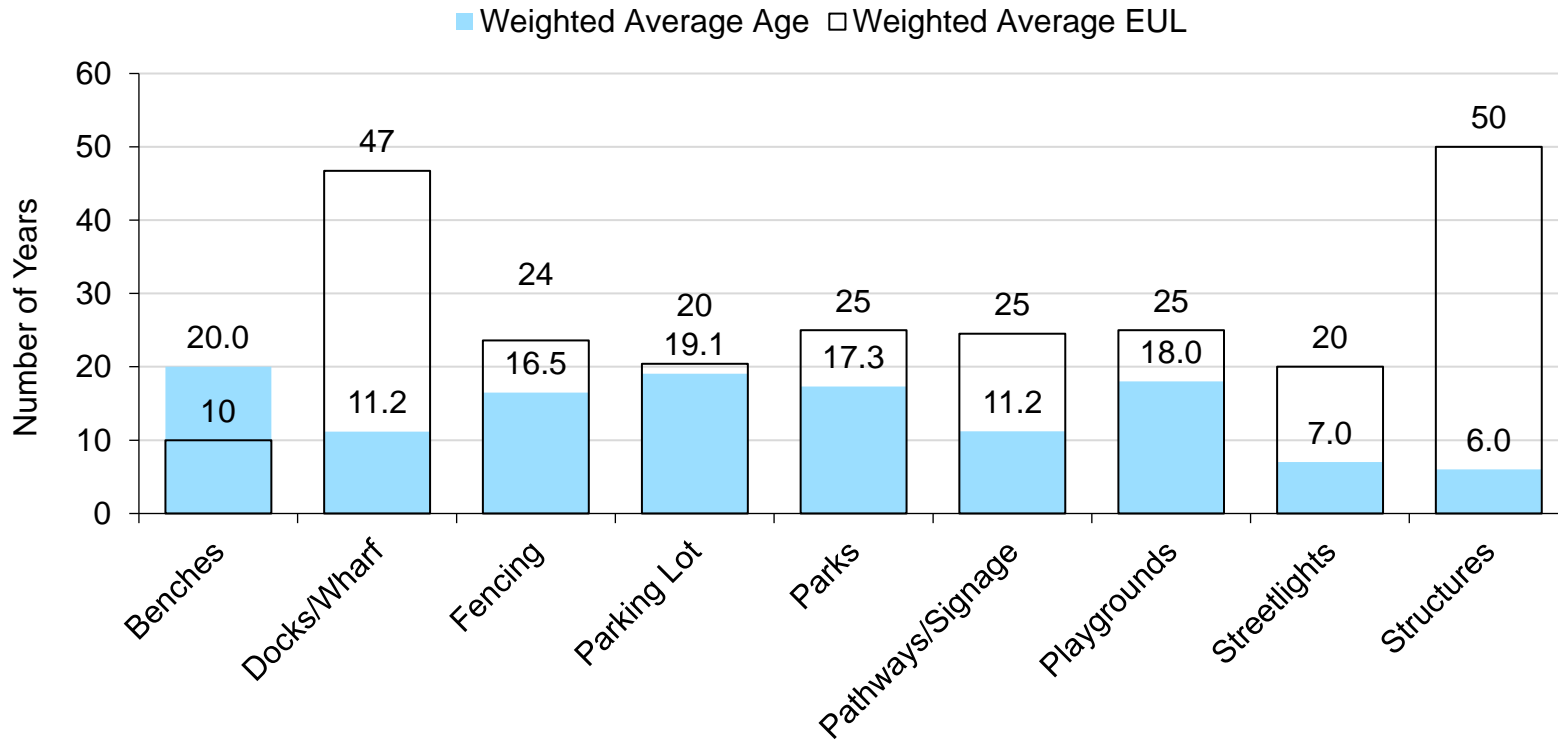


Each asset's replacement cost should be reviewed periodically to determine whether adjustments are needed to more accurately represent realistic capital requirements.

Asset Condition & Age

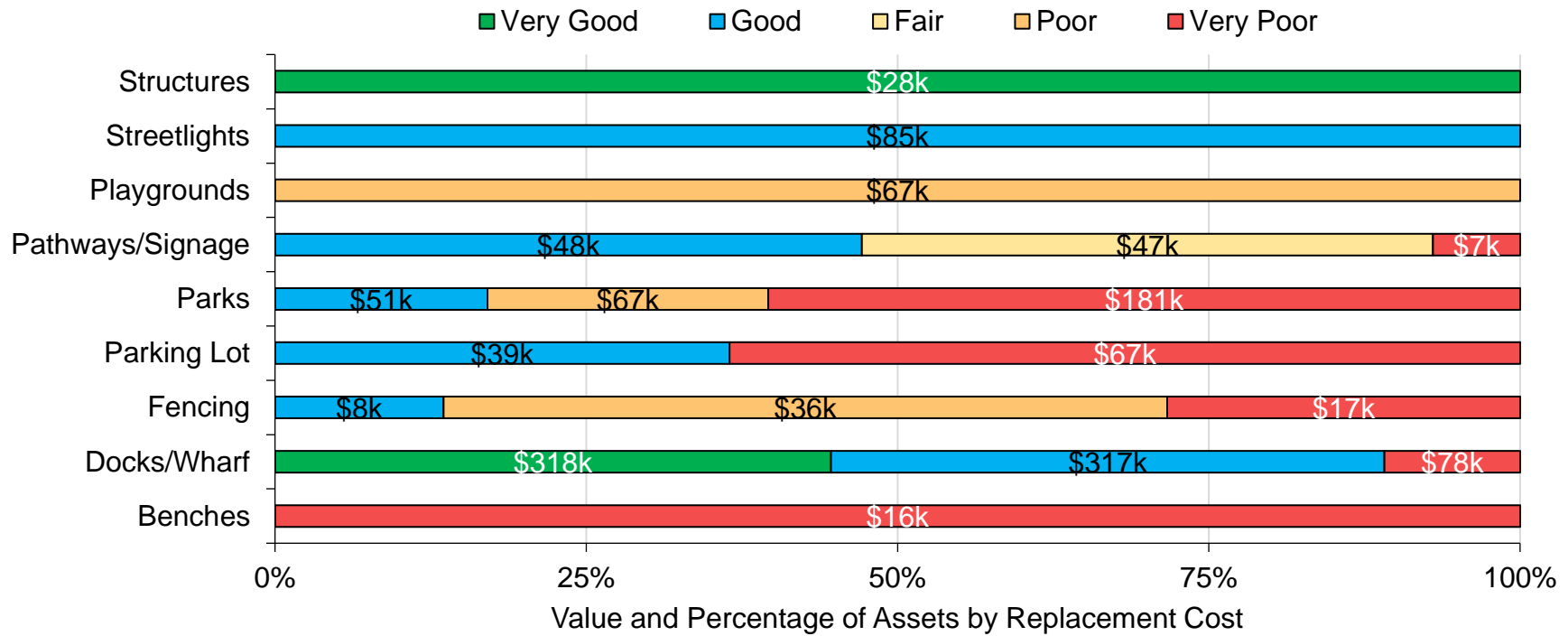
The table below identifies the current average condition, the average age, and the estimated useful life for each asset segment. The average condition (%) is a weighted value based on replacement cost.

Figure 36 Estimated Useful Life vs Asset Age – Land Improvements



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

Figure 37 Asset Condition – Land Improvements



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

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

Current Approach to Condition Assessment

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

- There are no formal condition assessment programs in place for land improvements. Informal inspections are completed to monitor condition.

In this AMP the following rating criteria is used to determine the current condition of land improvements and forecast future capital requirements:

Figure 38 Condition Rating Criteria

Condition	Rating
Very Good	80-100
Good	60-80
Fair	40-60
Poor	20-40
Very Poor	0-20

Lifecycle Management Strategy

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

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

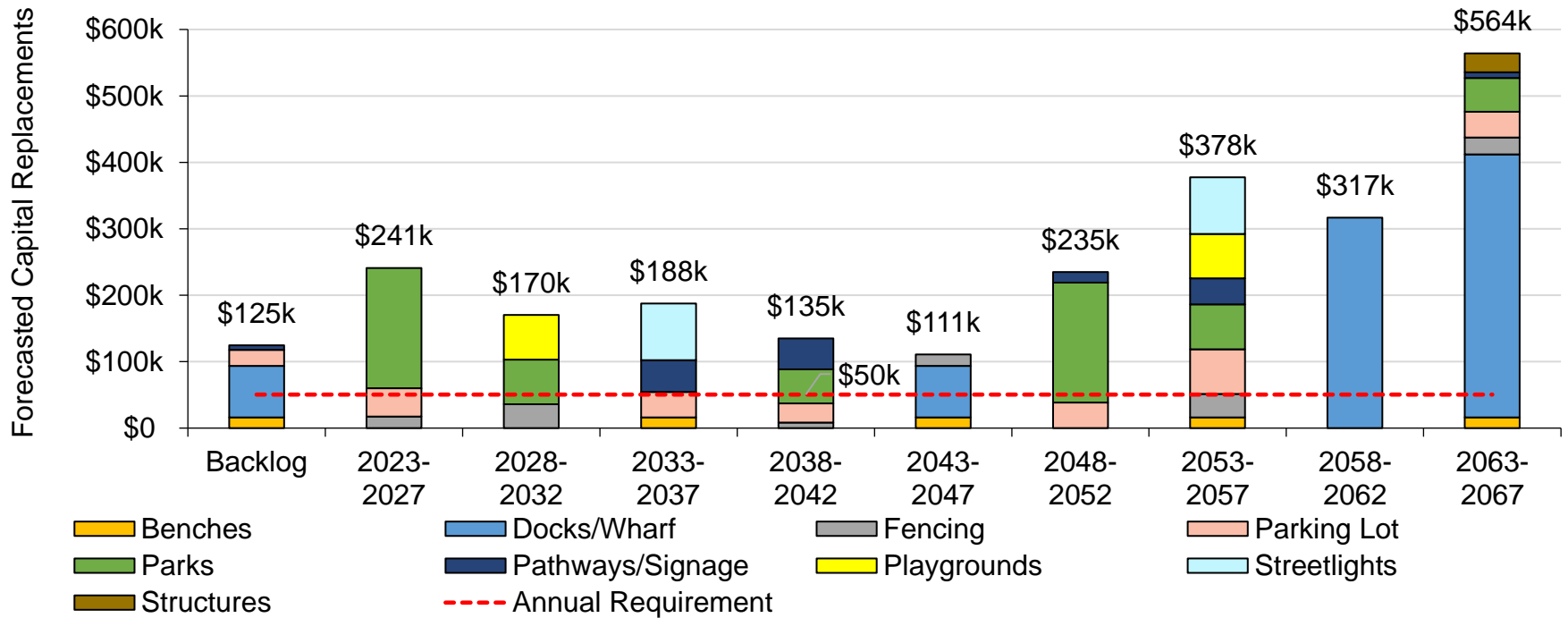
Table 53 Current Lifecycle Management Strategies – Land Improvements

Activity Type	Description of Current Strategy
Maintenance/ Rehabilitation	Sports field maintenance is based on needs. Grass is mowed typically once or twice per week. Regular maintenance of the ball fields is undertaken before each rental.
	Playing fields and parks are inspected regularly with a checklist for hazards and entanglement. There is a general assessment annually.
	Tree trimming maintenance as it relates to hydro lines is completed as-needed. General upkeep performed.
	With the presence of the Covid-19 pandemic, sanitation frequency has increased to a daily activity.
	Wharfs and docks are visually inspected twice annually, corresponding to when they are installed and removed during the season. On occasion, a diver has been called to retrieve items from the lake floor when necessary.
Replacement	There are no formal guiding documents prescribing replacement or upgrades of most parks and recreation assets.
	Decisions have generally been made on an ad hoc manner as it relates to safety.

Forecasted Capital Requirements

The following graph forecasts long-term capital requirements. The annual capital requirement represents the average amount per year that the Township should allocate towards funding rehabilitation and replacement needs. The following graph identifies capital requirements over the next 45 years. This projection is used as it ensures that every asset has gone through one full iteration of replacement. The forecasted requirements are aggregated into 5-year bins and the trend line represents the average 5-year capital requirements. The trend line represents the average 5-year capital requirement of \$50k; this amount does not account for inflation.

Figure 39 Forecasted Capital Replacement Requirements – Road Network 2023-2067



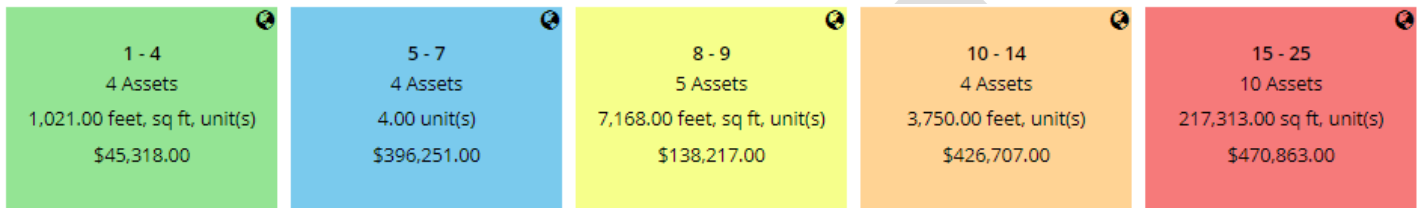
The projected cost of lifecycle activities that will need to be undertaken over the next 10 years to maintain the current level of service can be found in Appendix B.

Risk & Criticality

Risk Matrix

The following risk matrix provides a visual representation of the relationship between the probability of failure and the consequence of failure for the assets within this asset category based on 2022 inventory data.

Figure 40 Risk Matrix – Land Improvements



This is a high-level model developed for the purposes of this AMP and Township staff should review and adjust the risk model to reflect an evolving understanding of both the probability and consequences of asset failure. The asset-specific attributes that municipal staff utilize to define and prioritize the criticality of land improvements are documented below:

Table 54 Identification Criteria for Asset Prioritization

Probability of Failure (POF)	Consequence of Failure (COF)
Condition	Replacement Cost (Financial)
	Segment
	Exposure (Parks & Trails)

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

Risks to Current Asset Management Strategies

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

Asset Data



Majority of condition data is age-based, and the replacement costs are based on historical costs and inflation; both condition and replacement cost are often found to be inaccurate. Age-based condition does not consider important factors such as usage, maintenance history, and environmental factors, and does not accurately reflect the asset's true condition state. Land improvement assets such as wooden docks, park benches and signs are pooled together into one asset. Pooled assets should be broken into individual assets to create a more accurate asset inventory. Maintaining a more accurate asset inventory will allow for detailed planning and analysis.

Levels of Service

The following tables identify the Township's current level of service for land improvements. These metrics include the technical and community level of service metrics that the Township has selected for this AMP.

Community Levels of Service

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

Table 55 Ontario Regulation 588/17 Community Levels of Service – Land Improvements

Service Attribute	Qualitative Description	Current LOS (2022)
Sustainable and Affordable	Description of lifecycle activities performed on parks	See Section 9.3

Technical Levels of Service

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

Table 56 Ontario Regulation 588/17 Technical Levels of Service – Land Improvements

Service Attribute	Technical Metric	Current LOS (2022)
Sustainable and Affordable	% of land improvements in poor or very poor condition	36

Recommendations

Asset Data

- There is critical asset data (EULs) missing for a few assets within Land improvements. Pooled assets should be separated into individual assets. Review and update asset data regularly to ensure inventory accuracy.

Replacement Costs

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

Condition Assessment Strategies

- Identify condition assessment strategies for high value and high-risk assets. Consider developing a condition assessment program for more accurate conditions rather than relying on age-based condition.
- Review assets that have surpassed their estimated useful life to determine if immediate replacement is required or whether these assets are expected to remain in-service. Adjust the service life and/or condition ratings for these assets accordingly.

Lifecycle Management Strategies

- Develop a deficiencies list and prioritize lifecycle activities by the risk each deficiency poses.
- Warranty information and maintenance records should be maintained in an easily accessible database or ledger to ensure that information is available to both operators and those responsible for determining lifecycle event schedules.

Risk Management Strategies

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

Levels of Service

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

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10. Furniture & Fixtures

The Township of Douro-Dummer owns a small number of assets that are Furniture & Fixtures. This category includes:

- General Government furniture
- Library furniture
- Parks & Recreation furniture
- Public Works furniture

The state of the infrastructure for the furniture & fixtures is summarized in the following table.

Table 57 Replacement Cost for Furniture & Fixtures

Replacement Cost	Condition	Financial Capacity	
\$103,000	Very Poor (17%)	Annual Requirement:	\$5,000
		Funding Available:	\$2,000
		Annual Deficit:	\$3,000

The following core values and level of service statements are a key driving force behind the Township's asset management planning:

Table 58 Level of Service Statements Furniture & Fixtures

Service Attribute	Level of Service Statement
Scope	The municipality maintains an inventory of furniture and fixtures that is sufficient to support municipal operations and service delivery needs across all departments. These assets are strategically deployed to ensure efficient and comfortable workspaces for staff in public areas for community use.
Quality	The municipal furniture and fixtures are maintained in good condition through regular inspections maintenance and timely replacements this approach aims to provide a safe functional and esthetically pleasing environment for staff and public use while maximizing the lifespan of these assets.

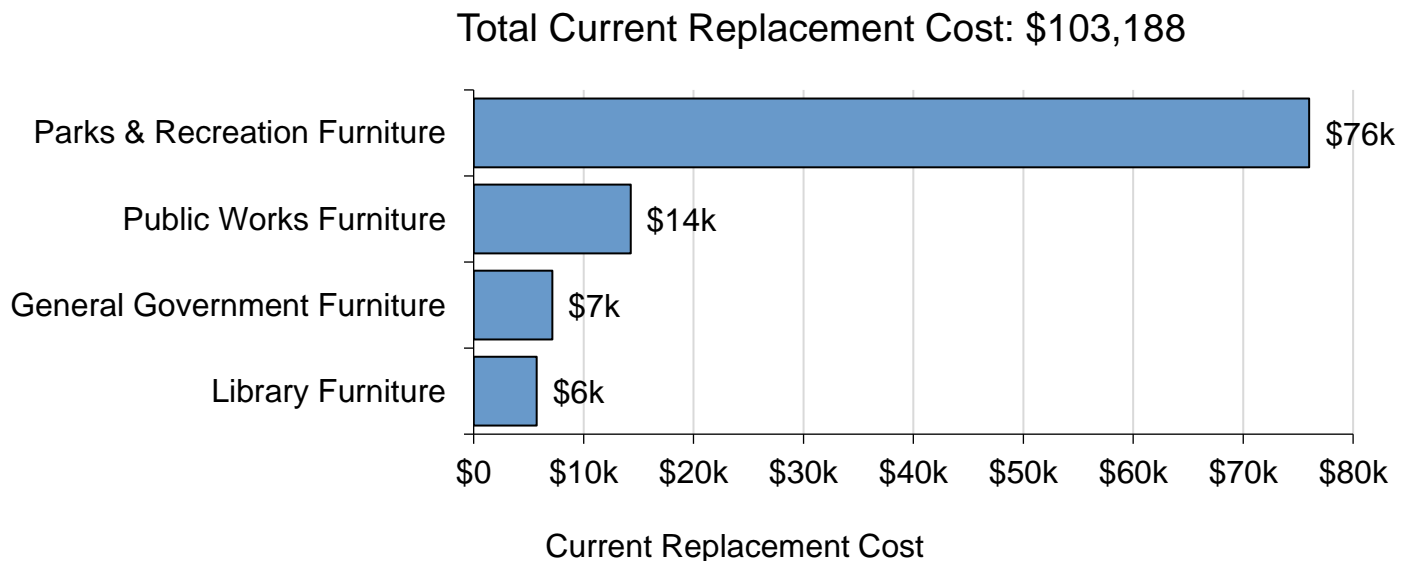
Asset Inventory & Costs

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

Table 59 Detailed Asset Inventory – Furniture and Fixtures

Asset Segment	Quantity	Replacement Cost	Annual Capital Requirement
General Government Furniture	3	\$7,000	\$1,000
Library Furniture	3	\$6,000	\$0
Parks & Recreation Furniture	2	\$76,000	\$3,000
Public Works Furniture	1	\$14,000	\$1,000
Total		\$103,000	\$5,000

Figure 41 Portfolio Valuation – Furniture and Fixtures

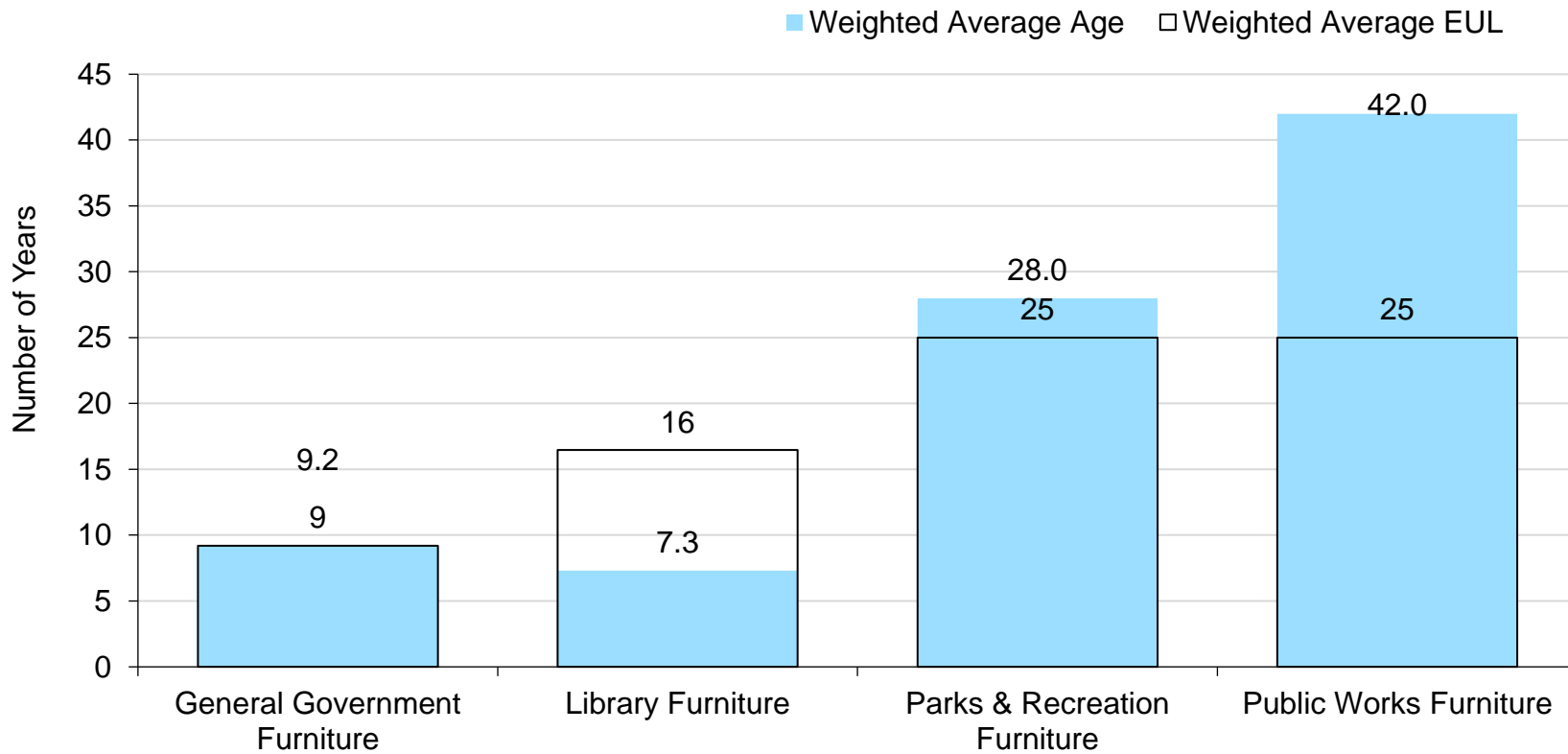


Each asset's replacement cost should be reviewed periodically to determine whether adjustments are needed to more accurately represent realistic capital requirements.

Asset Condition & Age

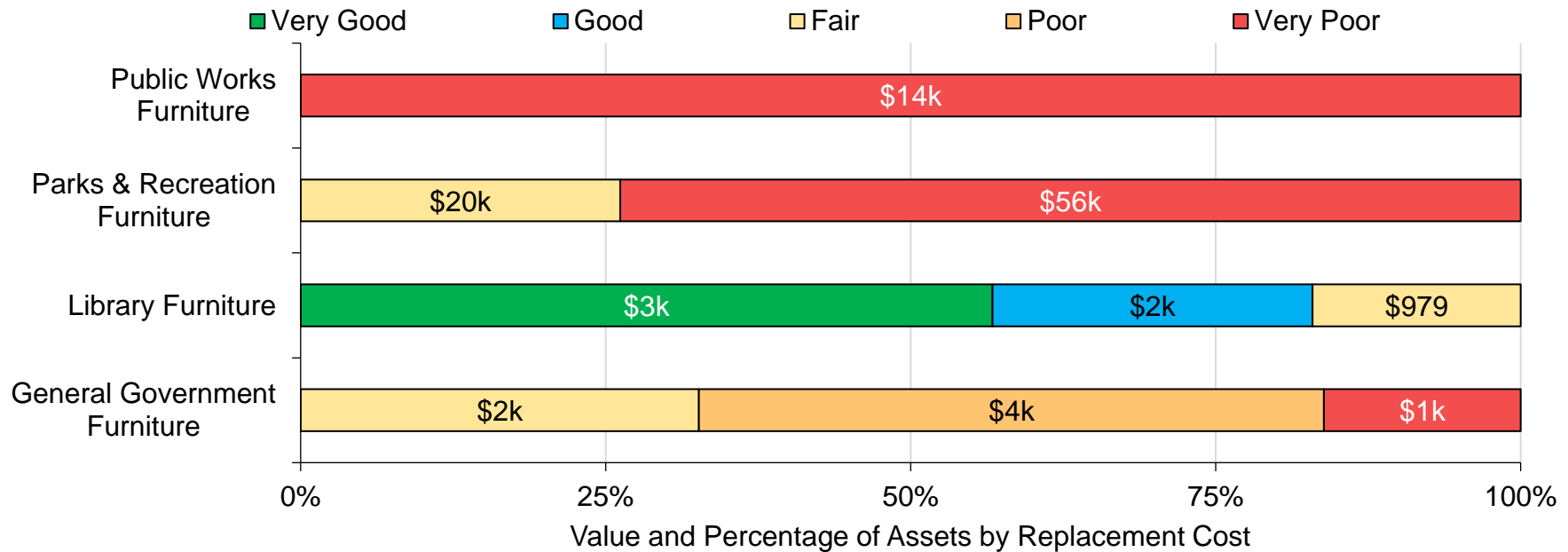
The figure below identifies the current average condition, the average age, and the estimated useful life for each asset segment. The average condition (%) is a weighted value based on replacement cost.

Figure 42 Estimated Useful Life vs. Asset Age – Furniture and Fixtures



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

Figure 43 Asset Condition By Segment – Furniture and Fixtures



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

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

Current Approach to Condition Assessment

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

- There are no formal condition assessment programs in place for furniture & fixtures.

In this AMP the following rating criteria is used to determine the current condition of furniture and fixtures and forecast future capital requirements:

Table 60 Condition Rating Criteria – Furniture and Fixtures

Condition	Rating
Very Good	80-100
Good	60-80
Fair	40-60
Poor	20-40
Very Poor	0-20

Lifecycle Management Strategy

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

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

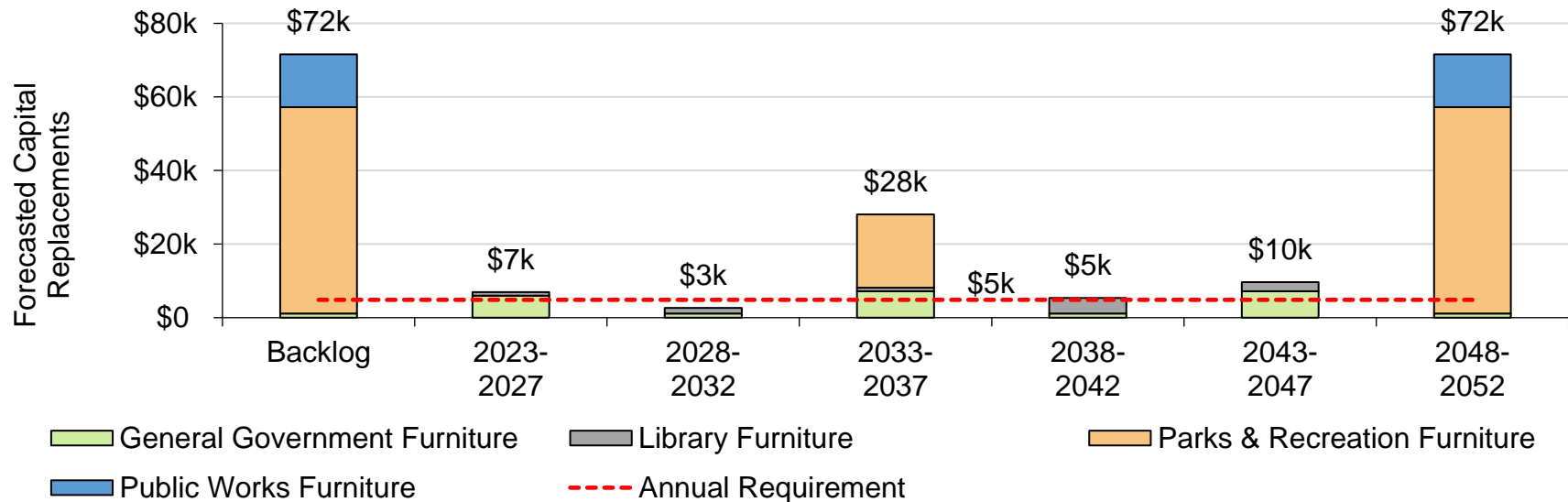
Table 61 Current Lifecycle Management Strategies – Furniture and Fixtures

Activity Type	Description of Current Strategy
Maintenance/ Rehabilitation/ Rehabilitation	The furniture & fixtures asset category is comprised of tables, chairs, and shelving. Lifecycle requirements for these assets are dealt with on a case-by-case basis There are no formal guiding documents prescribing replacement or upgrades for furniture and fixtures assets.

Forecasted Capital Requirements

The following graph forecasts long-term capital requirements. The annual capital requirement represents the average amount per year that the Township should allocate towards funding rehabilitation and replacement needs. The following graph identifies capital requirements over the next 30 years. This projection is used as it ensures that every asset has gone through one full iteration of replacement. The forecasted requirements are aggregated into 5-year bins and the trend line represents the average 5-year capital requirements. The trend line represents the average 5-year capital requirement of \$5k; this amount does not account for inflation.

Figure 44 Forecasted Capital Replacement Requirements – Furniture and Fixtures 2023-2052



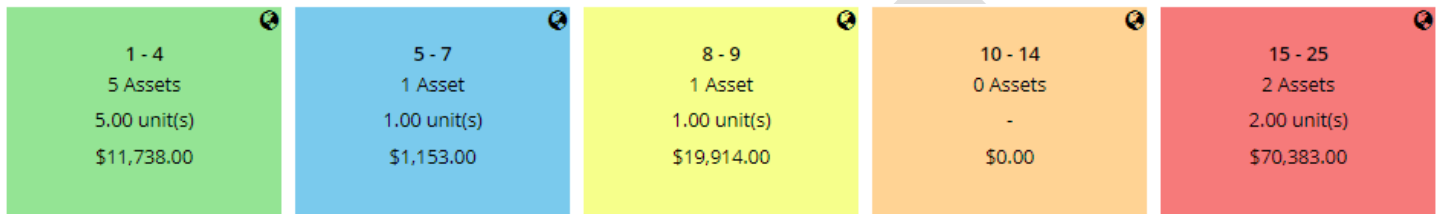
The projected cost of lifecycle activities that will need to be undertaken over the next 10 years to maintain the current level of service can be found in Appendix B.

Risk & Criticality

Risk Matrix

The following risk matrix provides a visual representation of the relationship between the probability of failure and the consequence of failure for the assets within this asset category based on 2022 inventory data.

Figure 45 Risk Matrix – Furniture and Fixtures



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

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

Table 62 Probability and Consequence of Failure Attributes

Probability of Failure (POF)	Consequence of Failure (COF)
Condition	Historical Cost

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

Risks to Current Asset Management Strategies

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

Asset Data



Majority of condition data is age-based, and the replacement costs are based on historical costs and inflation; both condition and replacement cost are often found to be inaccurate. Age-based condition does not consider important factors such as usage, maintenance history, and environmental factors, and does not accurately reflect the asset's true condition state. Furniture and fixtures assets such as tables and chairs are pooled together into one asset. Pooled assets should be broken into individual assets to create a more accurate asset inventory. Maintaining a more accurate asset inventory will allow for detailed planning and analysis.

Levels of Service

The following tables identify the Township's current level of service for furniture and fixtures. These metrics include the technical and community level of service metrics that the Township has selected for this AMP.

Community Levels of Service

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

Table 63 Ontario Regulation 588/17 Community Levels of Service – Furniture and Fixtures

Service Attribute	Qualitative Description	Current LOS (2022)
Sustainable and Affordable	Description of lifecycle activities performed on furniture and fixtures	See Section 10.3

Technical Levels of Service

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

Table 64 Ontario Regulation 588/17 Technical Levels of Service – Furniture and Fixtures

Service Attribute	Technical Metric	Current LOS (2022)
Sustainable and Affordable	% of furniture and fixtures in poor or very poor condition	73

Recommendations

Asset Data

- There is critical asset data (EULs) missing for a few assets within Furniture and Fixtures. Pooled assets should be separated into individual assets. Review and update asset data regularly to ensure inventory accuracy.

Replacement Costs

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

Condition Assessment Strategies

- Review assets that have surpassed their estimated useful life to determine if immediate replacement is required or whether these assets are expected to remain in-service. Adjust the service life and/or condition ratings for these assets accordingly.
- Consider developing a condition assessment program for more accurate conditions rather than relying on age-based condition.

Risk Management Strategies

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

Levels of Service

- Begin measuring current levels of service in accordance with the metrics that the Township has established in this AMP. Additional metrics can be established as they are determined to provide meaningful and reliable inputs into asset management planning.

- Work towards identifying proposed levels of service as per O. Reg. 588/17 and identify the strategies that are required to close any gaps between current and proposed levels of service.

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11. Impacts of Growth

Key Insights

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

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Description of Growth Assumptions

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

Douro-Dummer Official Plan (2022)

The Township of Douro-Dummer’s Official Plan is incorporated within the County of Peterborough’s Official Plan which has been adopted in 2022 and reflects the goals of the Planning Act.

The County’s Official Plan includes goals, objectives, and policies to effectively manage and guide land use changes while also monitoring their impact on the cultural, social, economic, and natural aspects of the environment. The Official Plan will set out a 30-year planning horizon for growth management of population and employment forecasts. Agricultural, commercial, recreational and rural areas will be the prioritization of infrastructure development within the municipality.

The Settlement Areas will be the focus of growth and development. This will promote efficient development patterns, protect resources, promote green spaces, ensure effective use of infrastructure and minimize unnecessary public expenditures. The Township’s rural lands will provide opportunity for agricultural uses, recreation, and tourism.

To illustrate historical growth rates, the following table shows population and housing figures from 1996 to 2021. The following table was developed using Statistics Canada’s Census data.

Historical Figures	1996	2001	2006	2011	2016	2021
Population	6,724	6,652	6,954	6,805	6,709	7,632
Population Change	N/A	-1%	4.5%	-2.1%	-1.4%	13.8%
Private Dwellings	N/A	3,249	3,442	3,110	3,434	3,601

The population of Douro-Dummer ranges from 6,724 in 1996 to 7,632 in 2021. The population has fluctuated significantly with notable increases and decreases. The most recent assessment found a 13.8% increase in population, suggesting a potential upward trend.

The Township of Douro-Dummer has also developed a Strategic Plan which analyzes the challenges of the Township's infrastructure needs, prioritization of development of recreation and culture programs, facilitation of economic development and effective utilization of resources, and preservation of natural heritage features.

Impact of Growth on Lifecycle Activities

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

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

12. Financial Strategy

Key Insights

- The Township is committing approximately \$1.31 million towards capital projects per year from sustainable revenue sources
- Given the annual capital requirement of \$2.89 million, there is currently a funding gap of \$1.58 million annually
- For tax-funded assets, we recommend increasing tax revenues by 2.3% each year for the next 10 years to achieve a sustainable level of funding

Financial Strategy Overview

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

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

1. The financial requirements for:
 - a. Existing assets
 - b. Existing service levels
 - c. Requirements of contemplated changes in service levels (none identified for this plan)
 - d. Requirements of anticipated growth (none identified for this plan)
2. Use of traditional sources of municipal funds:
 - a. Tax levies
 - b. User fees
 - c. Reserves
 - d. Debt
 - e. 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. Gas tax
 - b. Annual grants

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

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

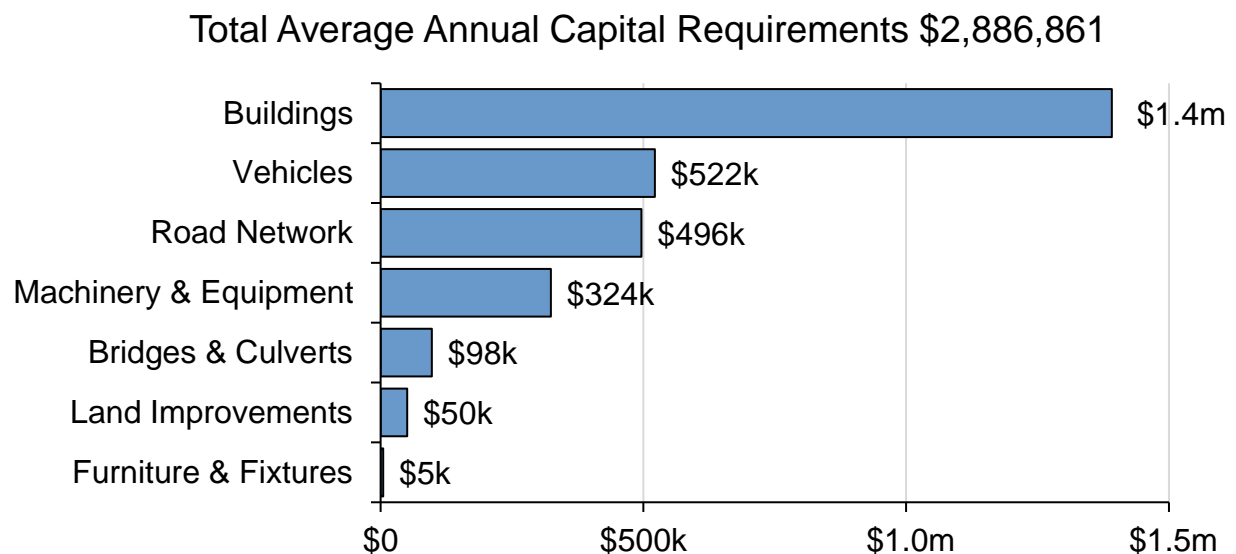
1. In order to reduce financial requirements, consideration has been given to revising service levels downward.
2. All asset management and financial strategies have been considered. For example:
 - a. If a zero-debt policy is in place, is it warranted? If not the use of debt should be considered.
 -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

Annual Requirements & Capital Funding

Annual Requirements

The annual requirements represent the amount the Township should allocate annually to each asset category to meet replacement needs as they arise, prevent infrastructure backlogs and achieve long-term sustainability. In total, the Township must allocate approximately \$2.9 million annually to address capital requirements for the assets included in this AMP.

Figure 46 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 rehabilitation and renewal of the Township’s roads and sanitary sewer mains respectively. The development of these

strategies allows for a comparison of potential cost avoidance if the strategies were to be implemented. The following table compares two scenarios for the Road Network:

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

Table 65 Lifecycle Strategies Annual Savings

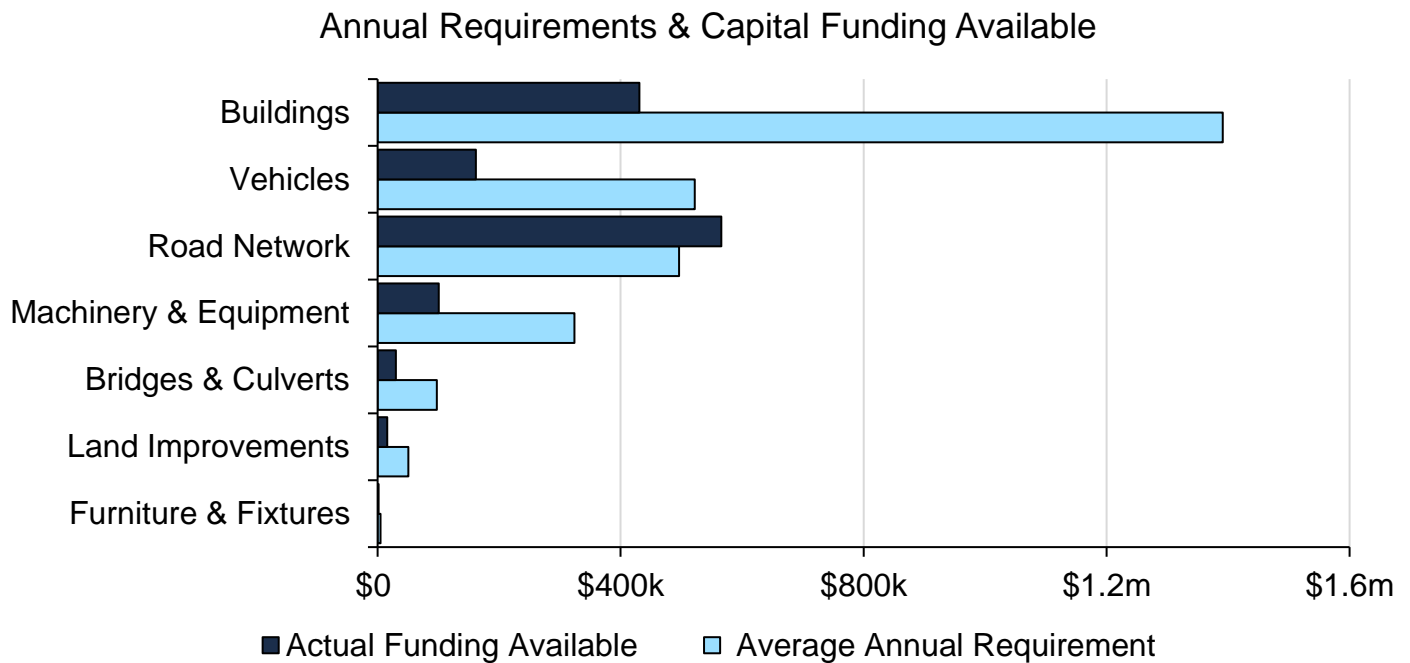
Asset Category	Annual Requirements (Replacement Only)	Annual Requirements (Lifecycle Strategy)	Difference
Road Network	\$541,000	\$496,000	\$45,000

The implementation of a proactive lifecycle strategy for roads leads to a potential annual cost avoidance of \$45,000 for the Road Network. This represents an overall reduction of the annual requirements for the roads category by 8.3%. As the lifecycle strategy scenario represents the lowest cost option available to the Township, we have used these annual requirements in the development of the financial strategy.

Annual Funding Available

Based on a historical analysis of sustainable capital funding sources, the Township is committing approximately \$1,306,000 towards capital projects per year. Given the annual capital requirement of \$2,887,000, there is currently a funding gap of \$1,580,000 annually.

Figure 47 Annual Requirements vs. Capital Funding Available



Funding Objective

We have developed a scenario that would enable Douro-Dummer to achieve full funding within 15 years for the following assets:

- a) **Tax Funded Assets:** Road Network, Bridges & Culverts, Buildings, Machinery & Equipment, Land Improvements, Vehicles and Furniture and Fixtures.

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.

Financial Profile: Tax Funded Assets

Current Funding Position

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

Table 66 Annual Available Funding for Tax Funded Assets

Asset Category	Avg. Annual Requirement	Annual Funding Available			Total Available	Annual Surplus/Deficit
		Taxes	Gas Tax	OCIF		
Road Network	496,499	153,810	222,028	189,931	565,769	-69,270
Bridges & Culverts	97,569	30,226	0	0	30,226	67,343
Furniture & Fixtures	4,845	1,501	0	0	1,501	3,344
Buildings	1,391,369	431,031	0	0	431,031	960,338
Land Improvements	50,434	15,624	0	0	15,624	34,810
Machinery & Equipment	324,090	100,400	0	0	100,400	223,690
Vehicles	522,055	161,727	0	0	161,727	360,328
	2,886,861	894,319	222,028	189,931	1,306,278	1,580,583

The average annual investment requirement for the above categories is \$2.887 million. Annual revenue currently allocated to these assets for capital purposes is \$1.306 million leaving an annual deficit of \$1.580 million. Put differently, these infrastructure categories are currently funded at 45% of their long-term requirements.

Full Funding Requirements

In 2023, Township of Douro-Dummer had projected annual tax revenues of \$6.4 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:

Table 67 Tax Increase Requirements for Full Funding

Asset Category	Tax Change Required for Full Funding
Road Network	-1.1%
Bridges & Culverts	1.1%
Furniture & Fixtures	0.1%
Buildings	15.1%
Land Improvements	0.5%
Machinery & Equipment	3.5%
Vehicles	5.7%
	24.9%

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:

Table 68 Tax Increase Options 5-20 Years

	5 Years	10 Years	15 Years	20 Years
Infrastructure Deficit	1,580,584	1,580,584	1,580,584	1,580,584
Change in Debt Costs	n/a	n/a	n/a	n/a
Resulting Infrastructure Deficit:	1,580,584	1,580,584	1,580,584	1,580,584
Tax Increase Required	24.8%	24.8%	24.8%	24.8%
Annually:	4.6%	2.3%	1.5%	1.2%

Financial Strategy Recommendations

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

- a) increasing tax revenues by 2.3% each year for the next 10 years solely for the purpose of phasing in full funding to the asset categories covered in this section of the AMP.

- b) allocating the current gas tax and OCIF revenue as outlined previously.
- c) reallocating appropriate revenue from categories in a surplus position to those in a deficit position.
- d) increasing existing and future infrastructure budgets by the applicable inflation index on an annual basis in addition to the deficit phase-in.

Notes:

1. As in the past, periodic senior government infrastructure funding will most likely be available during the phase-in period. By Provincial AMP rules, this periodic funding cannot be incorporated into an AMP unless there are firm commitments in place. We have included OCIF formula-based funding, if applicable, since this funding is a multi-year commitment¹.
2. We realize that raising tax revenues by the amounts recommended above for infrastructure purposes will be very difficult to do. However, considering a longer phase-in window may have even greater consequences in terms of infrastructure failure.

Although this option achieves full funding on an annual basis in 10 years and provides financial sustainability over the period modeled, the recommendations do require prioritizing capital projects to fit the resulting annual funding available. Current data shows a pent-up investment demand of \$12.5 million for Buildings, \$673,000 for Machinery & Equipment, \$125,000 for Land Improvements, \$72,000 for Furniture & Fixtures and \$3.5 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.

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:

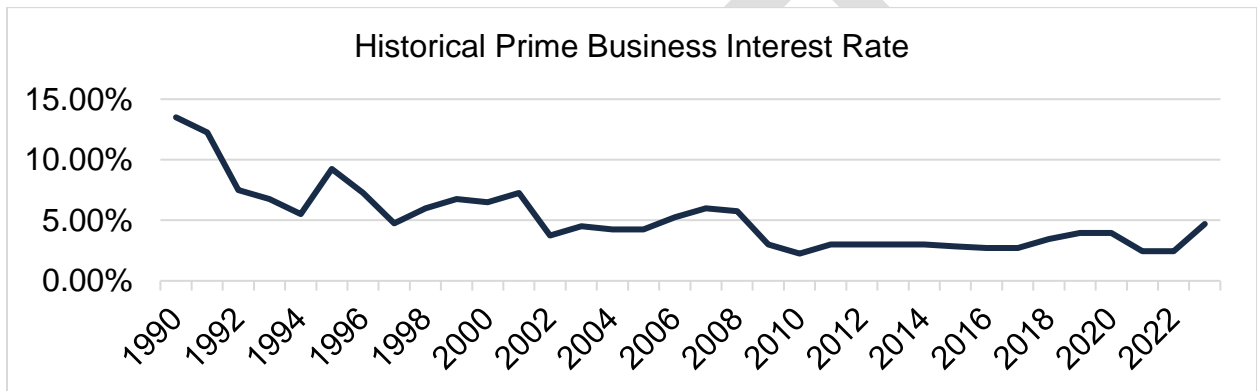
- a) the ability to stabilize tax & user rates when dealing with variable and sometimes uncontrollable factors
- b) equitable distribution of the cost/benefits of infrastructure over its useful life

¹ The Township 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.

- 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:

Figure 48 Historical Prime Rate



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%² over 15 years would result in a 26% premium or \$260 thousand 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.

² Current municipal Infrastructure Ontario rates for 15-year money is 3.2%.

Table 69 Interest Premiums Paid

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

Currently, Douro-Dummer does not utilize debt, but it is a potential option for the municipality to utilize as a source of funding in the future.

Use of Reserves

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 Douro-Dummer.

Table 70 Douro-Dummer Reserve Balances

Asset Category	Balance at December 31, 2023
Bridges & Culverts	860,000
Buildings	1,210,000
Furniture & Fixtures	907,000
Land Improvements	930,000
Machinery & Equipment	1,268,000
Road Network	1,231,000
Vehicles	860,000
Total Tax Funded:	7,266,000

There is considerable debate in the municipal sector as to the appropriate level of reserves that a Township 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 Douro-Dummer's judicious use of debt in the past, allows the scenarios to assume that, if required, available reserves and debt capacity can be used for high priority and emergency infrastructure investments in the short- to medium-term.

Recommendation

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

Appendices

Appendix A - includes a one-page report card with an overview of key data from each asset category

Appendix B - identifies projected 10-year capital requirements for each asset category

Appendix C - includes several maps that have been used to visualize the current level of service

Appendix D - identifies the criteria used to calculate risk for each asset category

Appendix E - provides additional guidance on the development of a condition assessment program

DRAFT

Appendix A: Infrastructure Report Card

Asset Category	Replacement Cost (millions)	Asset Condition	Financial Capacity	
Road Network	\$6.99m	Good	Annual Requirement:	\$496,000
			Funding Available:	\$566,000
			Annual Deficit:	\$(-70,000)
Bridges & Culverts	\$4.20m	Very Good	Annual Requirement:	\$98,000
			Funding Available:	\$30,000
			Annual Deficit:	\$68,000
Buildings	\$38.6m	Poor	Annual Requirement:	\$1,391,000
			Funding Available:	\$431,000
			Annual Deficit:	\$960,000
Machinery & Equipment	\$4.70m	Fair	Annual Requirement:	\$324,000
			Funding Available:	\$100,000
			Annual Deficit:	\$224,000
Vehicles	\$7.40m	Fair	Annual Requirement:	\$522,000
			Funding Available:	\$162,000
			Annual Deficit:	\$360,000
Land Improvements	\$1.48m	Fair	Annual Requirement:	\$50,000
			Funding Available:	\$16,000
			Annual Deficit:	\$34,000
Furniture & Fixtures	\$103km	Very poor	Annual Requirement:	\$5,000
			Funding Available:	\$2,000
			Annual Deficit:	\$3,000
Overall	\$63.50m	Poor	Annual Requirement:	\$2,887,000
			Funding Available:	\$1,306,000
			Annual Deficit:	\$1,581,000

Appendix B: 10-Year Capital Requirements

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

Table 71 System Generated 10-Year Capital Replacement Forecast: Road Network

Road Network											
Segment	Total	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
HCB Roads	\$389k	\$0	\$0	\$62k	\$0	\$0	\$4k	\$138k	\$162k	\$0	\$23k
LCB Roads	\$4.1m	\$262k	\$554k	\$362k	\$156k	\$241k	\$652k	\$559k	\$911k	\$362k	\$0
Sidewalks	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$4.4m	\$262k	\$554k	\$424k	\$156k	\$241k	\$656k	\$697k	\$1.1m	\$362k	\$23k

Table 72 System Generated 10-Year Capital Replacement Forecast: Bridges & Culverts

Bridges & Culverts											
Segment	Total	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Bridges	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Culverts	\$139k	\$94k	\$0	\$0	\$45k	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$139k	\$94k	\$0	\$0	\$45k	\$0	\$0	\$0	\$0	\$0	\$0

Table 73 System Generated 10-Year Capital Replacement Forecast: Buildings

Buildings											
Segment	Total	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Fire Buildings	\$1.9m	\$0	\$0	\$0	\$1.5m	\$76k	\$0	\$22k	\$123k	\$136k	\$0
General Government Buildings	\$671k	\$0	\$49k	\$23k	\$0	\$0	\$0	\$0	\$486k	\$78k	\$35k
Library Buildings	\$114k	\$2k	\$0	\$11k	\$91k	\$10k	\$0	\$0	\$0	\$0	\$0
Parks & Recreation Buildings	\$6.0m	\$0	\$68k	\$19k	\$0	\$0	\$214k	\$185k	\$5.3m	\$54k	\$202k
Public Works Buildings	\$1.3m	\$203k	\$0	\$0	\$291k	\$0	\$0	\$457k	\$180k	\$0	\$121k
Total	\$9.9m	\$205k	\$117k	\$54k	\$1.9m	\$86k	\$214k	\$664k	\$6.1m	\$267k	\$358k

Table 74 System Generated 10-Year Capital Replacement Forecast: Vehicles

Vehicles											
Segment	Total	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Fire Vehicles	\$1.1m	\$0	\$312k	\$0	\$336k	\$77k	\$0	\$0	\$59k	\$0	\$309k
Parks & Recreation Vehicles	\$46k	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$46k
Public Works Vehicles	\$2.3m	\$0	\$410k	\$83k	\$360k	\$360k	\$0	\$48k	\$360k	\$0	\$631k
Total	\$3.4m	\$0	\$722k	\$83k	\$696k	\$437k	\$0	\$48k	\$419k	\$0	\$985k

Table 75 System Generated 10-Year Capital Replacement Forecast: Machinery & Equipment

Machinery & Equipment											
Segment	Total	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Fire Equipment	\$342k	\$13k	\$26k	\$58k	\$71k	\$50k	\$29k	\$35k	\$24k	\$0	\$37k
Library Equipment	\$111k	\$13k	\$0	\$0	\$0	\$3k	\$94k	\$0	\$0	\$0	\$1k
Office Equipment	\$213k	\$13k	\$12k	\$4k	\$6k	\$0	\$85k	\$6k	\$65k	\$15k	\$6k
Parks & Recreation Equipment	\$449k	\$0	\$0	\$0	\$0	\$128k	\$73k	\$6k	\$79k	\$0	\$162k
Public Works Equipment	\$821k	\$30k	\$470k	\$1k	\$44k	\$0	\$54k	\$92k	\$0	\$0	\$130k
Water Equipment	\$26k	\$7k	\$0	\$0	\$0	\$0	\$14k	\$5k	\$0	\$0	\$0
Total	\$2.0m	\$75k	\$508k	\$63k	\$122k	\$181k	\$349k	\$144k	\$168k	\$15k	\$337k

Table 76 System Generated 10-Year Capital Replacement Forecast: Land Improvements

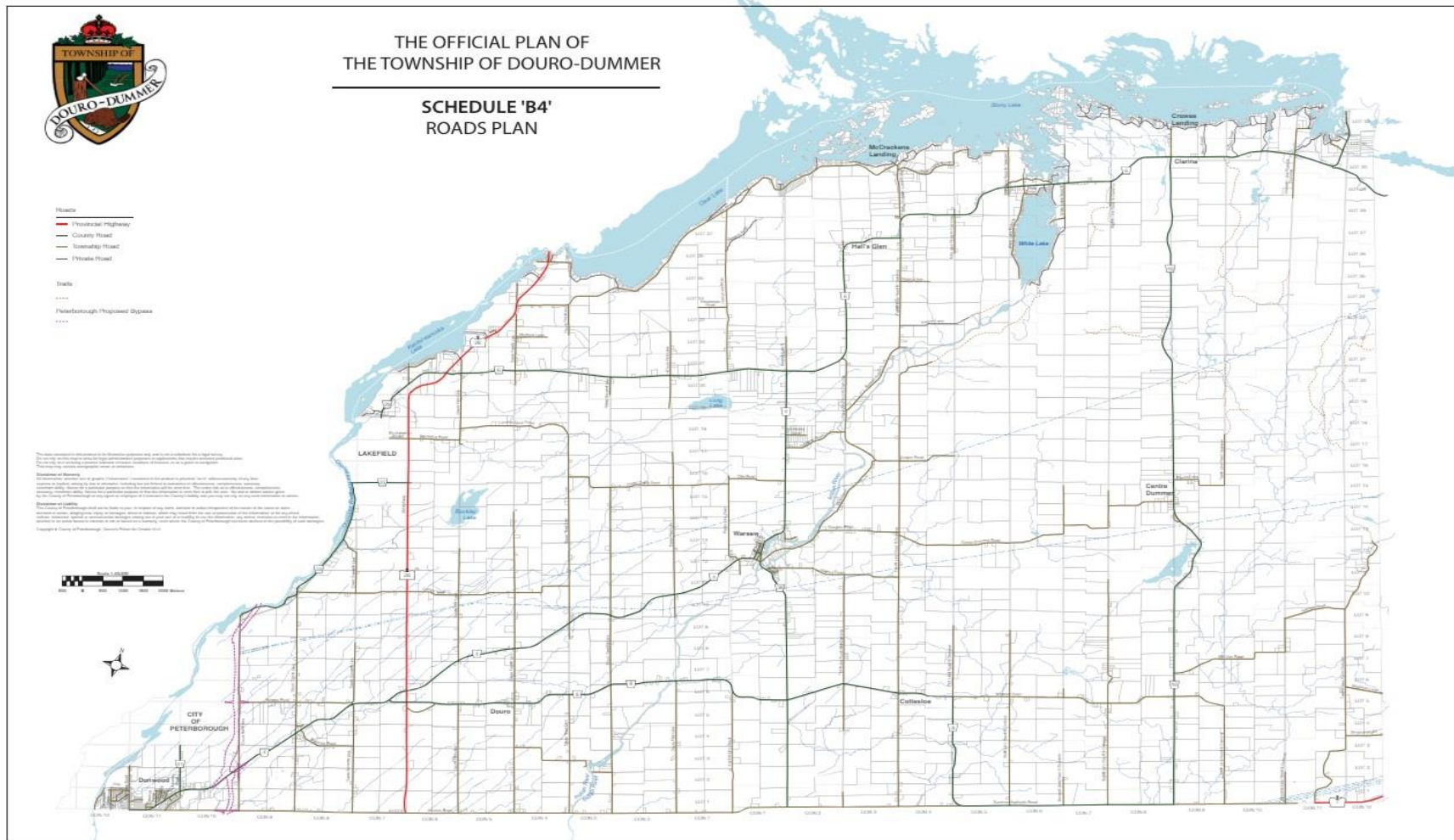
Land Improvements											
Segment	Total	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Benches	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Docks/Wharf	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fencing	\$53k	\$0	\$0	\$17k	\$0	\$0	\$0	\$36k	\$0	\$0	\$0
Parking Lot	\$43k	\$5k	\$0	\$0	\$38k	\$0	\$0	\$0	\$0	\$0	\$0
Parks	\$248k	\$0	\$0	\$0	\$0	\$181k	\$0	\$67k	\$0	\$0	\$0
Pathways/Signage	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Playgrounds	\$67k	\$0	\$0	\$0	\$0	\$0	\$0	\$67k	\$0	\$0	\$0
Streetlights	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$411k	\$5k	\$0	\$17k	\$38k	\$181k	\$0	\$170k	\$0	\$0	\$0

Table 77 System Generated 10-Year Capital Replacement Forecast: Furniture & Fixtures

Furniture & Fixtures											
Segment	Total	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
General Government Furniture	\$7k	\$0	\$0	\$0	\$4k	\$2k	\$1k	\$0	\$0	\$0	\$0
Library Furniture	\$2k	\$0	\$0	\$0	\$979	\$0	\$0	\$0	\$0	\$0	\$2k
Parks & Recreation Furniture	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Public Works Furniture	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$10k	\$0	\$0	\$0	\$5k	\$2k	\$1k	\$0	\$0	\$0	\$2k

Appendix C: Level of Service Maps

Figure 49 Road Network Map



Images of Bridge in Good Condition

LYNCHS ROCK ROAD Bridge F

Inspected: June 29, 2022

Figure 50 Images of Lynchs Rock Road Bridge F



Images of Culvert in Good Condition

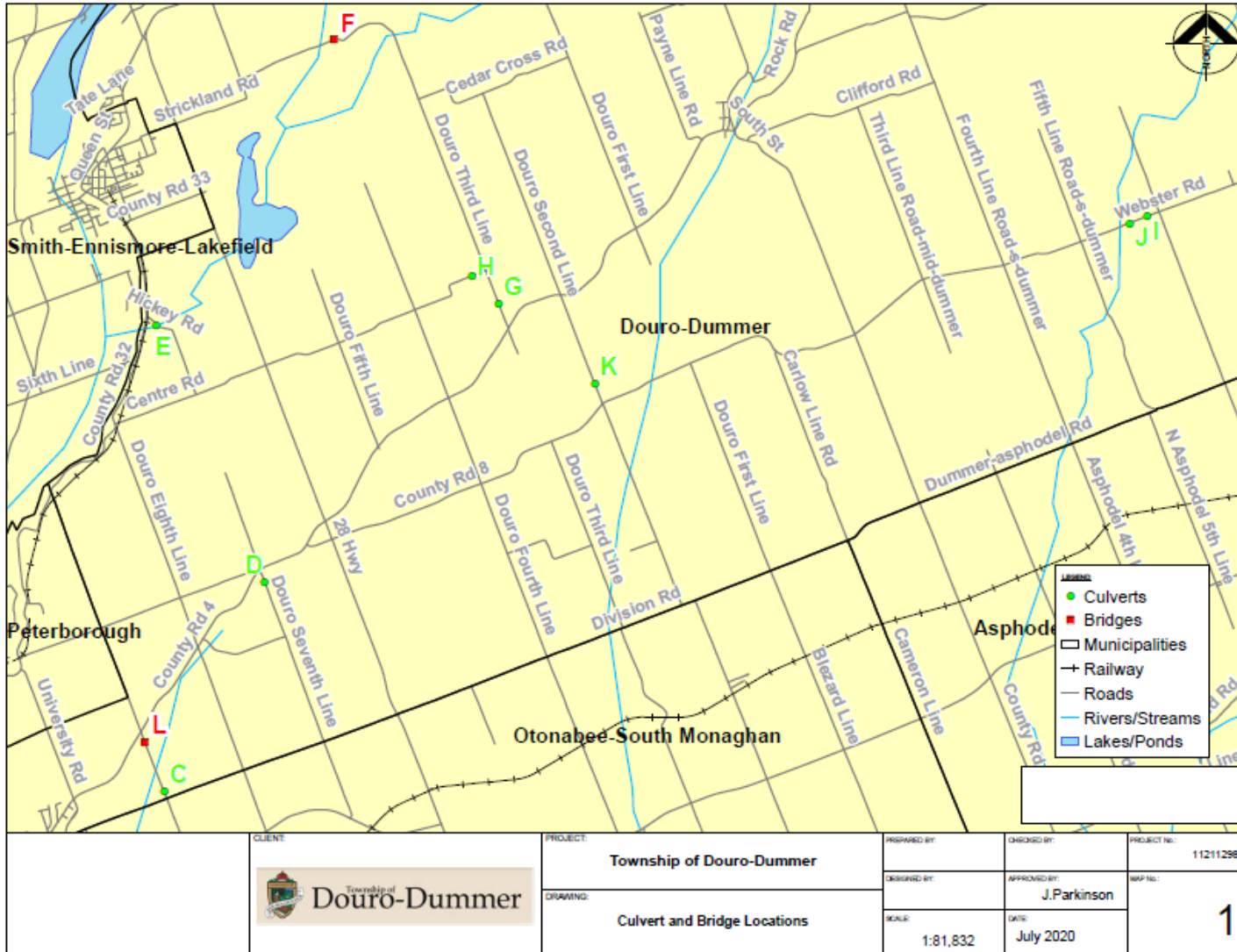
Culvert No. C, Douro 9th Line,

Inspected: June 29, 2022

Figure 51 Images of Culvert No. C, Douro 9th Line



Figure 52 Culvert and Bridge Locations



Appendix D: Risk Rating Criteria

Probability of Failure

Asset Category	Risk Criteria	Criteria Weighting	Value/Range	Probability of Failure Score
Road Network (Roads)	Condition	75	80-100	1
			60-79	2
			40-59	3
			20-39	4
			0-19	5
	Section AADT	15	0-99	1
			100-299	2
			300-399	3
			400-699	4
			700+	5
Surface Material	10	HCB - Asphalt	2	
		LCB - Surface Treatment	3	
Bridges & Culverts	Condition	100%	80-100	1
Buildings			60-79	2
Machinery & Equipment			40-59	3
Vehicles			20-39	4
Land Improvements			0-19	5

Consequence of Failure

Asset Category	Risk Classification	Risk Criteria	Value/Range	Consequence of Failure Score
Road Network (Roads)	Economic (70%)	Surface Material (100%)	HCB	4
			LCB	2
		Road Design Class (20%)	Collector	3
			Local	2
	Social (30%)	Section AADT (40%)	0-99	1
			100-299	2
			300-399	3
			400-699	4
			700+	5
		MMS Class (40%)	4	4
Bridges & Culverts	Economic (100%)	Replacement Cost (100%)	4	4
			5	3
			6	2
			\$0-\$50,000	1
			\$50,000-\$350,000	2
			\$350,000-\$1,000,000	3
\$1,000,000-\$2,000,000	4			
\$2,000,000+	5			

Asset Category	Risk Classification	Risk Criteria	Value/Range	Consequence of Failure Score
Buildings	Economic (70%)	Replacement Cost (100%)	\$0-\$200,000	1
			\$200,000-\$900,000	2
			\$900,000-\$1,750,000	3
			\$1,750,000-\$4,000,000	4
			\$4,000,000+	5
	Operational (30%)	Department (100%)	Libraries	2
			Public Works	3
			Recreation/Facilities	3
			Protective Services	4
			Administration	4
Machinery & Equipment	Economic (70%)	Replacement Cost (100%)	Fire	5
			\$0-\$50,000	1
			\$50,000-\$100,000	2
			\$100,000-\$200,000	3
			\$200,000-\$500,000	4
	Operational (30%)	Equipment Type (100%)	\$500,000+	5
			Signage	1
			Books & Periodicals	2
			Library Equipment	2
			Recreation Department Equipment	2
		Recreation Tractors	2	
		Administration Equipment	3	
		Environmental Services Equipment	3	
		Public Works Equipment	3	
		Computers	4	
		Fire Department Equipment	4	

Asset Category	Risk Classification	Risk Criteria	Value/Range	Consequence of Failure Score
Vehicles	Economic (70%)	Replacement Cost (100%)	\$0-\$25,000	1
			\$25,000-\$50,000	2
			\$50,000-\$150,000	3
			\$150,000-\$300,000	4
			\$300,000+	5
	Operational (30%)	Vehicles Type (100%)	Environmental Services Vehicles	2
			Recreation Department Vehicles	2
			Public Works Vehicles	3
			Fire Department Vehicles	4
Land Improvements	Economic (100%)	Replacement Cost (100%)	\$0-\$25,000	1
			\$25,000-\$50,000	2
			\$50,000-\$100,000	3
			\$100,000-\$150,000	4
			\$150,000+	5

Appendix E: Condition Assessment Guidelines

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

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

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

Role of Asset Condition Data

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

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

Guidelines for Condition Assessment

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

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

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

Developing a Condition Assessment Schedule

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

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

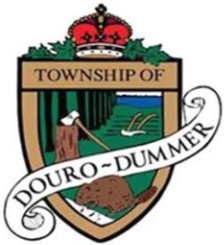
2024 Asset Management Plan

Township of Douro-Dummer

Project Background

Township of Douro-Dummer | Asset Management Plan

2024



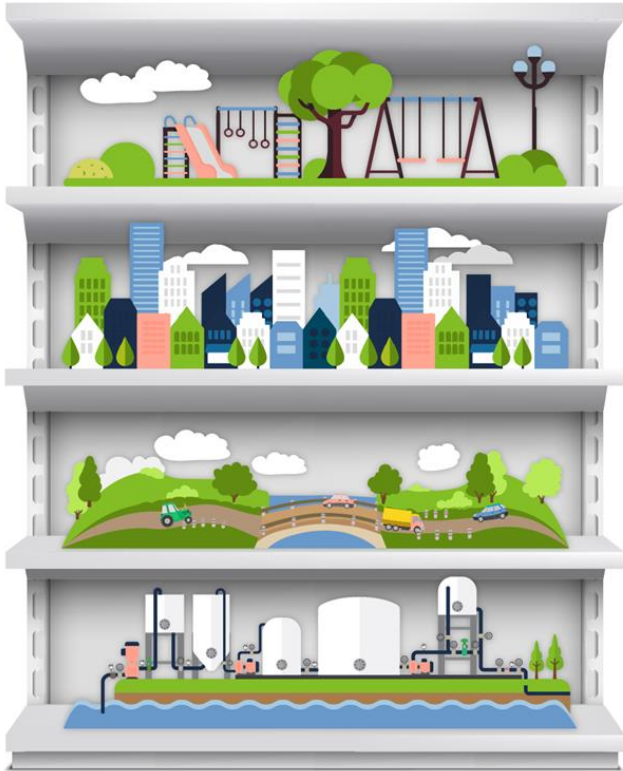
Primary Deliverable

AMP (2024 O. Reg. 588/177 Compliant)

Key Staff

- Paul Creamer, Treasurer

Infrastructure assets are vital for communities

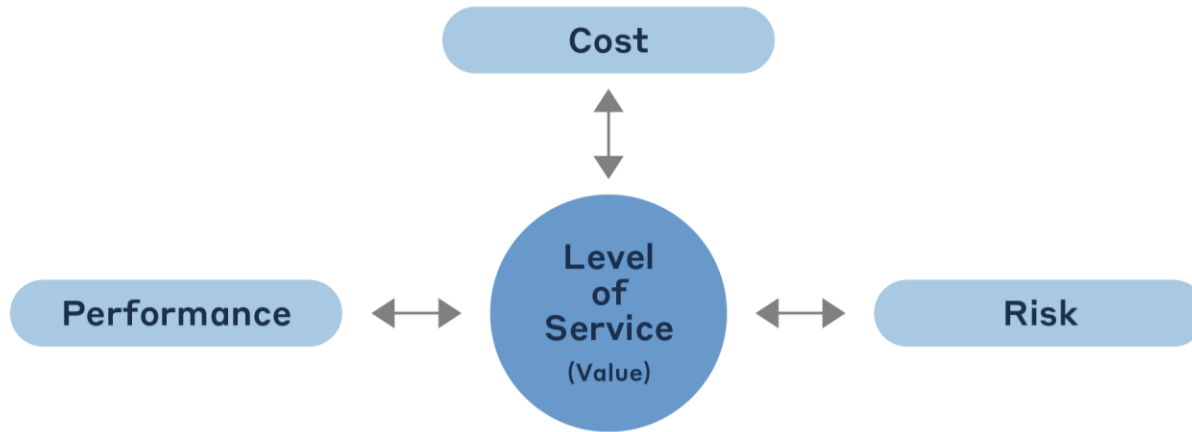


- We need a meaningful way to organize what we own
- We need a way to understand what services we provide
- We need a way to ensure accountability to our residents and stakeholders for the services they use

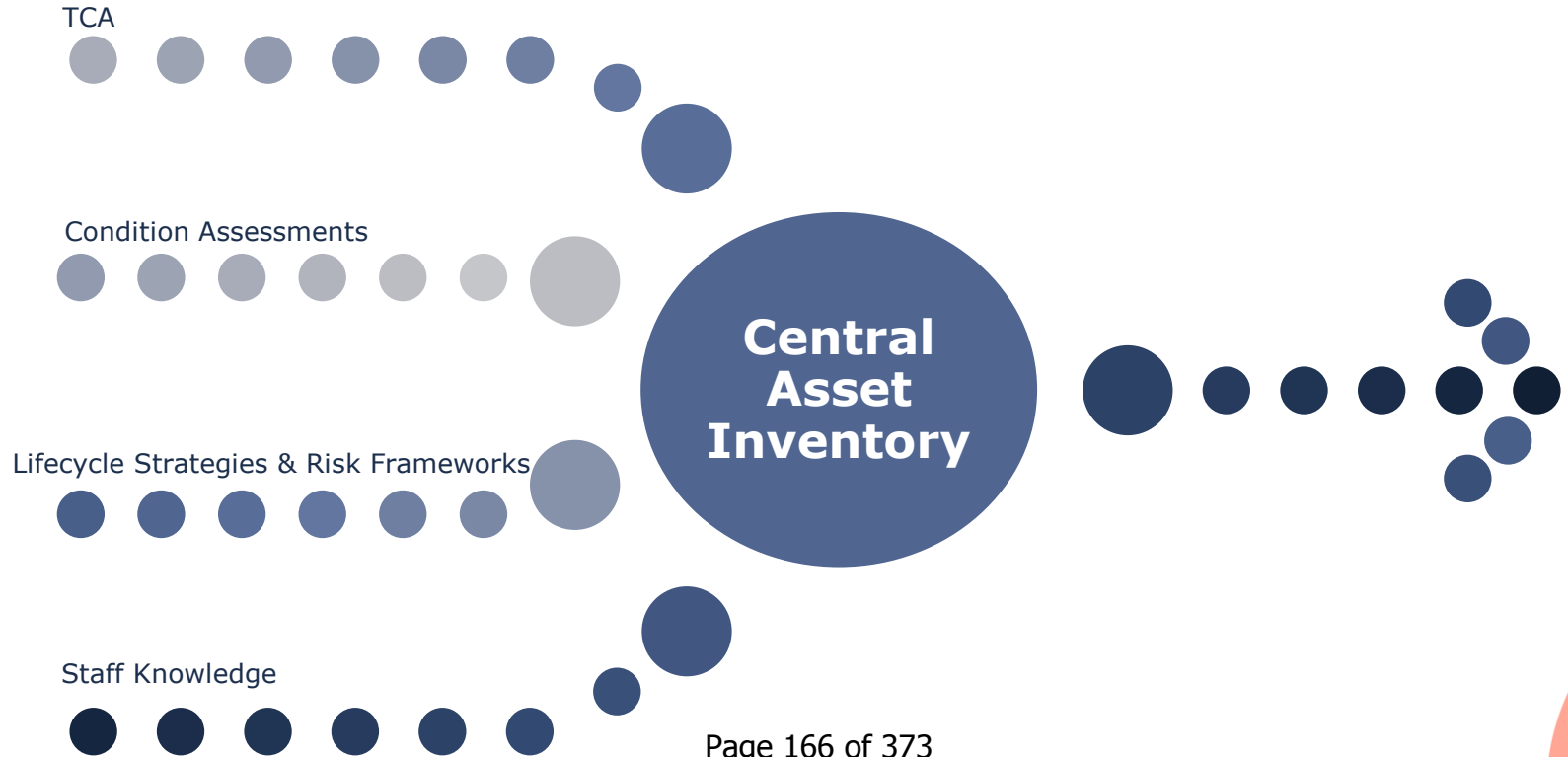


What does Asset Management involve?

ISO 55000: “Coordinated activity of an organization to realize value from assets”

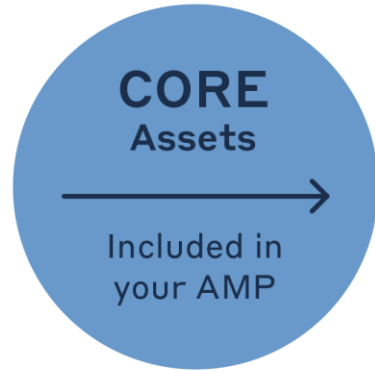


Townships Capital Asset Inventory



O. Reg. 588/17 Compliance

Phase I
2022



⋮

- Levels of Service
- Performance of each asset category
- Particulars per asset category
- Lifecycle activities to maintain current Level of Service per asset category

Phase II
2024



⋮

- Levels of Service
- Performance of each asset category
- Particulars per asset category
- Lifecycle activities to maintain current Level of Service per asset category

Phase III
2025



⋮

- Proposed Levels of Service
- Explanation of proposed Levels of Service
- Proposed performance of asset categories
- Lifecycle management and financial strategy

AMPs - Updating, Reviewing & Public Posting

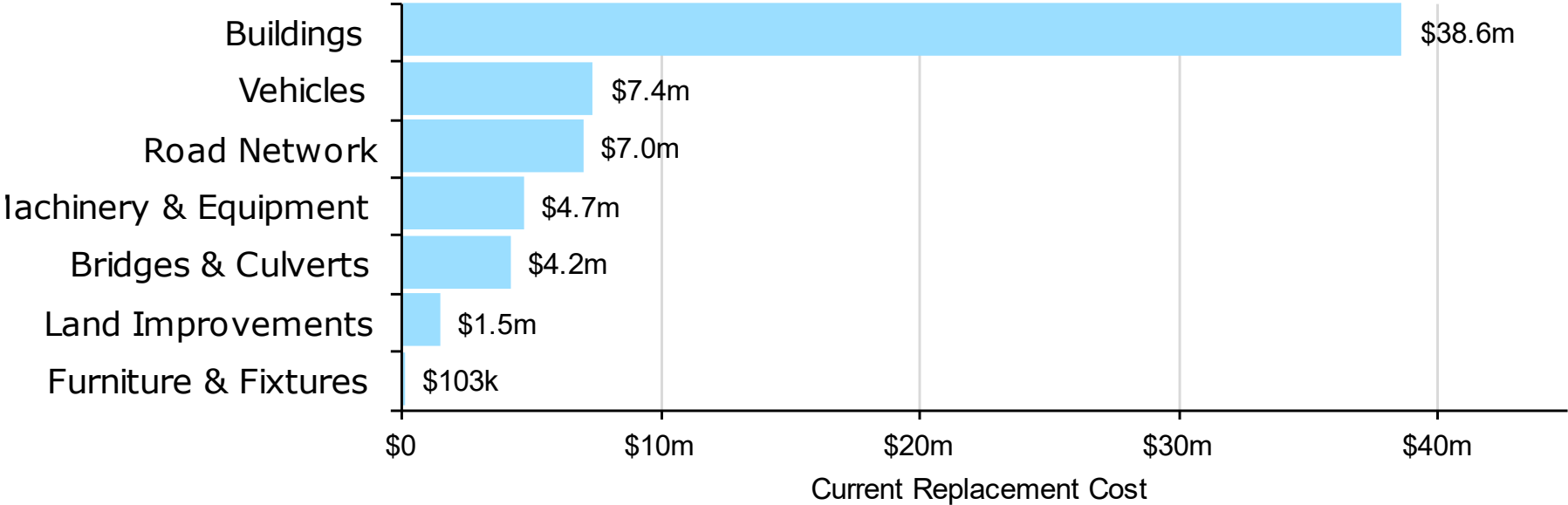


- After 2025, asset management plans must be updated at least once every 5 years
- Every municipal council shall conduct an annual review of its asset management progress on or before July 1st
- The asset management policy and plan should be posted to the municipal website

Asset Management Plan (2022 year-end)

- 1 What is the current state of municipal infrastructure?
- 2 What process improvements can increase confidence in analysis and decision-making?
- 3 What is the Township financial capacity to meet long-term capital requirements?

Total Replacement Cost of the Asset Portfolio



Total = \$63 million



Replacement Cost Method of Asset Portfolio

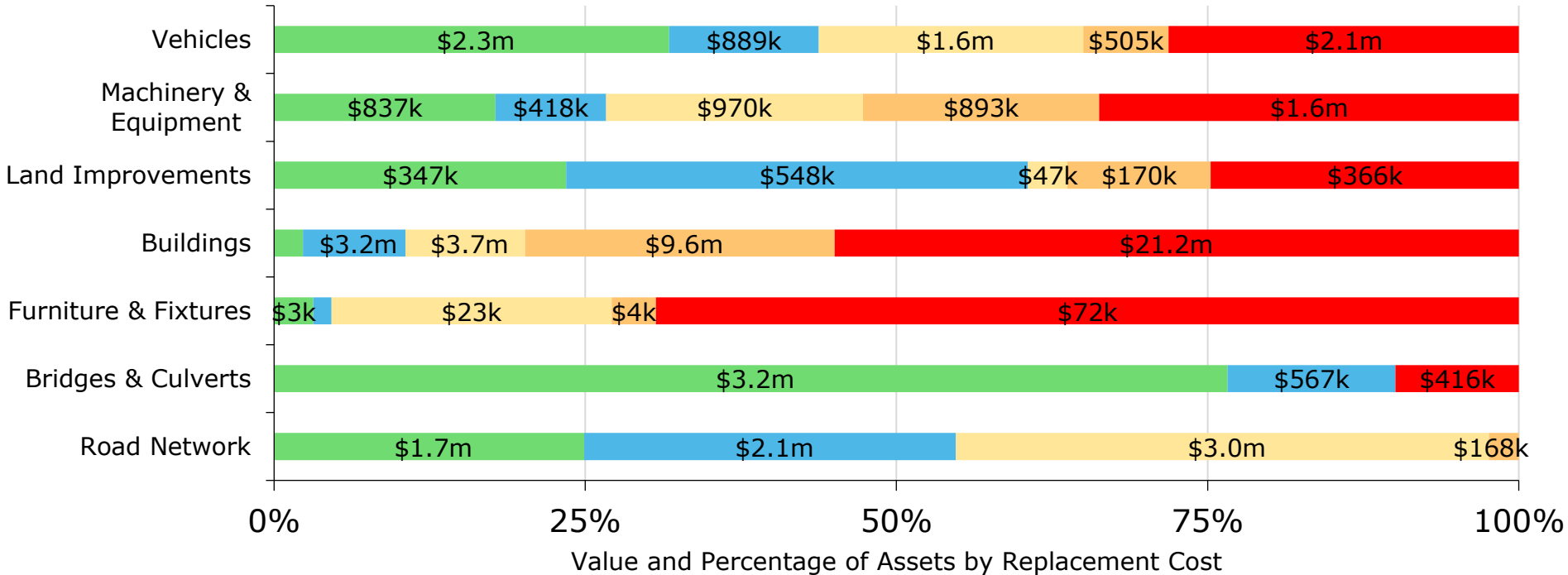
Category	Primary Replacement Cost Method
Bridges & Culverts	User-Defined Cost
Buildings	User-Defined Cost
Furniture & Fixtures	CPI Tables
Land Improvements	CPI Tables
Machinery & Equipment	CPI Tables
Road Network	Cost/Unit
Vehicles	User-Defined Cost

The accuracy and reliability of lifecycle costs is critical for asset management.



Overall Condition of the Asset Portfolio

Very Good Good Fair Poor Very Poor



42% assets are in fair or better condition



Assessed Condition Data in AM Decision Making



Mitigation of risks associated with asset failure



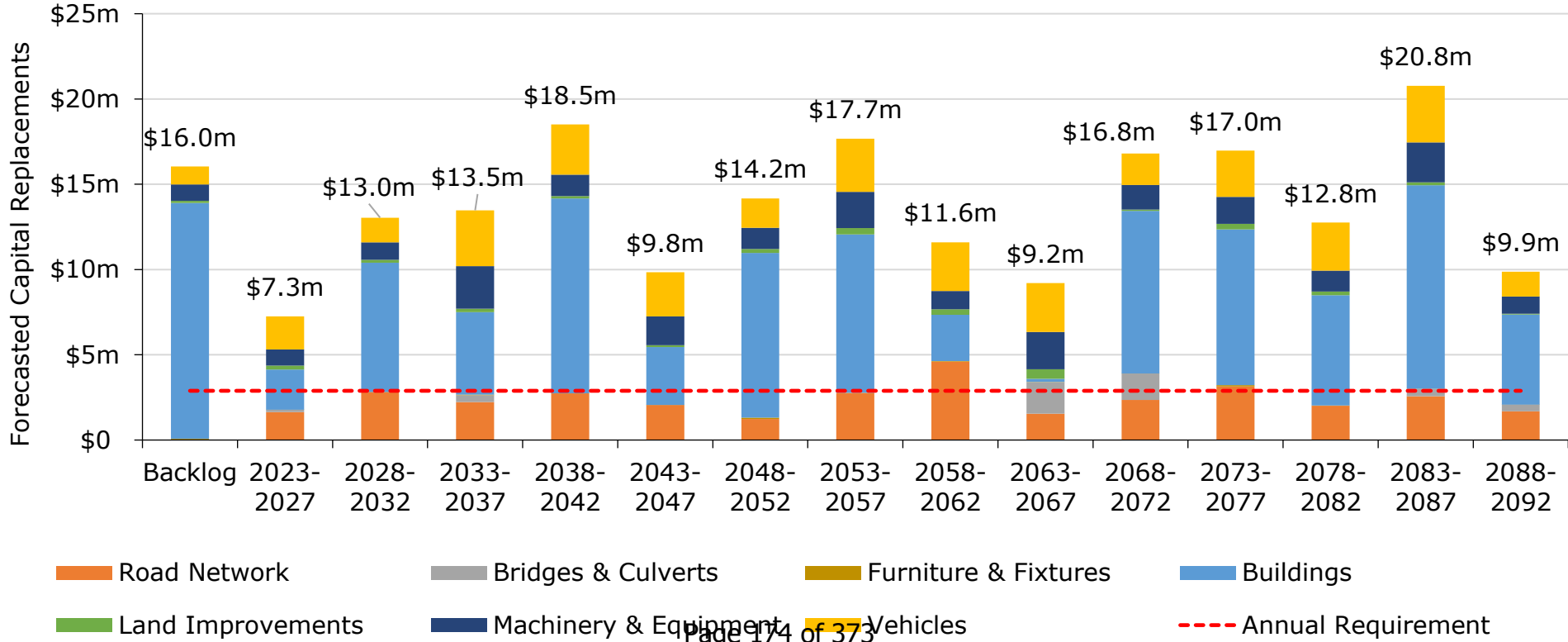
Identifying the most economic intervention



Accurate predication of future expenditure requirements



Forecasted Capital Requirements – 75 Years



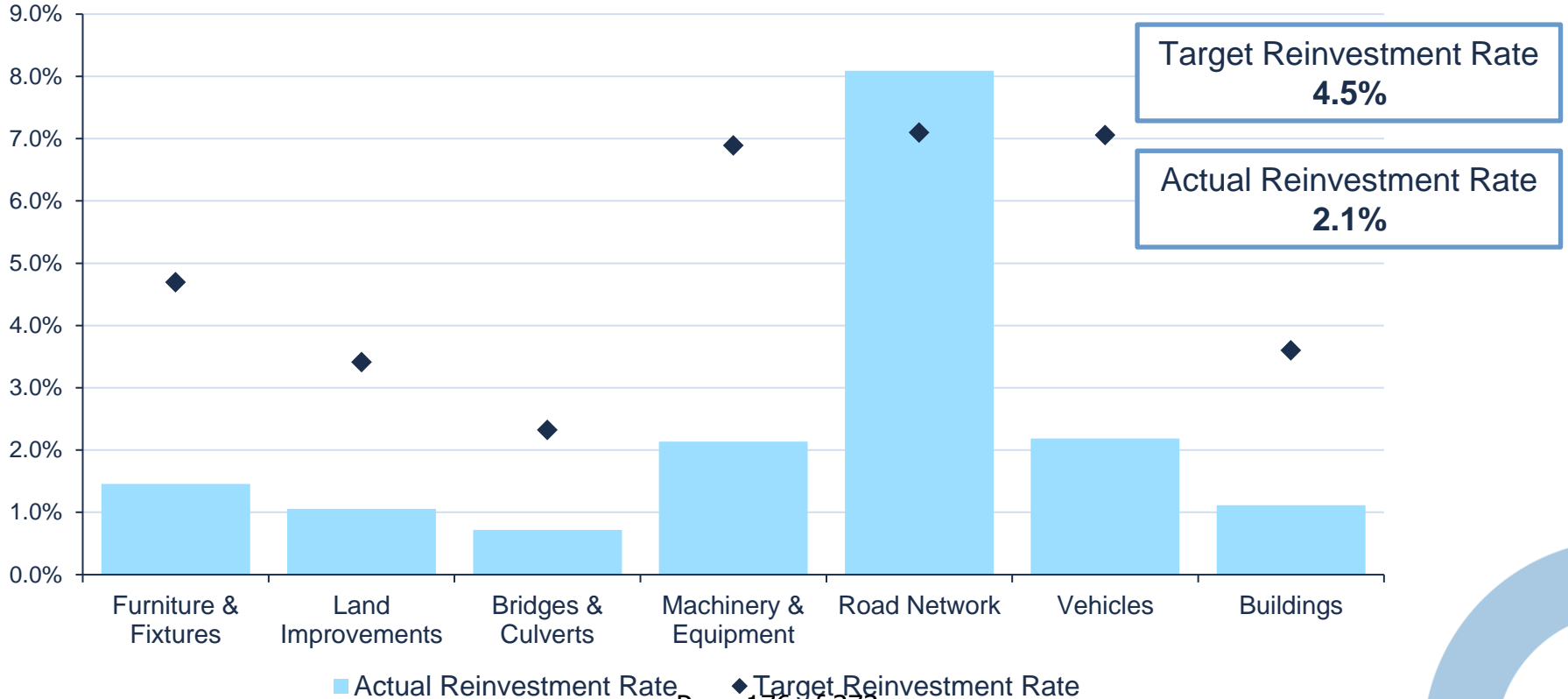
Annual Capital Requirement & Infrastructure Deficit

Sustainable Funding Sources:
CCBF, OCIF, etc.

Funding Source	Annual Capital Requirement	Funding Available	Annual Capital Deficit
Tax-Funded Assets	\$2,887,000	\$1,306,000	\$1,581,000
Total:	\$2,887,000	\$1,306,000	\$1,581,000

Assets are currently funded at 45% of their long-term capital requirements

Target vs. Actual Reinvestment Rate



Financial Strategy

Funding Source	Years until Full Funding	Total Tax/Rate Increase	Annual Tax/Rate Increase
Tax-Funded	10	24.8%	2.3%

- Both sustainable and one-time grants/transfers will continue to be an essential source of revenue for investment in capital infrastructure
- Adjustments to taxes should be supplemented with project prioritization and evaluation of the desired levels of service



Recommendations & Next Steps

1

Continue to review and refine asset inventory in consultation with internal departments/stakeholders

- Implement a portfolio-wide **data governance strategy** to increase accuracy/confidence in data
- Develop an established cycle for updating replacement cost and condition information
- Review all Estimate Useful Lives defined in the Tangible Capital Asset Policy as part of a regular policy review

2

Prepare for O.Reg. 588/17 2025 Requirements

- Identify **Proposed levels of service** for the 2025 requirement
- Develop a medium to long-term external communication strategy to **engage the public** on asset management and obtain feedback to inform development of proposed levels of service

3

Continuous improvement and regular review

- An asset management plan is a **living document** that should be updated regularly to inform long-term planning
- Accordingly, the yearly capital operating budget should include funding for the assessment of the Township's assets that will be used to update future iterations of the plan





Questions?

Township of Douro-Dummer

Report and Capital Project Status

- Directed by Council and/or CAO
- Directed by the Province/legislation
- Directed by an Agency
- New items and updates are highlighted in Yellow

Report Status

Department	Date Requested	Directed By	Resolution/Direction	Est. Report Date
Corporate	May 3, 2022	Council	Future Gravel Resources	2024
Finance/Clerk	February 21, 2023	Council	Policy to allow for multi-year budgets	Summer 2024
Planning	June 7, 2022	Council/Province	Bill 109 – Update to Site Plan Control By-law, Create Pre-Consultation By-law, ensure the language in Official Plan allows for Peer Review as part of Complete Application	Report no Longer needed as recent Provincial legislation has removed these requirements.
Public Works/CAO	March 7, 2023	Council	Indacom Drive Lot 3	Deferred Pending Budget
Planning	March 19, 2024	Council	ZBA – Setback for Septic System and remove from list of structures	September 2024
Corporate	April 16, 2024	Council	Approval of Strategic Plan	Complete

Finance	June 4, 2024	Council	Funds for Asphodel-Norwood Medical Centre for 2024 and 2025	Late Summer 2024
Finance	June 18, 2024	Council	Donation of \$300.00 to Curve Lake First Nation Pow Wow	Completed
Building	June 4, 2024	Council	Report regarding Septic Re-Inspection Program	Fall 2024
Planning	September 3, 2024	Council	Report regarding new Provincial Planning Statement	Fall 2024

Capital Project Status

Department	Capital Project List	Status
Clerk/C.A.O.	Enbridge Franchise Renewal Agreement	Ongoing
Clerk	Agreement with AMO for the Canada Community-Building Fund	Complete
Finance	Development Charges By-law	Complete
Fire	Douro Station Reconfiguration	Ongoing
Fire	Resurfacing of the parking lot at Fire Station 2	Regrading and Gravel Application are complete.
Fire	Master Fire Plan & Community Risk Assessment	October 1, 2024
Fire	Station 1 Building Review and Drawings	Due 2024
Fire	Station 2 Parking Lot Resurfacing – Paving	Complete
Fire	Boat 4 – Trailered Boat	Complete
By-law Enforcement	Truck Purchase	Complete

General Government	New Sloped Roof – Town Hall	Under Investigation
General Government	Asset Management Plan	October 1, 2024
General Government	Computer Modernization	Ongoing
General Government	Finance Modernization	In progress – will continue into 2024 - New Payroll Module in place – Jan 2023
General Government	Development Charge Study	Summer 2024
General Government	Computer IT Hardware Replacements	Due 2024
General Government	Tree Program	Complete
General Government	Storage Room Exterior Door Replacement	Due 2024
Parks and Recreation	Parks and Rec Master Plan – Implementation	On hold due to Covid-19
Parks and Recreation	Windows in Harvest Room	Complete
Parks and Recreation	Lime Kiln Restoration – 2022 Budget	Spring 2023
Parks and Recreation	Consultant Fees – Arena Facilities Future Ad-Hoc Committee	Fall 2023

Parks and Recreation	Compressor Replacement Reserve Contribution	Complete
Parks and Recreation	New Park Trailer	Complete
Parks and Recreation	30Hp Compressor Replacement	Complete
Parks and Recreation	Roof Repair	Due 2024
Parks and Recreation	Energy Audit	In progress
Parks and Recreation	New Players Benches at Douro Park	Complete
Planning	Zoning By-Law Update	On hold until Province Approves OP
Public Works	Gravel Pit Purchase	Ongoing
Public Works	Brushing Unit	RFP Awarded – waiting on delivery
Public Works	Plow Truck	RFP Awarded – 2025 Delivery

Recommendation:

That the Recreation Facilities-2024-05 report, dated October 1st, 2024, regarding Douro CC Ice Surface Floor Replacement be received and that Council directs staff to apply for the Community Sport and Recreation Infrastructure Fund for the purpose of replacing the Douro Community Centre ice surface floor and further provides direction on the possibility of in-floor heat as part of the project.

Overview:

The ice surface floor at the Douro Community Centre was installed in 1980 and is therefore 44 years old and has now exceeded the industry standard lifespan of a 30-40 year life expectancy.

The Douro Community Centre has been the central hub for recreation and events in our community. However, as the ice surface floor has surpassed its designed lifespan, issues have begun to emerge, such as increased maintenance/repair costs. In the past 4 years the surface has had a few leaks which indicates that the internal poly piping in the concrete is starting to fail. These leaks can be difficult to trace as there may not be signs of a leak on the surface or if there are signs of the leak, they may not be in the area in which the failure is located.

There are associated risks with the continued use of the current floor such as increased costs and a potential facility closure. In the event of an emergency repair during the season, the Township could be forced to close the facility, impacting the community programs and revenues.

The replacement of the ice surface floor comes with considerable costs. Staff have received a quote from a company who completed a similar project for the City of Peterborough in 2023, 2024 and is currently working with Selwyn as well. The initial estimate is \$2,153,000. A project like this takes approximately 5 months to complete. The ideal timeframe with as little disruptions as possible to service would be from April to September.

Optional Underfloor Heating

The above estimate includes an option to add underfloor heating for an additional \$250k for a total of \$2.4 million. Underfloor heating is typically used in community centres that have only 4 months or less of down time between seasons; this is to allow for the frost that accumulates beneath the concrete slab to release. It takes about 4 months to make sure all the frost is out of the ground without this system. Our current operations allow for us to have approximately 5 months of down time between seasons.

At this time, given the demand and the current state of the facility it would not be advisable for the building to operate with 4 or less months of down time. The building would need other upgrades to improve energy efficiency to be able to operate in the warmer months and maintain quality ice.

Underfloor heating in an ice surface concrete slab can provide several key benefits, especially in terms of ice quality, energy efficiency, and structural integrity. Here's how:

1. Prevention of Frost Heave

- Frost heave occurs when freezing temperatures penetrate the ground beneath the ice slab, causing the moisture in the ground to freeze, expand, and push the concrete upward. This can lead to cracks and damage to the slab.
- Underfloor heating prevents the ground below the ice from freezing by maintaining a consistent, slightly elevated temperature, thereby avoiding frost heave and structural issues.

2. Improved Ice Quality

- By stabilizing the temperature of the concrete slab, underfloor heating ensures a more uniform and predictable ice surface. Without it, the cold from the ice can penetrate unevenly, potentially causing areas of the ice to be too soft or hard, which affects the overall ice quality.
- Consistent slab temperature helps maintain an ideal surface for skating, providing a better experience for players and reducing maintenance efforts.

3. Energy Efficiency

- With underfloor heating, the system uses less energy to maintain the ice surface and protect the slab compared to dealing with slab degradation or inefficient freezing cycles.
- It can complement the refrigeration system, helping maintain the temperature balance across the slab, which can reduce overall energy consumption.

4. Prolonged Slab Life

- Consistent, controlled temperatures help reduce thermal stress on the concrete, minimizing cracks or other structural damage over time. This can extend the life of the slab and reduce the need for expensive repairs or replacements.

5. Enhanced Control of Humidity and Condensation

- Heating beneath the slab can help reduce condensation that might occur due to the temperature differential between the ice surface and the subsoil. This can prevent excess moisture buildup and protect the arena's infrastructure from mold and corrosion.

6. Improved Comfort for Spectators

- While not a primary purpose, underfloor heating can contribute to a more comfortable environment for spectators seated close to the ice, by slightly warming the surrounding area and reducing cold radiating from the slab.

7. Reduced Maintenance Costs

- Preventing frost heave and maintaining a stable environment below the ice reduces maintenance costs over time. Fixing damage caused by frost heave can be expensive and disruptive, so avoiding it with underfloor heating is a cost-effective solution.

Overall, underfloor heating in an ice arena's concrete slab helps maintain a stable, high-quality ice surface while protecting the structure and improving energy efficiencies. These are the summarized benefits of underfloor heating. While some of the benefits are straight forward, staff are continuing to research the energy efficiencies would look like overall.

Although there are positives to installing underfloor heating, this would be an added component from what currently exists and there could be future risks of failure and additional maintenance/repair cost could be associated with this option.

New Versus Retrofit

The future of the Douro Community Center ultimately has two options, retrofit the existing facility or build a new facility. A new arena is now estimated at \$20 - \$25 million dollars to build. Given the pending construction of the new Joint Public Works and Fire Hall facility, the Township would not have the debt capacity, nor the reserves to take on an additional project such as a new arena. Therefore, retrofitting the arena is the most prudent option for the Douro Community Centre so long as it is Council's intention to continue to operate this facility going forward.

There is currently a study being conducted that will outline the potential improvements needed at the DCC to improve efficiency and keep the facility operating for the long term.

Conclusion:

The Douro Community Centre's ice surface is a vital asset to the township, and its replacement is now a pressing necessity. The aging infrastructure could fail at any time, potentially leading to the closure of the facility for an extended period, which would disrupt community activities. This project would extend the life of the facility.

Financial Impact:

The total cost of the project is estimated to be \$2.2 to \$2.4 million depending on whether underfloor heating is added.

Staff are seeking approval on this project ahead of the 2025 Budget because there is a grant program currently being offered by the Ontario Ministry of Tourism, Culture, and Sport call Community Sport and Recreation Infrastructure Fund. The program will provide funding for 50% of the project with a maximum project amount of \$2 million. However, there is an opportunity for Townships under 20,000 population to apply for special consideration and receive up to 70% funding which would total \$1.4 million.

The Township's Asset Management Plan highlights the shortfall in funding that has been allocated to facilities. Being able to leverage funding from upper levels of government is a key strategy to closing the infrastructure deficit.

The total municipal cost of the project if the grant application is successful for the full amount of \$1.4 million would be \$800k - \$1 million. This will be funded through reserves of which the Township has \$7.95 million as of December 31, 2023.



Service Modernization and Innovation

Modernizing, refining and innovating services for residents is essential to effectively meet the needs of our community, enhance our operational efficiency, and ensure we remain adaptable in a rapidly changing world.



Business Attraction, Expansion, and Retention

Business attraction, expansion, and retention is vital for the economic health and sustainability of our Township, such as job creation, tax revenue, investing in innovation, maintaining our quality of life, and supporting community stability.



Infrastructure Renewal

Infrastructure renewal is a critical investment for our Township as it will ensure our adherence to health and safety, economic development, investment attraction, environmental sustainability, quality of life, public confidence, and regional competitiveness.

Report Approval Details

Document Title:	Douro CC Ice Surface Floor Replacement.docx
Attachments:	- Douro CC Slab Replacement Budgets 9.24.24.pdf - DMH Support Letter.docx - Letter of Support - DCC Floor Replacement.docx
Final Approval Date:	Sep 24, 2024

This report and all of its attachments were approved and signed as outlined below:

No Signature found

Paul Creamer

Martina Chait-Hartwig

Mike Rutter



September 24, 2024

Mr. Mike Mood
Township of Douro Dummer
894 South Street
Warsaw, ON, K0L 3A0

Re: Construction Budget Prices – Douro Community Centre Refrigerated Slab Replacement

Mike;

Further to our discussions regarding the replacement of the rink slab at the Douro Community Centre, TS Engineering offers the following construction budget.

Based on our discussions, we understand the current scope of work to be broken down as follows:

New Rink Floor – Civil Work

- Remove and dispose of existing dasher boards
- Remove and store existing netting for reuse.
- Remove and dispose of existing concrete rink floor and sub floor insulation
- Remove and dispose of 4” of existing native soil
- Saw cut and remove a section of perimeter slab outside refrigeration room for new cold floor mains up to blue line (for new cold floor headers to be encased in new floor).
- Supply, install, level and compact 6” of clean sand (to level new pad and raise approximately 2”)
- Supply and install two 2” layers of subfloor insulation c/w vapour barrier
- Supply and install new 6” thick reinforced concrete rink floor
- Fill existing header trench with granular and top with concrete. Top with rubber flooring.
- Supply and install new concrete as require to patch perimeter slab where cut for valves and headers. Patch rubber flooring on top of new concrete.
- Supply and install new dasher boards.
- Reinstall netting

New Rink Floor - Refrigeration Work

- Drain and dispose of existing chromated brine charge.
- Demo existing headers in trench.
- Supply and install new cold brine mains from refrigeration room to new buried cold header location
- Supply and install new cold floor pipe grid and headers

- Supply and install new cold brine charge.

Underfloor Option – Civil Work

- Excavate, remove and dispose of additional 10” native soil
- Saw cut additional section of perimeter slab for new underfloor heating mini headers
- Supply and install new 12” layer of underfloor sand in two lifts, levelled and compacted.

Underfloor Option – Refrigeration Work

- Supply and install underfloor mini headers beneath perimeter slab (or in a section of existing header trench) and underfloor poly pipe grid with mains back to refrigeration room capped for future use.
- Supply and install new warm glycol charge and expansion tank. Underfloor grid to be left charged for future use. A shell and tube heat exchanger and associated piping in the refrigeration room would need to be added in the future for year round ice.

Construction Budget Summaries

<u>CONSTRUCTION BUDGET</u>	
<u>BASE SCOPE (no underfloor)</u>	
<u>ITEM</u>	<u>BUDGET</u>
New Rink Floor – Civil Work & Boards	\$1,250,000 + HST
New Rink Floor - Refrigeration Work	\$340,000 + HST
Base Scope Construction Sub Total	\$1,590,000 + HST
Design & Construction Management	\$143,000 + HST
Contingency including Environmental Allowance	\$270,000 + HST
Cash Allowances & Testing	\$150,000 + HST
TOTAL	\$2,153,000 + HST

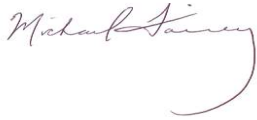
CONSTRUCTION BUDGET	
BASE SCOPE with UNDERFLOOR OPTION	
ITEM	BUDGET
New Rink Floor – Civil Work & Boards	\$1,250,000 + HST
New Rink Floor - Refrigeration Work	\$340,000 + HST
Underfloor Option – Civil Work	\$120,000 + HST
Underfloor Option – Refrigeration Work	\$88,000 + HST
Base Scope & Underfloor Option Construction Sub Total	\$1,798,000 + HST
Design & Construction Management	\$157,000 + HST
Contingency including Environmental Allowance	\$295,000 + HST
Cash Allowances & Testing	\$150,000 + HST
TOTAL	\$2,400,000 + HST

Please note that the following has been assumed:

- Sand removal is clean fill and not contaminated.
- There are no tie rods below the existing rink slab.
- There is no weeping tile system obstructing access.
- There is no other concrete, asphalt, etc underneath.
- There is no permafrost that needs to thaw before work can begin.
- Sub floor Insulation is HI-40.
- Budget includes Canoe discounted rate.
- Refrigeration room wall opening to remove and install equipment is not required.
- Pricing is based on construction in 2025, allow for price escalation if construction is expected to take place later.

The budgets above were developed in conjunction with Cimco Refrigeration and cross referenced with local projects we have completed in 2024.

Regards,

A handwritten signature in cursive script that reads "Michael Fairey". The signature is written in dark ink and includes a large, sweeping flourish at the end.

Mike Fairey, P. Eng.
TS Engineering Inc.
416-418-7375



Sept. 18th, 2024

To whom it may concern:

On behalf of Douro Minor Hockey, I am writing to express our support for a grant application to finance the much-needed repairs to the Douro Community Centre specifically the arena ice surface.

As a grassroots hockey organization serving Douro-Dummer, we rely on our local arena to provide opportunities for youth in our community to participate in sports, stay active, and support the healthy development of our youngest residents.

Douro Minor Hockey provides programming for over 235 of our community's youth, ages 3yrs to 21yrs of age. For many families, our hockey program is an essential part of community life, offering a safe and inclusive environment for youth of all ages, backgrounds, and abilities. Hockey not only helps keep our youth physically healthy, but it also fosters social connections and mental well-being, especially in rural or under-resourced communities like ours.

Unfortunately, our arena, which has been the heart of our hockey program, is in urgent need of repair. Due to aging infrastructure, the current ice surface is past its predicted life expectancy and is regularly in need of temporary fixes resulting in increased costs. Without immediate repairs, the floor could fail at any time, deeming the ice surface unusable, reducing the number of children who can participate in our programs or even face temporary closures that would significantly impact our community.

Funding would enable Douro-Dummer Township to:

- Replace the ice surface and supporting infrastructure in planned, predictable way, eliminating an unexpected interruption in programming, mid-season.
- Upgrade facilities to ensure that it is energy efficient, reducing operating costs which in turn would support Douro Minor Hockey in keeping registration fees as low as possible.
- Improving safety features and accessibility within the facility for all participants and spectators.

These repairs are crucial to ensuring that our facility remains a safe, sustainable, and inclusive space for future generations of players and families. With your support, we will not only preserve a vital community asset but also continue to provide affordable, quality hockey programming for youth of all socio-economic backgrounds.

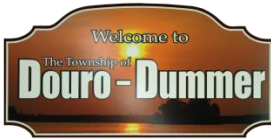
Thank you for considering our request. We are deeply committed to providing a positive impact on the lives of young athletes and fostering a strong, connected community through hockey.

Should you require any further information or documentation, please do not hesitate to contact us.

Sincerely,

pp. Kerri Riel, Secretary

Douro Minor Hockey



Township of Douro-Dummer

894 South Street
PO Box 92
Warsaw ON K0L 3A0

www.dourodummer.ca

September 20, 2024

Council
Township of Douro-Dummer
894 South Street, P.O. Box 92
Warsaw, ON, K0L 3A0

Dear Council of the Township of Douro-Dummer,

Re: Grant to Replace Ice Surface Floor at Douro Community Centre

At the recent meeting of the Township of Douro-Dummer Arena Facilities Future Ad-Hoc Committee held on September 11, 2024, the Committee heard about the Community Sport and Recreation Infrastructure Fund (CSRIF). This Fund provides 50% of the funding for successful applications. In learning more about the Fund and how it could assist the Township of Douro-Dummer to ensure that our facilities remain in good repair and can continue to be a hub for recreation and community developments, the Committee passed the following Resolution:

Moved by: Liam Ryan

Seconded by: Gerard Sullivan

That the Committee draft a letter of support for the Township's application to the Community Sport and Recreation Infrastructure Fund (CSRIF) for the replacement of the ice surface floor at the Douro Community Centre and that Douro Minor Hockey also be asked to submit a letter of support for the application and finally that these letters will be submitted in time to appear on the agenda for the next Regular Council meeting.

Carried

The Committee feels strongly that the replacement of the Douro Community Centre Ice Surface Floor is a valuable project which will prolong the life of the facility, improve energy efficiency thus reducing operating costs and improve the experience of visitors to the Community Center whether it's as a participant or a spectator.

If you require anything further, please do not hesitate to contact me.

Sincerely,

Jim Bailey, Vice Chair
Township of Douro-Dummer Arena Facilities Future Ad-Hoc Committee

Recommendation:

That the Treasurer-2024-18 report, dated October 1, 2024, regarding the Asset Management Plan be received, that the Plan be approved and posted on the Township website.

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.

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

The attached Asset Management Plan is the first step in completing a long-range financial plan for the Township. In addition to maintaining and replacing existing assets, growth-related capital, service level changes and legislative requirements (ie. accessibility requirements), need to be added together to have the complete asset needs for the Township.

Next steps to maintaining and improving this plan will be as follows:

- As replacement costs are ever changing this plan will continually be reviewed to ensure accuracy.
- Updating asset conditions to ensure replacement dates are based on current conditions.
- For Buildings, additional work needs to be completed to forecast replacement needs of components based on current conditions rather than accounting useful lives. The 2025 Budget may include a project for completing these condition assessments and forecasts.
- Creating a financial plan that considers all capital (ie. growth-related capital and service level changes). This will be presented as part of the 2025 Budget.
- Revise the Reserve and Reserve Fund Policy as part of the updated financial plan. The new policy will aim to simplify the reserve schedule and clearly identify the purpose of use for the funds. The funds will be re-distributed between the reserves to reflect the findings of the Asset Management Plan.
- Include a 10-year capital forecast as part of the 2025 Budget.

Conclusion:

The attached Asset Management Plan ensures that the Township is in compliance with O. Reg. 588/17. Additional work is required to enhance the Plan but this is a critical first step in the Township’s asset management journey.

Financial Impact:

There are no direct financial implications from this study. It does highlight the gap of funding currently being allocated to Capital, but the findings will be incorporated into future budgets.

Service Modernization and Innovation
Modernizing, refining and innovating services for residents is essential to effectively meet the needs of our community, enhance our operational efficiency, and ensure we remain adaptable in a rapidly changing world.

Business Attraction, Expansion, and Retention
Business attraction, expansion, and retention is vital for the economic health and sustainability of our Township, such as job creation, tax revenue, investing in innovation, maintaining our quality of life, and supporting community stability.

Infrastructure Renewal
Infrastructure renewal is a critical investment for our Township as it will ensure our adherence to health and safety, economic development, investment attraction, environmental sustainability, quality of life, public confidence, and regional competitiveness.

Report Approval Details

Document Title:	Asset Management Plan.docx
Attachments:	- Douro-Dummer AMP 2022 v.4_DRAFT_AODA.pdf
Final Approval Date:	Sep 25, 2024

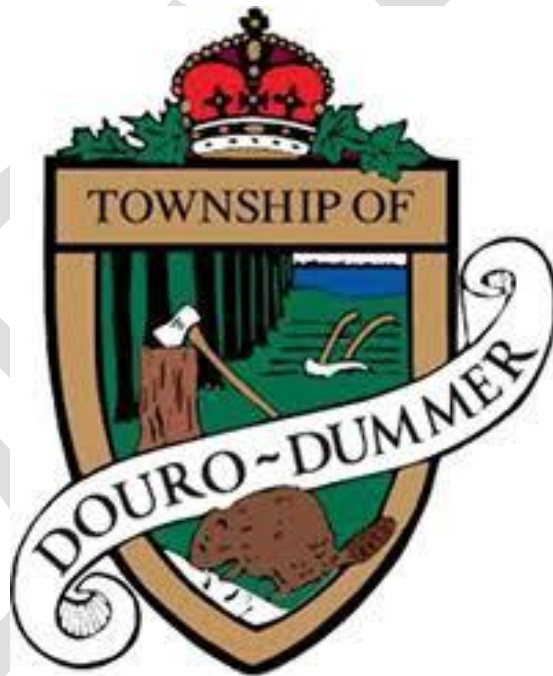
This report and all of its attachments were approved and signed as outlined below:

Martina Chait-Hartwig

Mike Rutter

Township of Douro-Dummer | **Asset Management Plan - DRAFT**

2024



DRAFT

This Asset Management Plan was prepared by:



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

Key Statistics

\$63.5m 2023 Replacement Cost of Asset Portfolio

\$18k Replacement Cost of Infrastructure Per Household

42% Percentage of Assets in Fair or Better Condition

38% Percentage of Assets with Assessed Condition Data

\$1.6m Annual Capital Infrastructure Deficit

10 Years Recommended Timeframe for Eliminating Annual Infrastructure Deficit

4.5% Target Reinvestment Rate

2.1% Actual Reinvestment Rate

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Executive Summary

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

Scope

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

This AMP include the following asset categories: roads, bridges & culverts, buildings, machinery & equipment, vehicles, land improvements and furniture & fixtures.

As this Asset Management Plan (AMP) primarily addresses funding for existing infrastructure within the municipality, it's crucial to understand that the new fire hall project is not included in the current financial strategy or inventory of this iteration of the plan.

The new fire hall project will have a significant long-term impact on the Township's financial position, it's important to note that this project represents a departure from the Township's historical financial practices as the municipality has traditionally operated without debt. The fire hall will require additional funding beyond what's outlined in this AMP in addition to any tax increases mentioned within this plan, which could result in a more substantial overall increase in taxes or other financial obligations for the Township. The full financial impact of the fire hall, including principal and interest payments on the debt incurred will be recognized and incorporated into future iterations of the AMP once the asset is in service.

We recommend that stakeholders and residents consider this significant change in the Township's financial approach for viewing the current AMP and future financial projections

O. Reg. 588/17 Compliance

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

Findings

The overall replacement cost of the asset categories included in this AMP totals \$63.5 million. 42% of all assets analyzed in this AMP are in fair or better condition and assessed condition data was available for 38% of assets. For the remaining 62% of assets, assessed condition data was unavailable, and asset age was used to approximate condition – a data gap that persists in most municipalities. Generally, age misstates the true condition of assets, making assessments essential to accurate asset management planning, and a recurring recommendation in this AMP.

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

To meet capital replacement and rehabilitation needs for existing infrastructure, prevent infrastructure backlogs, and achieve long-term sustainability, the Township's average annual capital requirement totals \$2.9 million. Based on a historical analysis of sustainable capital funding sources, the Township is committing approximately \$1.3 million towards capital projects or reserves per year. As a result, there is currently an annual funding gap of \$1.6 million.

The Township's new fire hall, which is not yet included in the current asset inventory, is a strategic investment aimed at enhancing emergency response capabilities and improving service levels for the community and will be a significant addition to the Township's building asset portfolio. While not reflected in the current replacement cost and condition assessments of this plan, the fire hall will impact future capital planning asset management strategies and service levels for emergency services.

The planned fire hall project aims to enhance emergency response capabilities within the community. Strategically located to optimize coverage, the new facility will house firefighting equipment and provide space for training and operations. Construction is scheduled to be completed the upcoming year with the expectation of significantly improving emergency response times and service levels across the municipality. Once operational, the fire hall will be integrated into the municipalities asset management

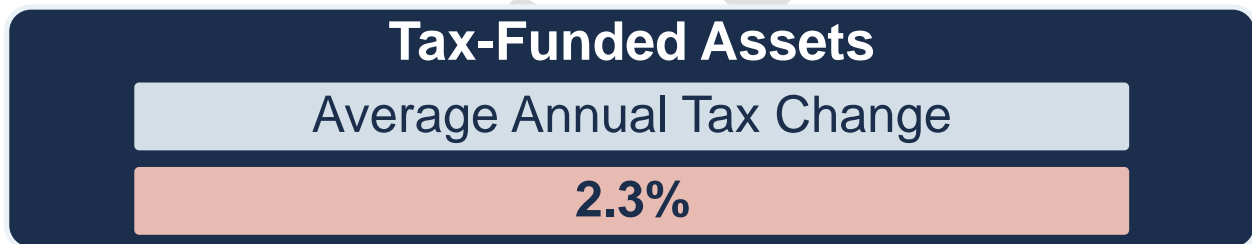
framework including plans for routine maintenance and lifecycle management. This fire hall project underscores the municipality's commitment to public safety and community well-being on sharing the facility remains in optimal conditions to support long term service goals.

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

Recommendations

A financial strategy was developed to address the annual capital funding gap. The following annual tax/rate change required to eliminate the Township's infrastructure deficit based on a 10-year plan:

Figure 1: Proposed Tax/Rate Changes



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

- Review data to update and maintain a complete and accurate dataset
- Develop a condition assessment strategy with a regular schedule
- Review and update lifecycle management strategies
- Development and regularly review short- and long-term plans to meet capital requirements
- Measure current levels of service and identify sustainable proposed levels of service
- Incorporate the new fire hall into the Township's asset management inventory ensuring that it is adequately funded and included in future capital planning to enhance emergency response capabilities and service delivery.

1. Introduction & Context

Key Insights

- The Township of Douro-Dummer is a small Township in central-eastern Ontario and has identified the buildings and facilities as an infrastructure priority
- 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 Township's asset management policy provides clear direction to staff on their roles and responsibilities regarding asset management
- An asset management plan is a living document that should be updated regularly to inform long-term planning
- Ontario Regulation 588/17 outlines several key milestone and requirements for asset management plans in Ontario between July 1, 2022, and 2025

Douro-Dummer Community Profile

Table 1 Douro-Dummer Census Characteristic Comparison to Province of Ontario

Census Characteristic	Township of Douro-Dummer	Ontario
Population 2021	7,632	14,223,942
Population Change 2016-2021	13.8	5.8
Total Private Dwellings	3,601	5,929,250
Population Density	16.6/km ²	15.9/km ²
Land Area	459.46 km ²	892,411.76 km ²

The Township of Douro-Dummer is located within central-eastern Ontario. The Township is surrounded by several small lakes and is north of Lake Ontario.

Dummer Townships were settled by a colony of immigrants in the early 1800s. The Township of Douro-Dummer was established after an amalgamation of Douro and Dummer Townships in 1998.

The Township is recognized for its seasonal population and its tourist attractions such as the Warsaw Caves Conservation Area and Campground. The popular conservation area consists of 15 km of hiking trails, 52 campground sites, a beach and swimming area. Summer attractions within the Township consist of exploring the caves, camping, hiking, and fishing. There are a variety of parks, hiking trails, and sports facilities accessible to the public as well.

Douro-Dummer has experienced minor increases and decreases in population over the past 20 years but has seen a significant growth in population in 2021. The township has aging population above the provincial average.

The Township generates a total revenue of \$6.4M from taxes and has an annual capital budget of \$1.8M as of 2023. The Township’s infrastructure priorities consist of analyzing and developing services for facilities, sustainability of infrastructure, utilization of parks and trails, and preservation of natural heritage of the Township.

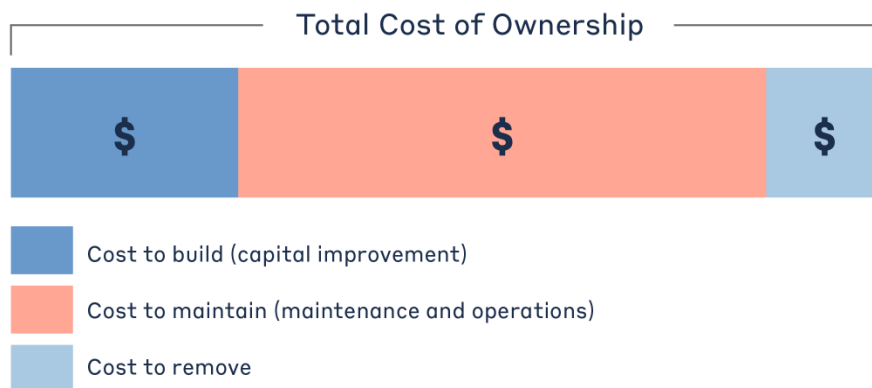
An Overview of Asset Management

Municipalities are responsible for managing and maintaining a broad portfolio of infrastructure assets to deliver services to the community. The goal of asset management is to minimize the lifecycle costs of delivering infrastructure services,

manage the associated risks, while maximizing the value ratepayers receive from the asset portfolio.

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

Figure 2 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 broader asset management program. The industry-standard approach and sequence to developing a practical asset management program begins with a Strategic Plan, followed by an Asset Management Policy and an Asset Management Strategy, concluding with an Asset Management Plan.

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

Asset Management Policy

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

The Township adopted Policy No. – F8, A policy that describes the asset management principles and roles and responsibilities for the Township of Douro-Dummer on June 27th, 2019 in accordance with Ontario Regulation 588/17.

The principles of the policy include:

- Long-term view investment
- Clearly identifying infrastructure priorities
- Promotion of economic competitiveness, productivity, and job creation
- Minimizing the impact of infrastructure on the environment

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

The Township'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 Township's asset management program and identifies the resource requirements needed to achieve a defined level of service. The AMP typically includes the following content:

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

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

Key Concepts in Asset Management

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

Lifecycle Management Strategies

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

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

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.

Table 2 Lifecycle Management: Typical Lifecycle Interventions

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

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

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

Risk Management Strategies

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

By identifying the various impacts of asset failure and the likelihood that it will fail, risk management strategies can identify critical assets, and determine where maintenance efforts, and spending, should be focused.

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

Levels of Service

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

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

Community Levels of Service

Community levels of service are a simple, plain language description or measure of the service that the community receives. For core asset categories (roads, bridges and culverts, water, wastewater, stormwater) the Province, through O. Reg. 588/17, has provided qualitative descriptions that are required to be included in this AMP. For non-core asset categories, the Township has determined the qualitative descriptions that will be used to determine the community level of service provided. These descriptions can be found in the Levels of Service subsection within each asset category.

Technical Levels of Service

Technical levels of service are a measure of key technical attributes of the service being provided to the community. These include mostly quantitative measures and tend to

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

For core asset categories (roads, bridges and culverts, water, wastewater, stormwater) the Province, through O. Reg. 588/17, has provided technical metrics that are required to be included in this AMP. For non-core asset categories, the Township has determined the technical metrics that will be used to determine the technical level of service provided. These metrics can be found in the Levels of Service subsection within each asset category.

Current and Proposed Levels of Service

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

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

Climate Change

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

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

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

Douro-Dummer Climate Profile

The Township of Douro-Dummer is located in central-eastern Ontario. Ontario north of Lake Ontario. The Township 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 Township of Douro-Dummer may experience the following trends:

Higher Average Annual Temperature:

1. Between the years 1971 and 2000 the annual average temperature was 6.3 °C
2. Under a high emissions scenario, the annual average temperatures are projected to increase by 2.5 °C by the year 2050 and over 6.4 °C by the end of the century.

Increase in Total Annual Precipitation:

3. Under a high emissions scenario, Douro-Dummer is projected to experience an 13% increase in precipitation by the year 2050 and a 17% increase by the end of the century.

Increase in Frequency of Extreme Weather Events:

4. It is expected that the frequency and severity of extreme weather events will change.
5. In some areas, extreme weather events will occur with greater frequency and severity than others especially those impacted by Great Lake winds.

Integration 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 the sustainable delivery of services, climate change considerations should be incorporated into asset management practices. The integration of asset management and climate change adaptation observes industry best practices and enables the development of a holistic approach to risk management. The Township has developed a number of documents to inform climate change adaptation and mitigation strategies. The Township developed the Sustainable Develop Guidelines in 2020 and the Greater Peterborough Area Climate Change Action Plan. These document along with others will further advance the Township’s capacity to develop asset management strategies that incorporate climate change mitigation and adaptation considerations.

Ontario Regulation 588/17

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

Table 3 Ontario Regulation 588/17 Requirements and Reporting Deadlines

Requirement	2019	2022	2024	2025
Asset Management Policy	●		●	
Asset Management Plans		●	●	●
State of infrastructure for core assets		●		
State of infrastructure for all assets			●	●
Current levels of service for core assets		●		
Current levels of service for all assets			●	
Proposed levels of service for all assets				●
Lifecycle costs associated with current levels of service		●	●	
Lifecycle costs associated with proposed levels of service				●
Growth impacts		●	●	●
Financial strategy				●

2. Scope and Methodology

Key Insights

- This asset management plan includes 7 asset categories and are tax-funded only
- The source and recency of replacement costs impacts the accuracy and reliability of asset portfolio valuation
- Accurate and reliable condition data helps to prevent premature and costly rehabilitation or replacement and ensures that lifecycle activities occur at the right time to maximize asset value and useful life

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Asset Categories Included in this AMP

This asset management plan for the Township of Douro-Dummer is produced in compliance with Ontario Regulation 588/17. The July 2024 deadline under the regulation—the second of three AMPs—requires analysis of core assets (roads and bridges and culverts) and non-core assets (buildings, vehicles, machinery & equipment, land improvements, and furniture & fixtures).

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

Table 4 Township Douro-Dummer Asset Categories Funding Sources

Asset Category	Source of Funding
Road Network	Tax Levy
Bridges & Culverts	
Buildings	
Vehicles	
Machinery & Equipment	
Land Improvements	
Furniture & Fixtures	

Deriving Replacement Costs

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

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

User-defined costs based on reliable sources are a reasonably accurate and reliable way to determine asset replacement costs. Cost inflation is typically used in the absence of reliable replacement cost data. It is a reliable method for recently purchased and/or constructed assets where the total cost is reflective of the actual costs that the

Township incurred. As assets age, and new products and technologies become available, cost inflation becomes a less reliable method.

Estimated Useful Life & Service Life Remaining

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

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

Figure 3 Service Life Remaining Calculation



Reinvestment Rate

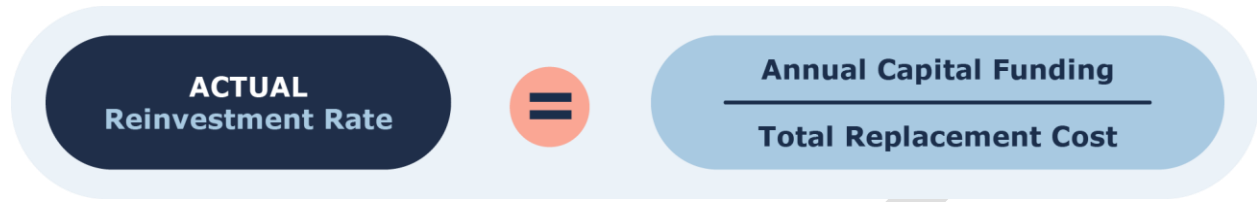
As assets age and deteriorate, they require additional investment to maintain a state of good repair. The reinvestment of capital funds, through asset renewal or replacement, is necessary to sustain an adequate level of service. The reinvestment rate is a measurement of available or required funding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

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

Figure 4 Target Reinvestment Rate Calculation



Figure 5 Actual Reinvestment Rate Calculation



Deriving Asset Condition

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

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

Table 5 Standard Condition Rating Scale

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

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

3. Portfolio Overview

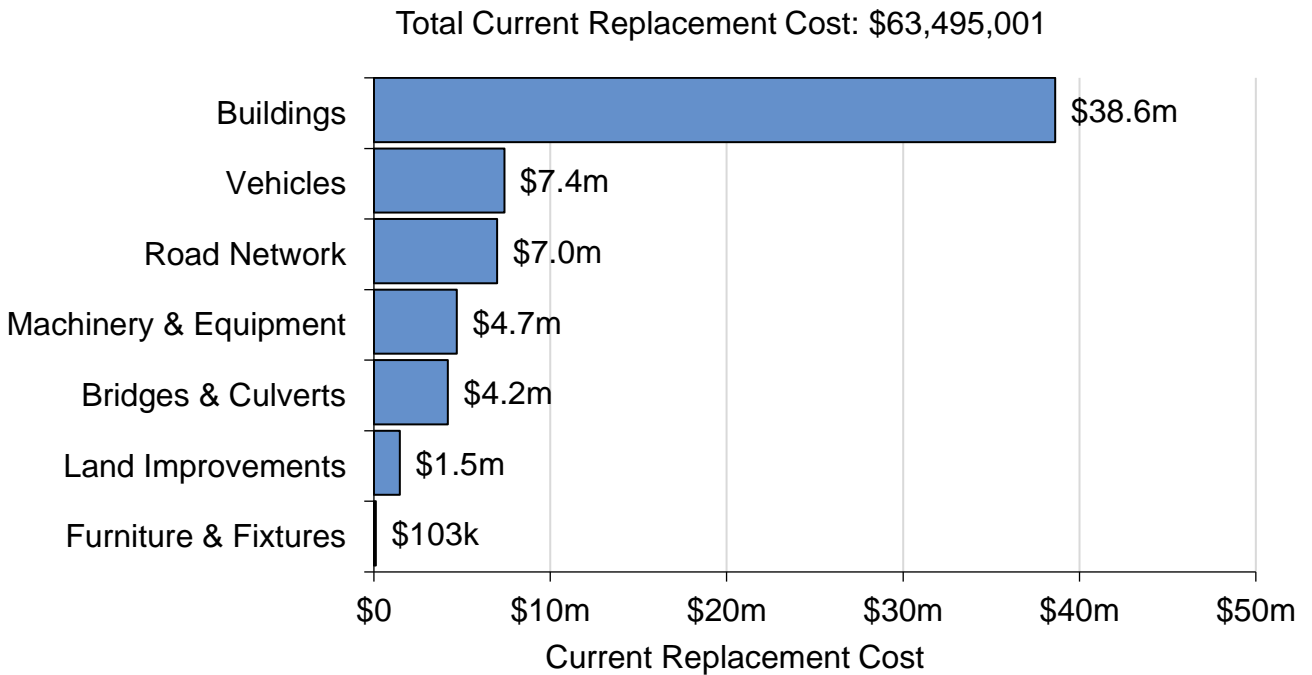
Key Insights

- The total replacement cost of the Township's asset portfolio is \$63.5 million
- The Township's target re-investment rate is 4.5%, and the actual re-investment rate is 2.1%, contributing to an expanding infrastructure deficit
- 42% of all assets are in fair or better condition
- 60% of assets are projected to require replacement in the next 10 years
- Average annual capital requirements total \$2.9 million per year across all assets

Total Replacement Cost of Asset Portfolio

The asset categories analyzed in this AMP have a total replacement cost of \$63.5 million based on inventory data from 2022. This total was determined based on a combination of user-defined costs and historical cost inflation. This estimate reflects replacement of historical assets with similar, not necessarily identical, assets available for procurement today.

Figure 6 Current Replacement Cost by Asset Category



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

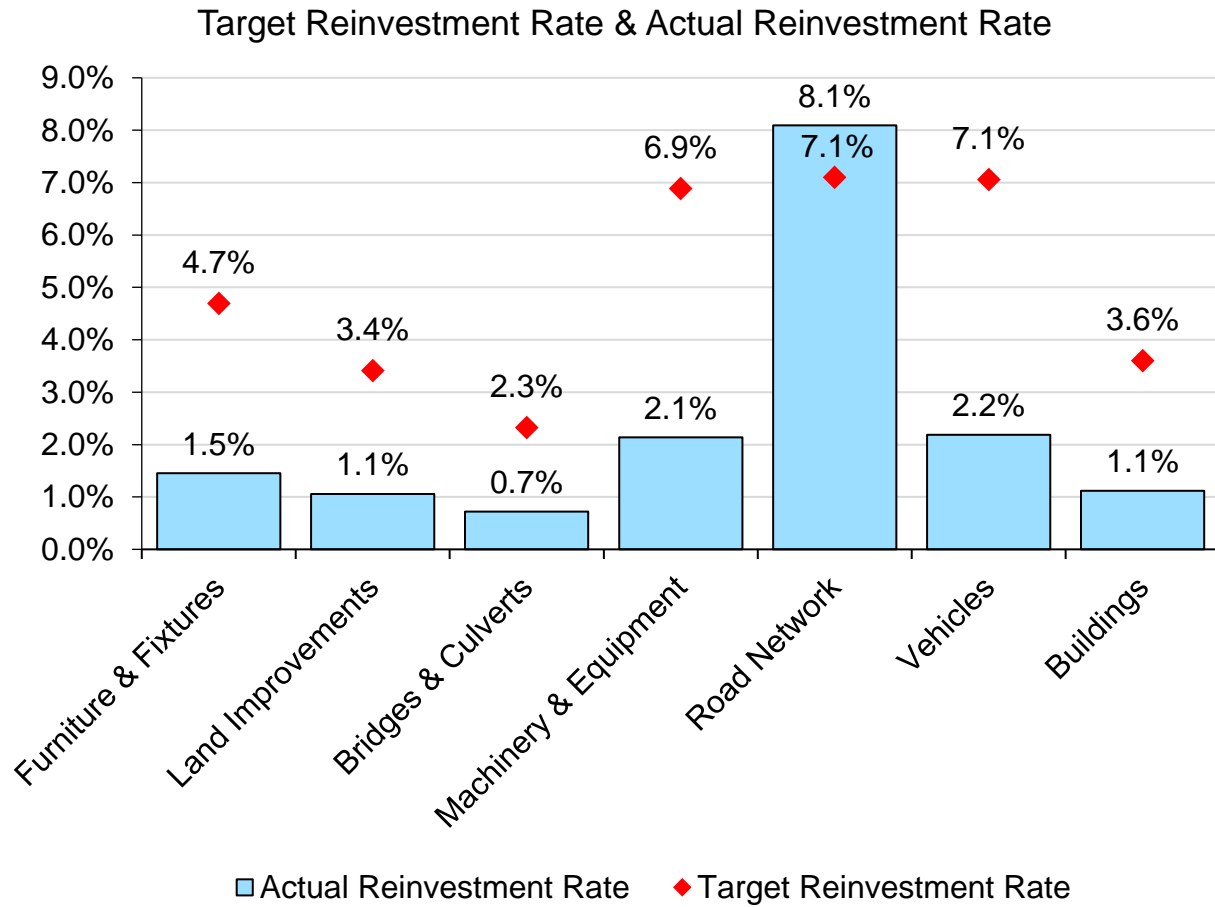
Table 6 Replacement Cost Methods for Asset Categories

Asset Category	Replacement Cost Method	
	User-Defined	Notes
Road Network	71.6%	HCB, LCB roads have user-defined costs.
Bridges & Culverts	96.3%	Majority of bridges and culverts have user-defined costs. One culvert asset has CPI costing.
Buildings	99.9%	Majority of buildings have user-defined costs. There are 3 assets with CPI costing.
Vehicles	81.1%	Majority of vehicles have user-defined costs. The remaining assets have CPI costing which consist of Fire vehicles.
Machinery & Equipment	47.6%	Machinery and equipment segments have a mix of user-defined costs and CPI table replacement cost methods
Land Improvements	0%	N/A
Furniture & Fixtures	0%	N/A
Overall	86.8%	

Target vs. Actual Reinvestment Rate

The graph below depicts funding gaps or surpluses by comparing target vs actual reinvestment rate. To meet the long-term replacement needs, the Township should be allocating approximately \$2.9 million annually, for a target reinvestment rate of 4.5%. Actual annual spending on infrastructure totals approximately \$1.3 million, for an actual reinvestment rate of 2.1%.

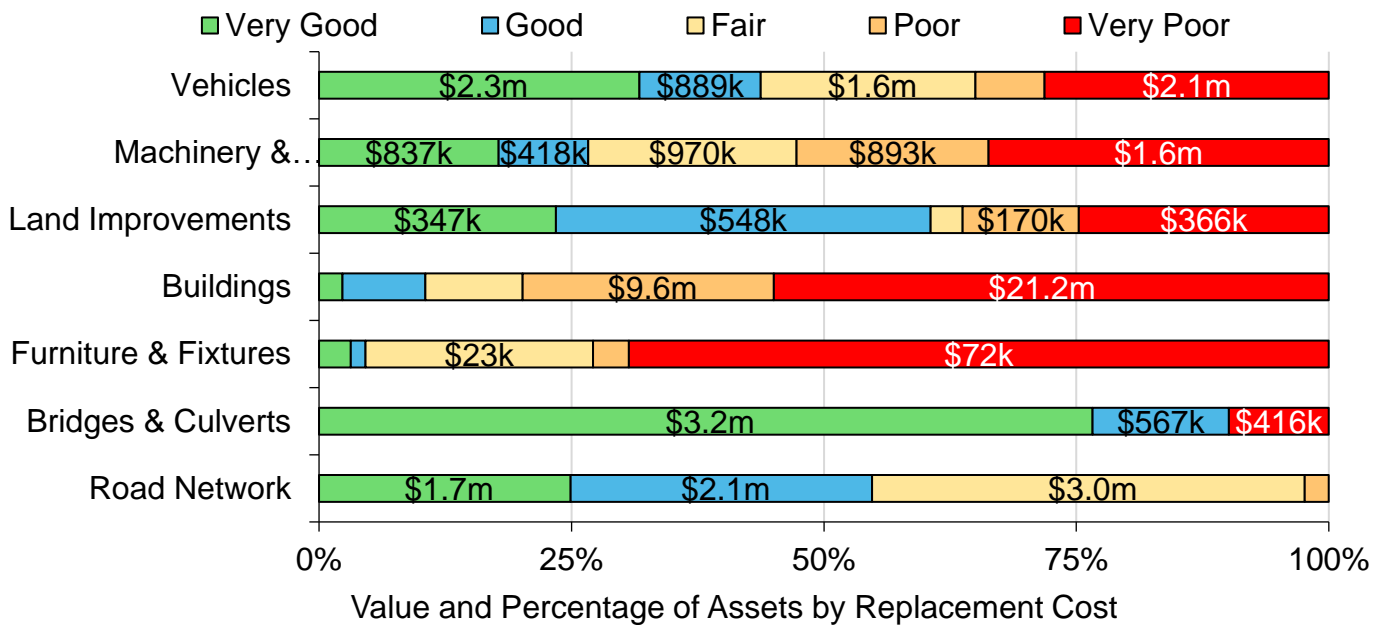
Figure 7 Current Vs. Target Reinvestment Rate



Condition of Asset Portfolio

The current condition of the assets is central to all asset management planning. Collectively, 42% of assets in Douro-Dummer are in fair or better condition. This estimate relies on both age-based and field condition date

Figure 8 Asset Condition – By Asset Category



This AMP relies on assessed condition data for 38% of assets; for the remaining portfolio, age is used as an approximation of condition. Assessed condition data is invaluable in asset management planning as it reflects the true condition of the asset and its ability to perform its functions. The table below identifies the source of condition data used throughout this AMP.

Table 7 Sources of Condition Data

Asset Category	% of Assets with Assessed Condition	Source of Condition Data
Road Network	100%	Roads Needs Study, Staff Assessments
Bridges & Culverts	100%	GHD
Buildings	31%	Greenview, Staff assessments
Vehicles	8%	Staff Assessments
Machinery & Equipment	10%	Staff Assessments
Land Improvements	1%	N/A
Furniture & Fixtures	6%	Staff Assessments

Service Life Remaining

Based on asset age, available assessed condition data and estimated useful life, 60% of the Township's assets will require replacement within the next 10 'years. Capital requirements over the next 10 years are identified in Appendix B.

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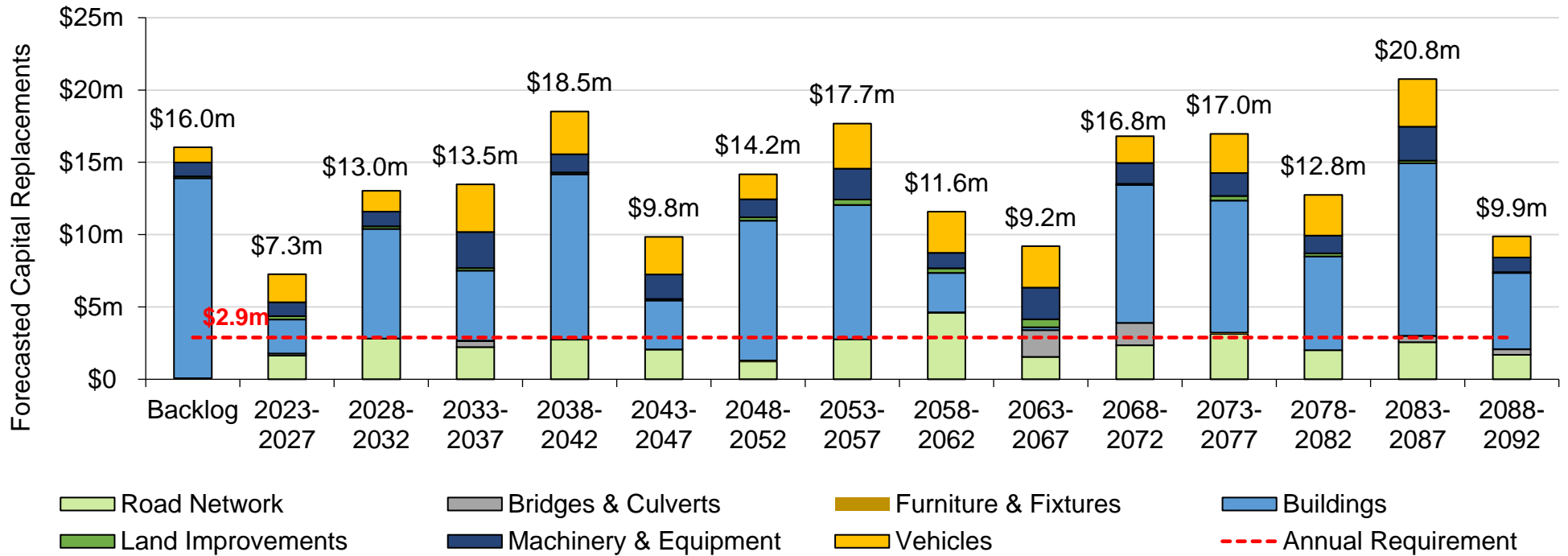
Forecasted Capital Requirements

The development of a long-term capital forecast should include both asset rehabilitation and replacement requirements. With the development of asset-specific lifecycle strategies that include the timing and cost of future capital events, the Township can produce an accurate long-term capital forecast. The following graph identifies capital requirements over the next 70 years. This projection is used as it ensures that every asset has gone through one full iteration of replacement. The forecasted requirements are aggregated into 5-year bins and the trend line represents the average 5-year capital requirements.

On average, \$2.9 million is required each year to remain current with capital replacement needs for the Township’s asset portfolio, represented by the 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 approximately \$16 million, comprising assets that remain in service beyond their estimated useful life. It is unlikely that all such assets are in a state of disrepair, requiring immediate replacements. This makes continued and expanded targeted and consistent condition assessments integral. Risk frameworks, proactive lifecycle strategies, and levels of service targets can then be used to prioritize projects, continuously refine estimates for both backlogs and ongoing capital needs and help select the right treatment for each asset. In addition, more effective componentization of buildings will improve these

Figure 9 Capital Replacement Needs – Portfolio Overview 2023-2092



4. Road Network

The road network is a critical component of the provision of safe and efficient transportation services and represents the second highest value asset category in the Township’s asset portfolio. It includes all municipally owned and maintained roadways in addition to supporting roadside infrastructure including sidewalks.

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

Table 8 Replacement Cost for Road Network

Replacement Cost	Condition	Financial Capacity	
\$6.99 million	Fair (96%)	Annual Requirement:	\$496,000
		Funding Available:	\$566,000
		Annual Deficit:	(\$70,000)

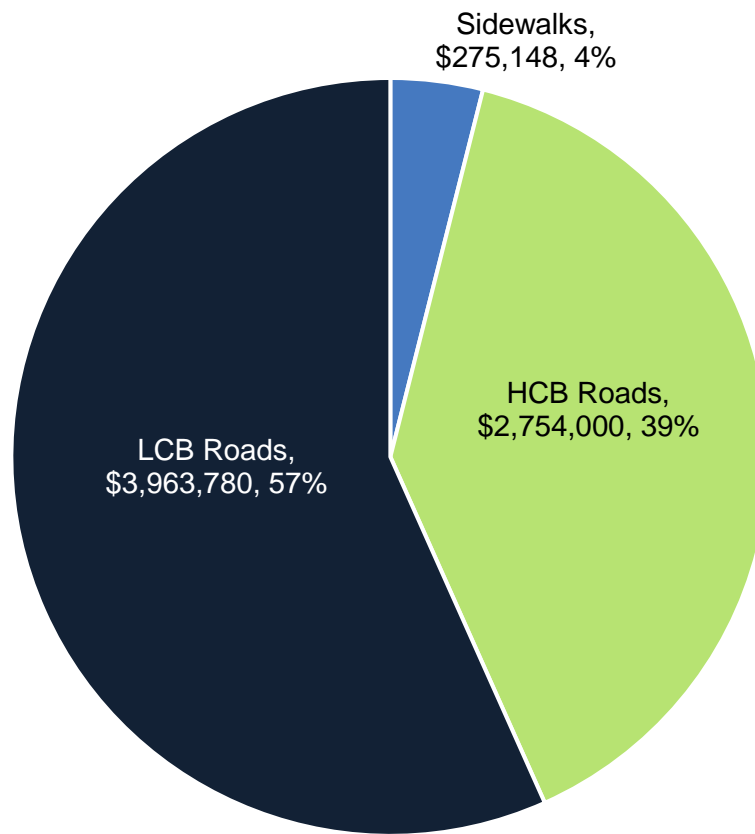
Asset Inventory & Costs

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

Table 9 Asset Inventory – Road Network

Asset Segment	Quantity	Replacement Cost	Annual Capital Requirement
HCB Roads	6,120 m	\$2,754,000	\$80,000
LCB Roads	104,310 m	\$3,964,000	\$410,000
Sidewalks	44 m	\$275,000	\$7,000
Gravel Roads	143,900 m	Not Planned for Replacement	
Total		\$6,993,000	\$497,000

Figure 10 Portfolio Valuation – Road Network



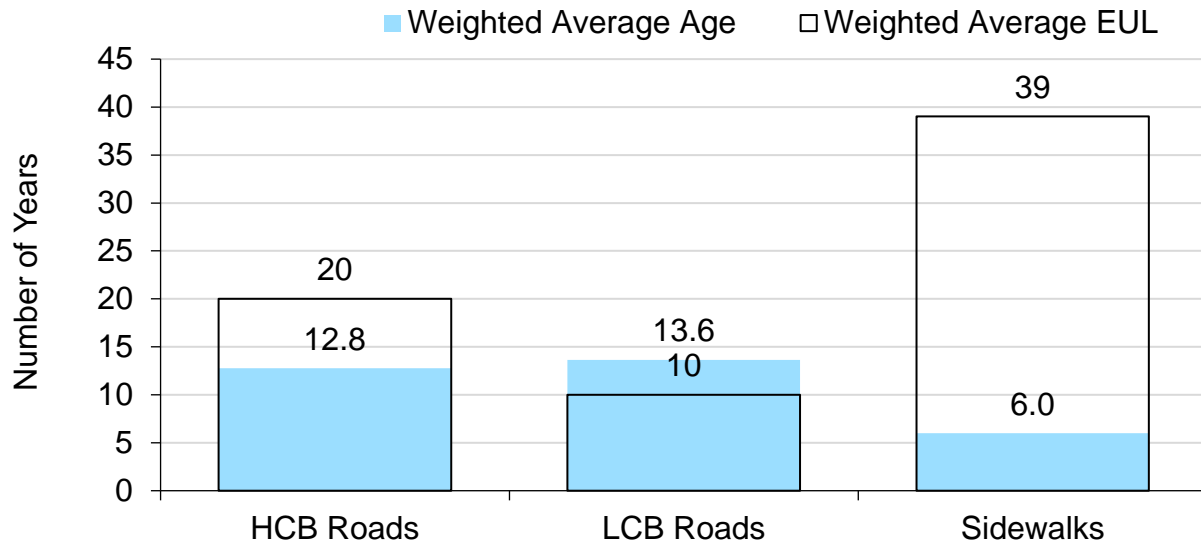
Total Current Replacement Cost: \$6,992,928

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

Asset Condition & Age

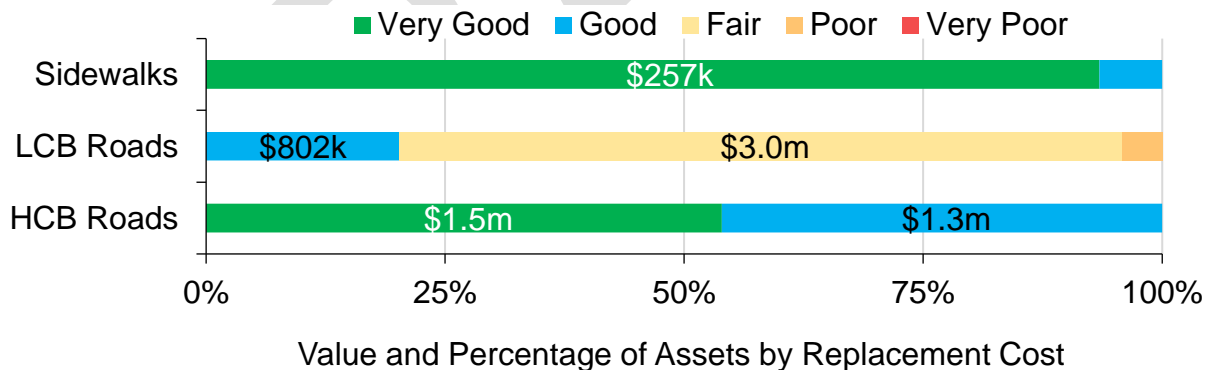
The graph below identifies the current average condition, the average age, and the estimated useful life for each asset segment. The average condition (%) is a weighted value based on replacement cost.

Figure 11 Estimated Useful Life vs Asset Age - Road Network



The graph below visually illustrates the average condition for each asset segment on a very good to very poor scale. The majority of the raved roads are in very good or good condition.

Figure 12 Asset Condition – Road Network: By Segment



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

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

Current Approach to Condition Assessment

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

- A Road Needs Study was completed in 2017 that included a detailed assessment of the condition of each road segment. Roads Needs Studies are completed on a 4-year cycle.
- The Road Needs Study recommendations are monitored and condition scores are updated as roads are assessed.

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

Table 10 Condition Rating Criteria

Condition	Rating
Very Good	80-100
Good	60-80
Fair	40-60
Poor	20-40
Very Poor	0-20

Lifecycle Management Strategy

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

The following lifecycle strategies have been developed as a proactive approach to managing the lifecycle of HCB, LCB, and gravel 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.

Table 11 Current Lifecycle Management Strategies – Paved Roads

Paved Roads (HCB)		
Event Name	Event Class	Event Trigger
Slurry Seal	Rehabilitation	15 Years
Mill and Pave – Single Lift	Rehabilitation	30 Condition
Full Reconstruction	Replacement	45 Years

The following table outlines the Township’s current lifecycle management strategy that are not included in the tables above for HCB roads.

Table 12 Additional Strategies – Paved Roads

Activity Type	Description of Current Strategy
Maintenance	Sweeping is undertaken seasonally to remove winter sand, and grass mowing is performed on a weekly basis.
	Crack sealing may be considered at 5-7 years, based on monitoring the road surface condition.
	Cleaning is a regular maintenance activity.
	Ditching and culvert maintenance is performed on roadways on an as-needed basis.
Preventative Maintenance	The most recent micro-surfacing was completed in 2015 on a 1.3 km stretch of road. The Township is considering expanding this program on select candidates, such as those that are high risk but early in their lifecycle.
	An annual patching program is undertaken in the summer.
Rehabilitation	Mill & Pave activities are completed near the end of road’s life. Generally, a single mill & pave is considered for the majority of the network, but the Township is considering a second event on candidate roads where cost saving opportunities are available.
Replacement	Road needs study is relied upon when determining replacements, as a starting point. However, visual inspection results will reprioritize locations for replacement.

Table 13 Current Lifecycle Management Strategies – Surface Treated Roads

Paved Roads (LCB)		
Event Name	Event Class	Event Trigger
Patching	Preventative Maintenance	Every 1 Year (Repeated 15 times)
Single Surface Treatment	Rehabilitation	Every 6 Years (Repeated 3 times)
Full Reconstruction	Replacement	28 Years

The following table outlines the Township’s current lifecycle management strategy that are not included in the tables above for LCB roads.

Table 14 Activities – Surface Treated Roads

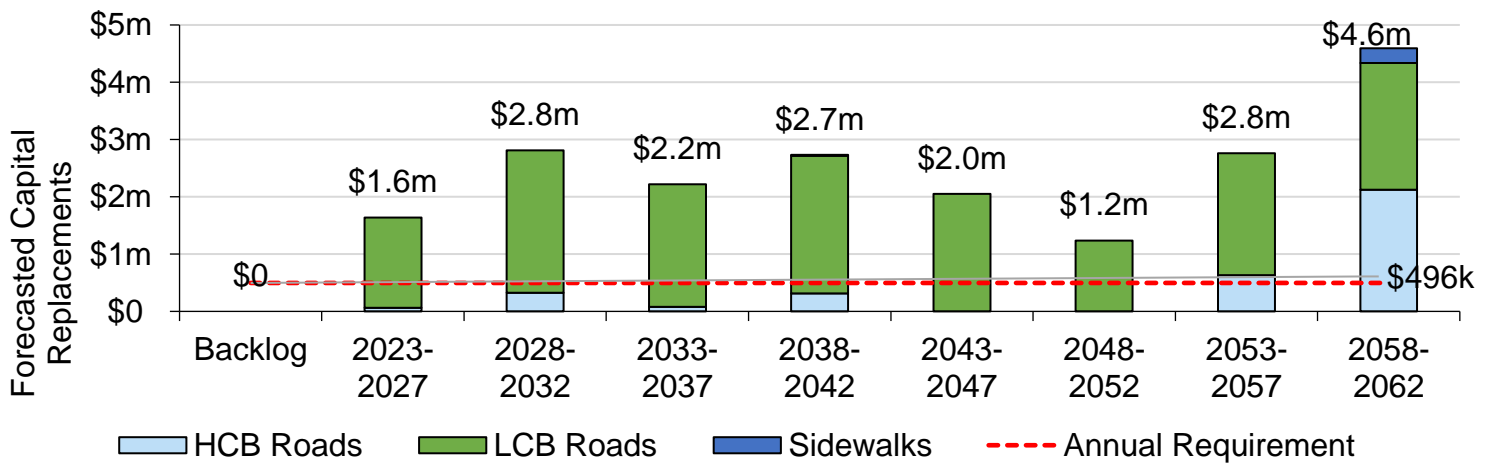
Activity Type	Description of Current Strategy
Maintenance	Ditching is performed on select roads as needed.
	Sweeping is undertaken to remove winter sand and grass mowing are performed routinely each year.
	Culvert maintenance is undertaken on an as-needed basis, generally covering 6 – 8 sections of road each year, or in conjunction with reconstruction activities.
Rehabilitation	Second single coats are considered based on rutting, wheel tracking and subgrade condition, which generally corresponds to 10 years of service life.
	Surface treatment activities are typically a joint venture with the upper tier municipality.
Replacement	Full replacements are made when the asset fails. Replacements are prioritized by road needs study and traffic counts.
	Work is typically planned one year in advance.

Forecasted Capital Requirements

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

The following graph forecasts long-term capital requirements. The annual capital requirement represents the average amount per year that the Township should allocate towards funding rehabilitation and replacement needs. The following graph identifies capital requirements over the next 40 years. This projection is used as it ensures that every asset has gone through one full iteration of replacement. The forecasted requirements are aggregated into 5-year bins and the trend line represents the average 5-year capital requirements. The trend line represents the average 5-year capital requirement of \$496,000; this amount does not account for inflation.

Figure 13 Forecasted Capital Replacement Requirements – Road Network 2023-2062



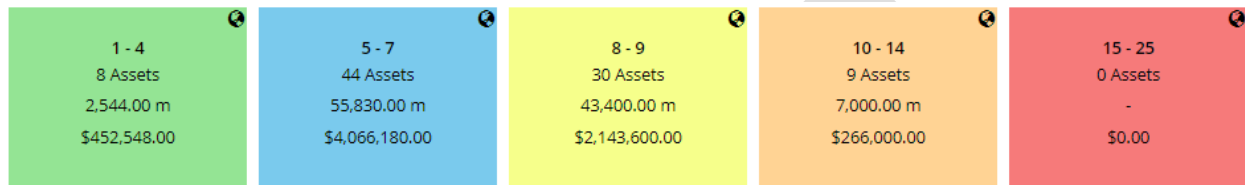
The projected cost of lifecycle activities that will need to be undertaken over the next 10 years to maintain the current level of service can be found in Appendix B

Risk & Criticality

Risk Matrix

The following risk matrix provides a visual representation of the relationship between the probability of failure and the consequence of failure for the assets within this asset category based on 2022 inventory data.

Figure 14 Risk Matrix – Road Network



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

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

Table 15 Identification Criteria for Asset Prioritization

Probability of Failure (POF)	Consequence of Failure (COF)
Condition	Replacement Cost (Financial)
Service Life Remaining	Roadside Environment (Rural, Semi-Urban, Urban)
Bus Route	Road Surface Material (Earth, Gravel, LCB, HCB)
Heavy Truck Traffic	MMS Road Class (1-6)
	AADT
	Bus Route
	Speed Limit

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

Risks to Current Asset Management Strategies

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

Climate Change & Extreme Events



An increase in the frequency and intensity of rain and snowfall events can result in flooding of sections of the road network and additional strains on snow removal efforts. The drainage capacity of the road network is not sufficient to withstand heavy water flow, potentially causing damage to the road base resulting in washouts. Further issues can arise as a result of flooding and poor drainage including accelerated deterioration caused by freeze/thaw cycles. Levels of service expectations have increased, requiring additional road patching and winter maintenance. To improve asset resiliency, Staff should identify problem areas and improve drainage through enhanced lifecycle strategies.

Organizational Knowledge & Capacity



The Township has indicated that staff turnover is a risk. Staff knowledge is lost as staff leave. Standard operating procedures should be developed to preserve knowledge of current staff and to ease onboarding of new staff.

Levels of Service

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

Community Levels of Service

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

Table 16 Ontario Regulation 588/17 Community Levels of Service – Road Network

Service Attribute	Qualitative Description	Current LOS (2022)
Scope	Description, which may include maps, of the road network in the Township and its level of connectivity	See Appendix C
Quality	Description or images that illustrate the different levels of road class pavement condition	<p>The Township completed a Road Management Study in October 2016 in coordination with BRG Project Management & Municipal Specialists. Every road section received a surface condition rating (1-10).</p> <p>(1-5) Road surface exhibits moderate to significant deterioration and requires renewal or full replacement within 1-5 years</p> <p>(6-10) Road surface is in good condition or has been recently re-surfaced. Renewal or reconstruction is not required for 6-10+ years</p>

Technical Levels of Service

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

Table 17 Ontario Regulation 588/17 Technical Levels of Service – Road Network

Service Attribute	Technical Metric	Current LOS (2022)
Scope	Lane-km of arterial roads (MMS classes 1 and 2) per land area (km/km ²)	0
	Lane-km of collector roads (MMS classes 3 and 4) per land area (km/km ²)	0.33
	Lane-km of local roads (MMS classes 5 and 6) per land area (km/km ²)	0.19
Quality	Average pavement condition index for paved roads in the Township	HCB: 76% LCB: 53%
	Average surface condition for unpaved roads in the Township (e.g. excellent, good, fair, poor)	Fair
Performance	Target vs. Actual capital reinvestment rate	7.1% vs 8.1%

Recommendations

Asset Inventory

- The asset inventory should be regularly reviewed to ensure it is up-to-date and an accurate reflection of the assets that are in-service.
- The sidewalk inventory includes several pooled assets that should be broken into discrete segments to allow for detailed planning and analysis.

Condition Assessment Strategies

- The last Roads Needs Study was completed in 2017. The Township should consider recommendations from the Roads Needs Study and the condition scores from manual assessments to guide capital planning.

Lifecycle Management Strategies

- Implement the identified lifecycle management strategies for HCB LCB, and gravel roads to realize potential cost avoidance and maintain a high quality of road pavement condition.
- Evaluate the efficacy of the Township's lifecycle management strategies at regular intervals to determine the impact cost, condition and risk.

Risk Management Strategies

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

Levels of Service

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

DRAFT

5. Bridges & Culverts

Bridges and culverts are essential components of the transportation services offered to the community. The maintenance of all bridges and culverts located on municipal roads falls under the responsibility of public works which aims to keep these structures in satisfactory condition and reduce service interruptions.

The state of the infrastructure for bridges and culverts is summarized in the following table.

Table 18 Replacement Cost for Bridges & Culverts

Replacement Cost	Condition	Financial Capacity	
\$4.2 million	Very Good (82%)	Annual Requirement:	\$98,000
		Funding Available:	\$30,000
		Annual Deficit:	\$68,000

The following core values and level of service statements are a key driving force behind the Township's asset management planning:

Table 19 Level of Service Statements Bridges & Culverts

Service Attribute	Level of Service Statement
Scope	The municipality aims to provide bridges and culverts that are accessible to the entire community with sufficient capacity to meet traffic demands under all weather conditions. The goal is to minimize load restrictions on bridges and culverts throughout the municipality.
Quality	the municipality strives to maintain bridges and culverts in good condition minimizing unplanned service interruptions and closures to ensure reliable transportation infrastructure for the community.

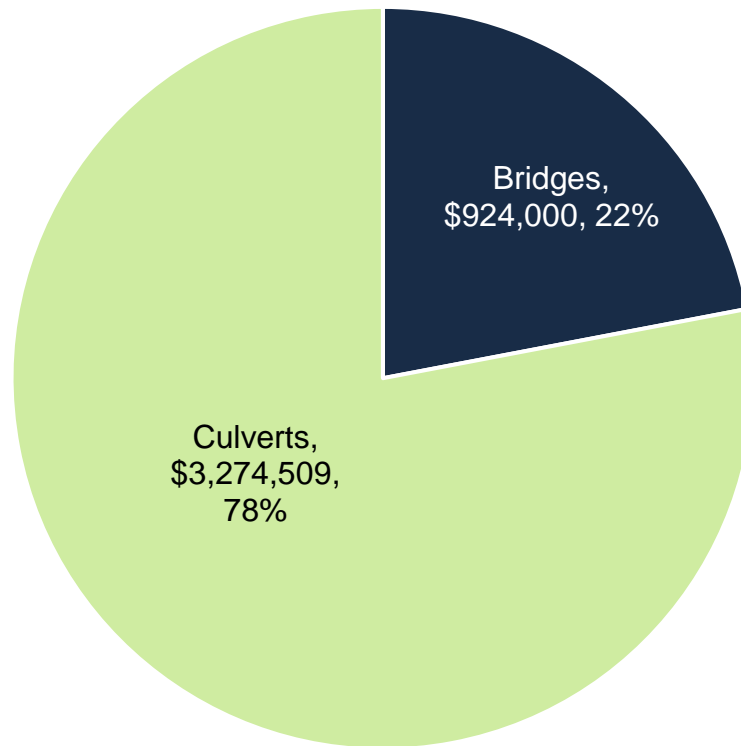
Asset Inventory & Costs

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

Table 20 Asset Inventory – Bridges & Culverts

Asset Segment	Quantity	Replacement Cost	Annual Capital Requirement
Bridges	2	\$924,000	\$18,000
Culverts	9	\$3,275,000	\$79,000
Total		\$4,199,000	\$97,000

Figure 15 Portfolio Valuation - Bridges & Culverts



Total Current Replacement Cost: \$4,198,509

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

Asset Condition & Age

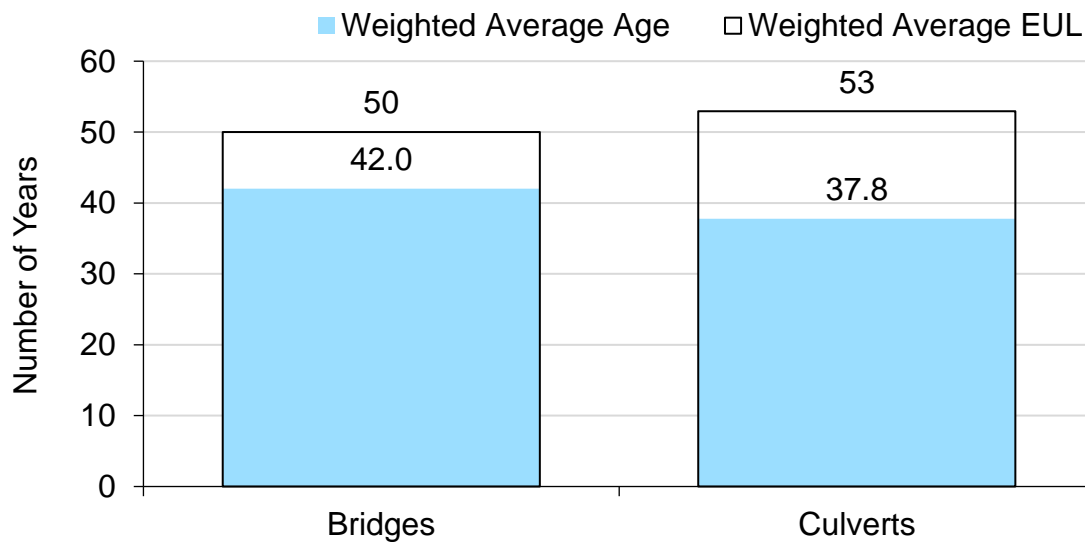
An asset's age profile comprises two key values: estimated useful life (EUL), or design life; and the percentage of EUL consumed. The EUL is the serviceable lifespan of an asset during which it can continue to fulfil its intended purpose and provide value to

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.

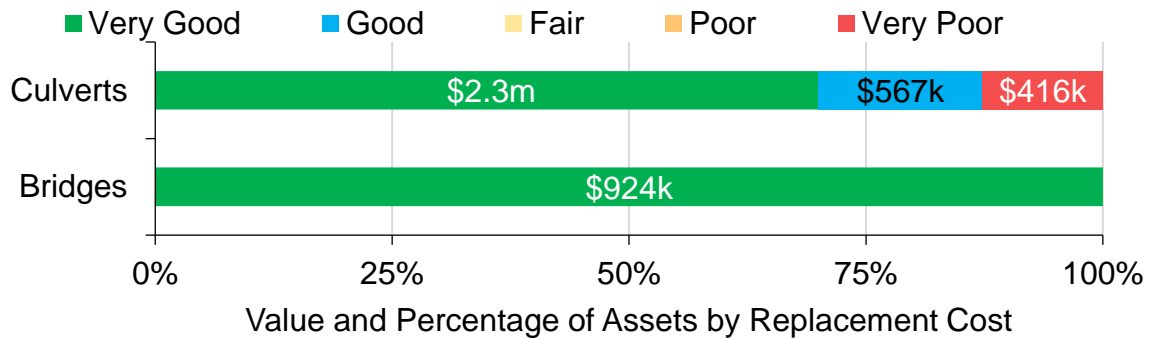
The figure below identifies the current average condition, the average age, and the estimated useful life for each asset segment. The average condition (%) is a weighted value based on replacement cost.

Figure 16 Estimated Useful Life vs. Asset Age – Bridges & Culverts



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

Figure 17 Asset Condition by Segment – Bridges & Culverts:



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

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

Current Approach to Condition Assessment

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

- Condition assessments of all bridges and culverts are completed every 2 years in accordance with the Ontario Structure Inspection Manual (OSIM) by an external contractor

In this AMP, the following rating criteria is used to determine the current condition of bridges and culverts and forecast future capital requirements:

Table 21 Condition Rating Criteria - Bridges & Culverts

Condition	Rating
Very Good	80-100
Good	60-80
Fair	40-60
Poor	20-40
Very Poor	0-20

Lifecycle Management Strategy

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

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

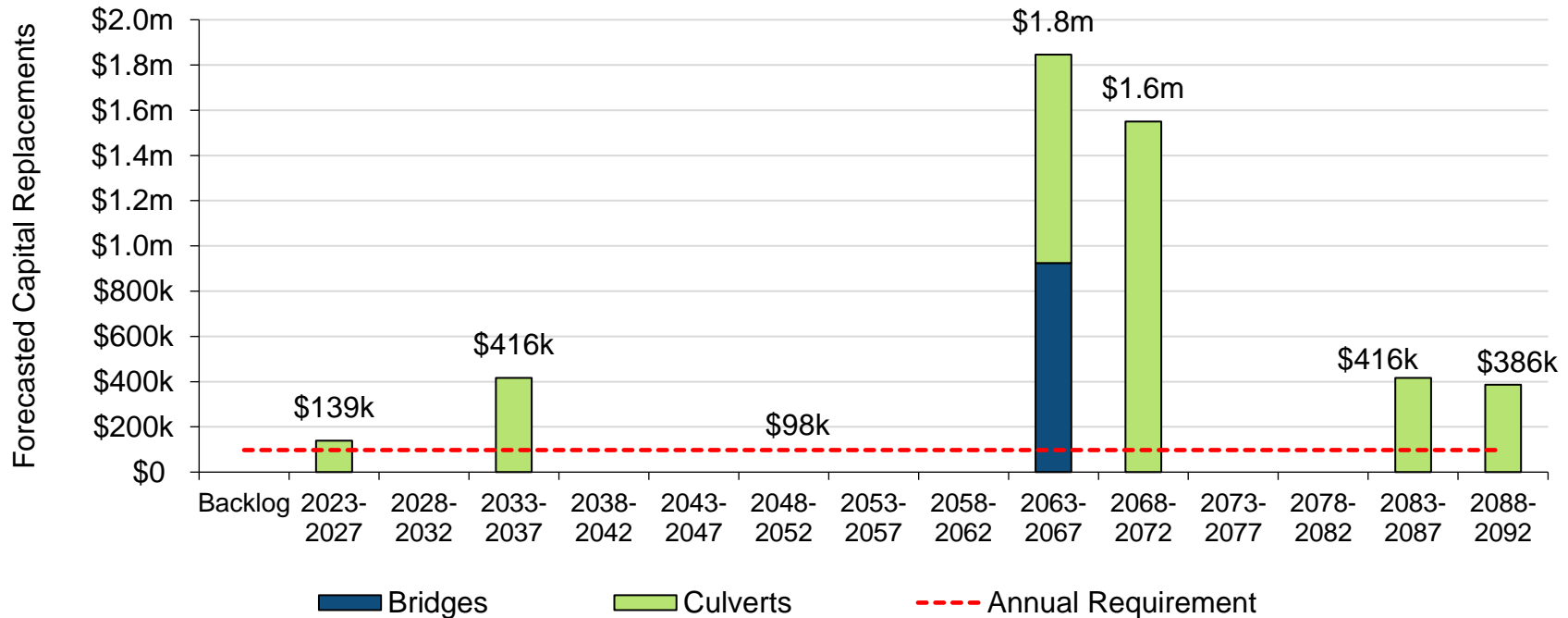
Table 22 Current Lifecycle Management Strategies – Bridges and Culverts

Activity Type	Description of Current Strategy
Maintenance/ Rehabilitation/ Replacement	All lifecycle activities are driven by the results of mandated structural inspections completed according to the Ontario Structure Inspection Manual (OSIM)
	Recommendations for detailed inspection by the OSIM report are generally accepted and budgeted in upcoming years.
	Smaller culverts (non-structural) work is typically done in conjunction to regular road work.
	Sweeping, mowing, tree brushing around culverts and general maintenance are completed annually.
	OSIM major repairs and replacements recommendations are tiered by staff based on requiring immediate (< 2 years) attention, recommended work in 3-5 years, and recommended work in 5-10 years.
	Whenever possible, major rehabilitative and replacement events are staggered to reduce dramatic increases in costs.
	Replacement prioritization is generally based on OSIM recommendations; however, traffic counts are taken into consideration as well.
Inspection	The most recent inspection report was completed in 2022 by GHD, however the previous report from 2020 was used for this report.

Forecasted Capital Requirements

The following graph forecasts long-term capital requirements. The annual capital requirement represents the average amount per year that the Township should allocate towards funding rehabilitation and replacement needs. The following graph identifies capital requirements over the next 65 years. This projection is used as it ensures that every asset has gone through one full iteration of replacement. The forecasted requirements are aggregated into 5-year bins and the trend line represents the average 5-year capital requirements. The trend line represents the average 5-year capital requirement of \$98k; this amount does not account for inflation.

Figure 18 Forecasted Capital Replacement Requirements – Bridges and Culverts 2023-2092



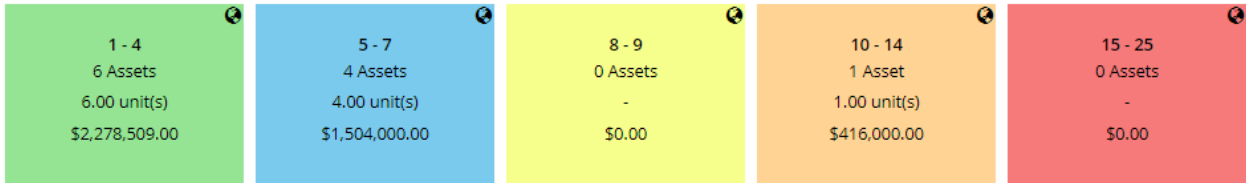
The projected cost of lifecycle activities that will need to be undertaken over the next 10 years to maintain the current level of service can be found in Appendix B.

Risk & Criticality

Risk Matrix

The following risk matrix provides a visual representation of the relationship between the probability of failure and the consequence of failure for the assets within this asset category based on 2022 inventory data.

Figure 19 Risk Matrix - Bridges and Culverts



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

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

Table 23 Probability and Consequence of Failure Attributes

Probability of Failure (POF)	Consequence of Failure (COF)
Condition	Replacement Cost (Financial)
Service Life Remaining	Recommended work (O&M, Rehabilitate, Replace)
	Detour Distance
	AADT
	Main Deficiency

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

Risks to Current Asset Management Strategies

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

Climate Change & Extreme Events



Flooding and extreme weather causes damage to multiple components of the Municipality's bridges including the deck, superstructure, substructure, and approaches. The increased frequency and intensity of precipitation events are likely to increase the water flow which can lead to deterioration of bridge components. Staff should identify and monitor affected bridges and culverts. The Municipality also should prioritize infrastructure maintenance, rehabilitation, and replacement based on susceptibility to climate impacts.

Levels of Service

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

Community Levels of Service

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

Table 24 Ontario Regulation 588/17 Community Levels of Service – Bridges & Culverts

Service Attribute	Qualitative Description	Current LOS (2022)
Scope	Description of the traffic that is supported by municipal bridges (e.g. heavy transport vehicles, motor vehicles, emergency vehicles, pedestrians, cyclists)	The township's bridges and structural culverts are integral to the municipal transportation network. They are designed and maintained to accommodate a wide range of vehicles including passenger cars heavy transport vehicles and emergency vehicles. The structures also support active transportation allowing for safe passage of pedestrian and cyclist the Township aims to minimize loading or dimensional restrictions on its bridges and culverts to ensure unrestricted access for all types of traffic across the municipality.
Quality	Description or images of the condition of bridges and culverts and how this would affect use of the bridges and culverts	See Appendix C

Technical Levels of Service

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

Table 25 Ontario Regulation 588/17 Technical Levels of Service – Bridges & Culverts

Service Attribute	Technical Metric	Current LOS (2022)
Scope	% of bridges in the Township with loading or dimensional restrictions	0%
Quality	Average bridge condition index value for bridges in the Township	87
	Average bridge condition index value for structural culverts in the Township	81
Performance	Target vs. Actual capital reinvestment rate	2.3% vs 0.7%

Recommendations

Data Review/Validation

- The bridges inventory does not include componentized assets. Each bridge is pooled under a single asset record. Bridges consist of several separate capital components – such as abutments, a deck, guiderails, and piles – that have unique estimated useful lives and require asset-specific lifecycle strategies. Staff should work towards a component-based inventory of all bridges to allow for component-based lifecycle planning.
- Continue to review and validate inventory data, assessed condition data, and replacement costs for all bridges and structural culverts upon the completion of OSIM inspections every 2 years.

Condition Assessment Strategies

- PSD recommends that the Township continue to complete regular inspections according to the Ontario Structural Inspections Manual. As completed, all condition assessments should be uploaded into the asset inventory to drive forward asset management planning and forecasting activities.

Lifecycle Management Strategies

- This AMP only includes capital costs associated with the reconstruction of bridges and culverts. The Township should work towards identifying projected capital rehabilitation and renewal costs for bridges and culverts and integrating these costs into long-term planning.

Risk Management Strategies

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

Levels of Service

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

6. Buildings

The Township of Douro-Dummer owns and maintains several buildings that provide key services to the community. These include:

- Fire buildings
- General government buildings
- Library buildings
- Parks & recreation buildings
- Public works buildings

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

Table 26 Replacement Cost for Buildings

Replacement Cost	Condition	Financial Capacity	
\$38.6 million	Poor (22%)	Annual Requirement:	\$1,391,000
		Funding Available:	\$431,000
		Annual Deficit:	\$960,000

The following core values and level of service statements are a key driving force behind the Township's asset management planning:

Table 27 Level of Service Statements for Buildings

Service Attribute	Level of Service Statement
Scope	The building services are designed to be conveniently accessible to the entire community ensuring that they can meet the needs of various users including residents, businesses and visitors under all weather conditions.
Quality	The buildings are maintained in good condition with efforts focusing on minimizing unplanned service interruptions and ensuring that they remain safe and functional for all users

Asset Inventory & Costs

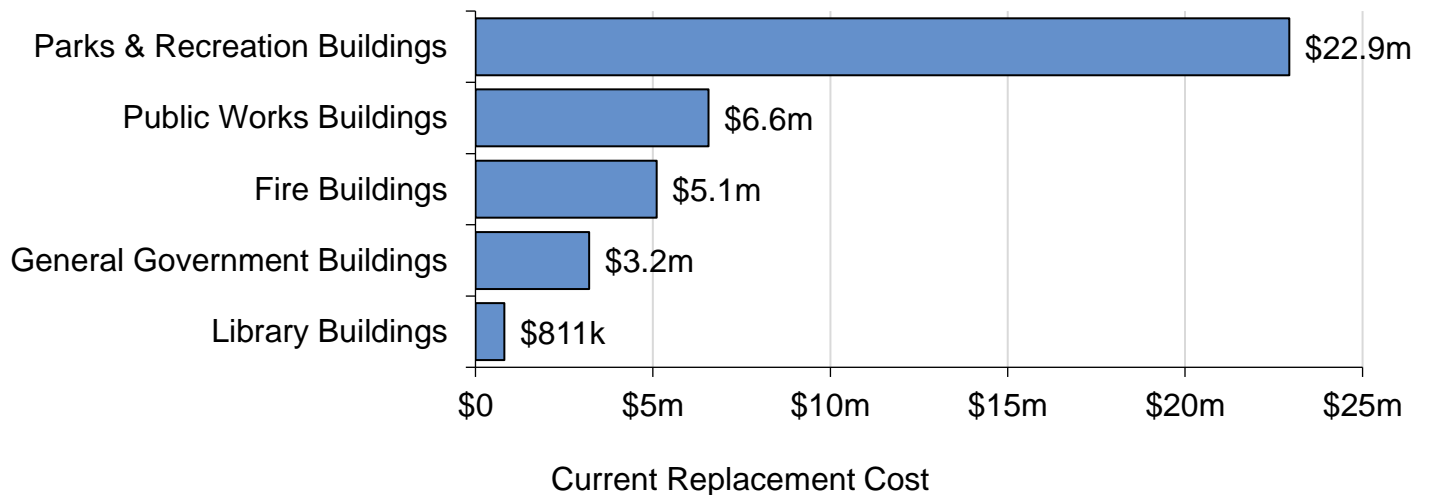
The table below includes the quantity, total replacement cost and annual capital requirements of each asset segment in the Township's buildings inventory.

Table 28 Asset Inventory – Buildings

Asset Segment	Quantity Components (# of Bldgs)	Replacement Cost	Annual Capital Requirement
Fire Buildings	19 (5)	\$5,103,000	\$181,000
General Government Buildings	23 (3)	\$3,204,000	\$105,000
Library Buildings	9 (1)	\$811,000	\$29,000
Parks & Recreation Buildings	42 (6)	\$22,935,000	\$901,000
Public Works Buildings	17 (5)	\$6,570,000	\$176,000
Total		\$38,623,000	\$1,392,000

Figure 20 Portfolio Valuation – Buildings

Total Current Replacement Cost: \$38,623,132

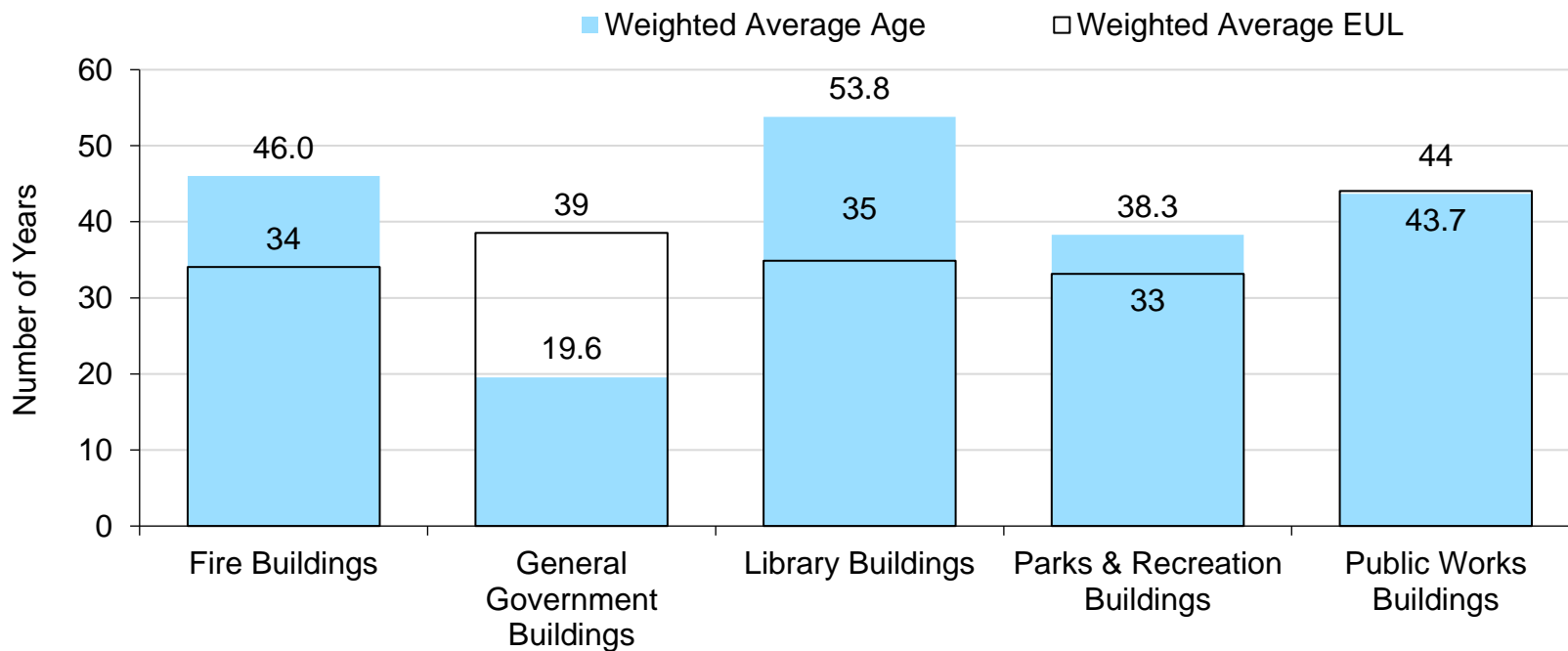


Each asset's replacement cost should be reviewed periodically to determine whether adjustments are needed to more accurately represent realistic capital requirements.

Asset Condition & Age

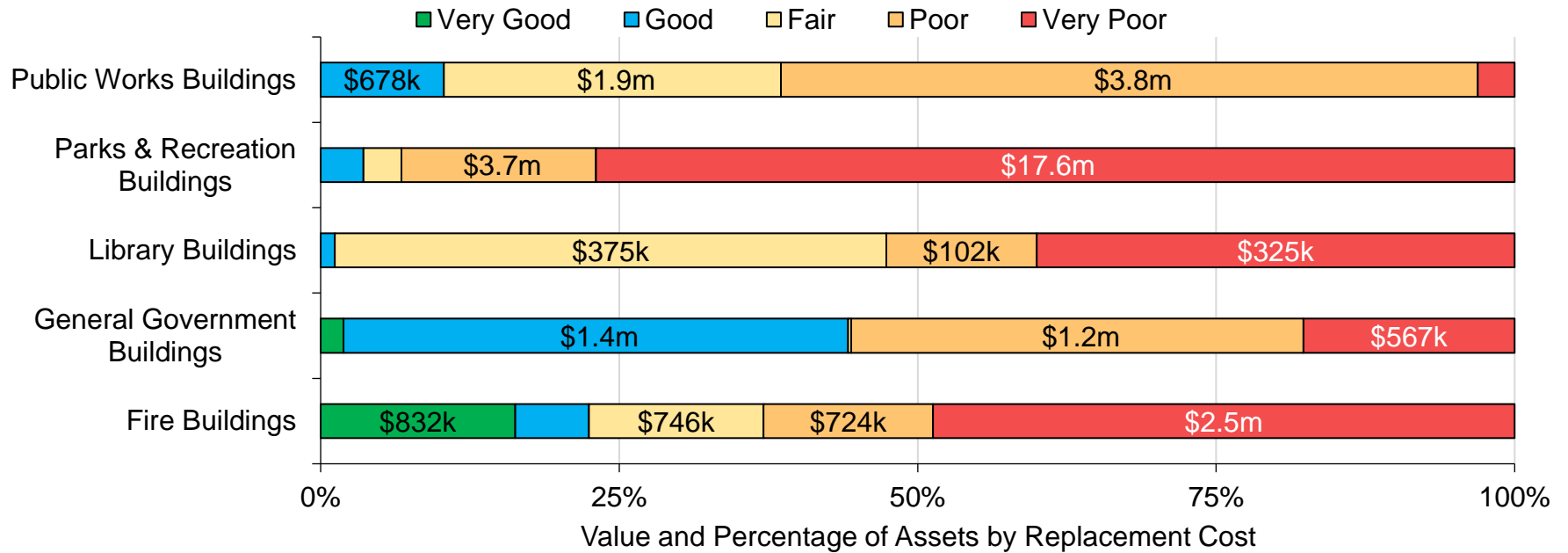
The table below identifies the current average condition, the average age, and the estimated useful life for each asset segment. The average condition (%) is a weighted value based on replacement cost.

Figure 21 Estimated Useful Life vs Asset Age - Buildings



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

Figure 22 Asset Condition – Buildings



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

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

Current Approach to Condition Assessment

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

- The Township does not have a formal condition assessment program in place to assess the condition of the buildings.
- The Township indicated that a formal building condition assessment is in progress and will be utilized to prioritize future projects.

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

Table 29 Condition Rating Criteria - Buildings

Condition	Rating
Very Good	80-100
Good	60-80
Fair	40-60
Poor	20-40
Very Poor	0-20

Lifecycle Management Strategy

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

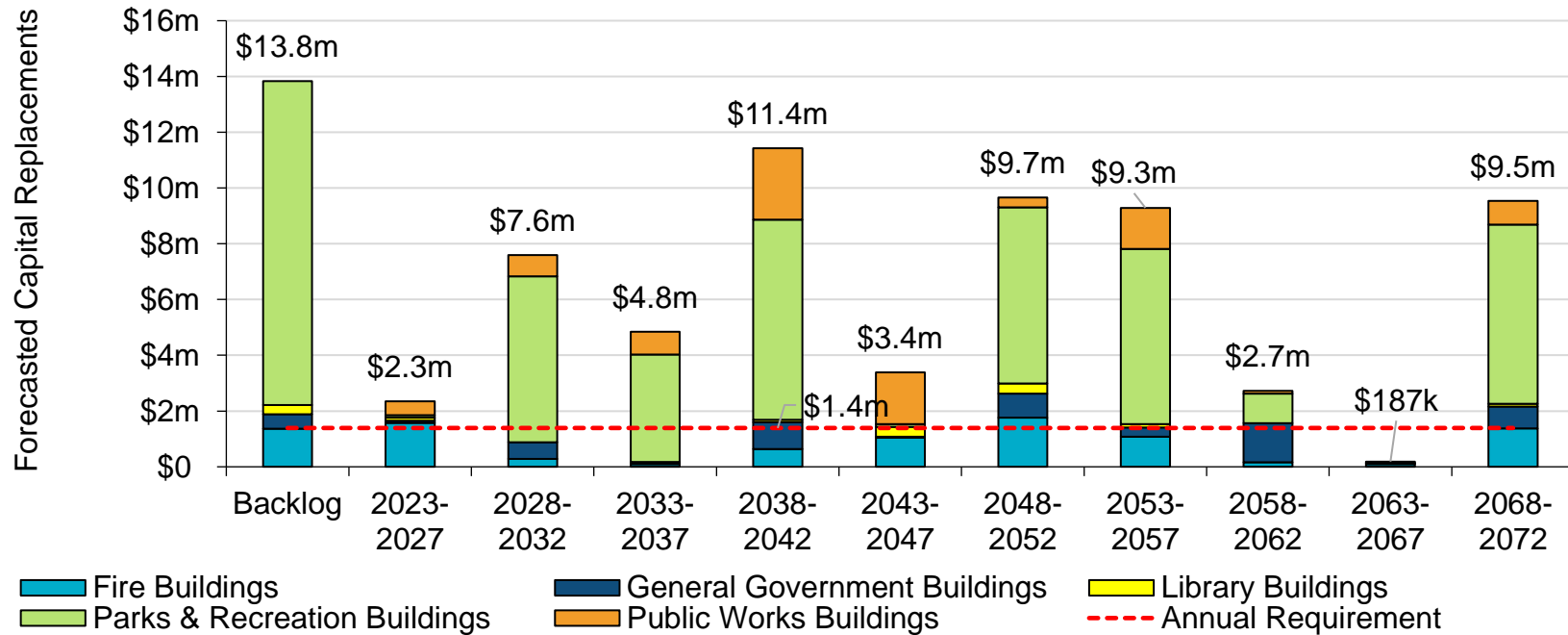
Table 30 Current Lifecycle Management Strategies - Buildings

Activity Type	Description of Current Strategy
Maintenance/ Rehabilitation	<p>The Township's Building Chief does an annual building walkthrough each year.</p>
	<p>Additional internal inspections are undertaken by department on an as-needed basis:</p>
	<p>Fire Halls are inspected for health and safety issues monthly, which are compiled to a list. Cleaning and sanitation are continually undertaken because of the recent COVID safety protocols.</p>
	<p>Parks facilities have minor maintenance and painting done internally as needed. Daily plant readings are also performed.</p>
	<p>Public Works facilities are subject to monthly health and safety inspections and continual cleaning.</p>
	<p>Libraries are walked through monthly for health and safety compliance.</p>
	<p>Cleaning is a regular maintenance activity. The Covid-19 pandemic increased this activity.</p>
	<p>HVAC and duct cleaning are performed. Furnaces and air handlers are serviced externally on an annual basis.</p>
	<p>Repainting and plumbing are mainly done in-house when possible.</p>
	<p>The Electrical Safety Authority (ESA) performs annual electrical safety inspections for buildings.</p>
Replacement	<p>Assessments are completed strategically as buildings approach their end-of-life to determine whether replacement or rehabilitation is a more appropriate treatment option.</p>
	<p>Building management is primarily reactive right now.</p>
	<p>Part of the 2019 buildings assessment included considerations for space needs, repurposing, and expansion for several buildings.</p>

Forecasted Capital Requirements

The following graph forecasts long-term capital requirements. The annual capital requirement represents the average amount per year that the Township should allocate towards funding rehabilitation and replacement needs. The following graph identifies capital requirements over the next 50 years. This projection is used as it ensures that every asset has gone through one full iteration of replacement. The forecasted requirements are aggregated into 5-year bins and the trend line represents the average 5-year capital requirements. The trend line represents the average 5-year capital requirement of \$1.4 million; this amount does not account for inflation.

Figure 23 Forecasted Capital Replacement Requirements – Buildings 2023-2072



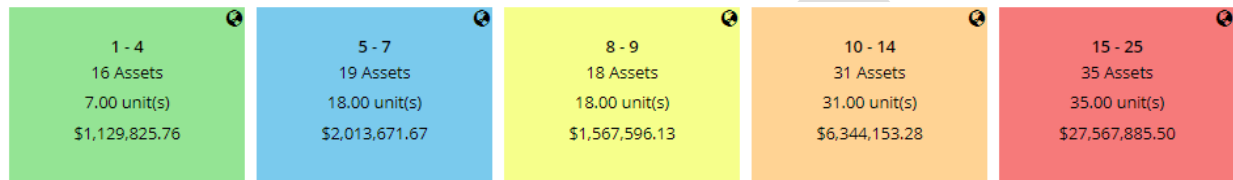
The projected cost of lifecycle activities that will need to be undertaken over the next 10 years to maintain the current level of service can be found in Appendix B

Risk & Criticality

Risk Matrix

The following risk matrix provides a visual representation of the relationship between the probability of failure and the consequence of failure for the buildings assets within this asset category based on 2022 inventory data.

Figure 24 Risk Matrix- Buildings



This is a high-level model developed for the purposes of this AMP and Township staff should review and adjust the risk model to reflect an evolving understanding of both the probability and consequences of asset failure. The asset-specific attributes that municipal staff utilize to define and prioritize the criticality of buildings are documented below:

Table 31 Probability and Consequence of Failure Attributes - Buildings

Probability of Failure (POF)	Consequence of Failure (COF)
Condition	Replacement Cost (Financial)
	Regulatory Requirements
	Department

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

Risks to Current Asset Management Strategies

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

Asset Data, Capital Funding and Regulations



About 31% of condition data is assessed and the remaining 69% is age-based condition which may not be accurate. Overall, 80% of building assets are in poor or very poor condition. Buildings make up 57% of the Township's overall portfolio value. The Township cannot contribute sufficient capital funding towards building repairs and retrofits. Older buildings need to be brought up to code, and all buildings will need to comply with AODA, which requires additional capital. The Township is reliant on grant funding for, however there are limited grants opportunities available.

Community Expectations & Growth



Demographics of the community are changing as more people are moving in from urban centres and have higher levels of service expectations for buildings and amenities. Staff should continue to monitor demographic changes and work towards developing proposed levels of service with input from public surveys.

Climate Change & Extreme Weather



Recreation centres and arenas need to operate differently due to warmer weather. More frequent extreme weather events such as storms can impact the condition of building components and should be considered when prioritizing projects and capital planning.

Levels of Service

The following tables identify the Township's current level of service for buildings. These metrics include the technical and community level of service metrics that the Township has selected for this AMP.

Community Levels of Service

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

Table 32 Ontario Regulation 588/17 Community Levels of Service – Buildings

Service Attribute	Qualitative Description	Current LOS (2022)
Sustainable and Affordable	Description of lifecycle activities performed on municipal buildings	See Section 6.3

Technical Levels of Service

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

Table 33 Ontario Regulation 588/17 Technical Levels of Service – Buildings

Service Attribute	Technical Metric	Current LOS (2022)
Sustainable and Affordable	Target vs. Actual capital reinvestment rate	3.6% vs 1.1%
	% of buildings in poor or very poor condition	80

Recommendations

Asset Inventory

- The Township has indicated that a building condition assessment is in progress. As the building condition assessment is complete, asset data should be updated and maintained. Accurate asset data is important for capital planning. Component-based lifecycle planning should be prioritized.
- Incorporation of the new fire hall into the building asset inventory, ensuring that adequate funding and life cycle management strategies are in place to support this significant addition to the Township's infrastructure.

Replacement Costs

- Gather accurate replacement costs and update on a regular basis to ensure the accuracy of capital projections.

Condition Assessment Strategies

- The buildings category makes up 61% of the Township's total asset inventory portfolio. About 31% of the buildings inventory have an assessed condition. The Township should implement regular condition assessments for all buildings to better inform short- and long-term capital requirements.

Lifecycle Management Strategies

- Develop a 5–10 year proactive facilities replacement/rehabilitation plan, utilizing existing inspection information.

Risk Management Strategies

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

Levels of Service

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

7. Vehicles

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

- Fire rescue vehicles to provide emergency services
- Parks & recreation vehicles
- Public works vehicles

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

Table 34 Replacement Cost for Vehicles

Replacement Cost	Condition	Financial Capacity	
\$7.4 million	Good (65%)	Annual Requirement:	\$522,000
		Funding Available:	\$162,000
		Annual Deficit:	\$360,000

The following core values and level of service statements are a key driving force behind the Township's asset management planning:

Table 35 Level of Service Statements for Vehicles

Service Attribute	Level of Service Statement
Scope	The Township maintains a fleet of vehicles that are sufficient in size and variety to meet operational demands across all departments. Vehicles are strategically deployed to ensure timely and efficient service delivery throughout the community under various weather conditions and operational requirements.
Quality	the municipal vehicle fleet is maintained in good working condition through regular inspections, preventative maintenance and timely repairs. This approach aims to minimize unplanned service interruptions insure vehicle reliability and maximize the fleets operational readiness to support municipal services.

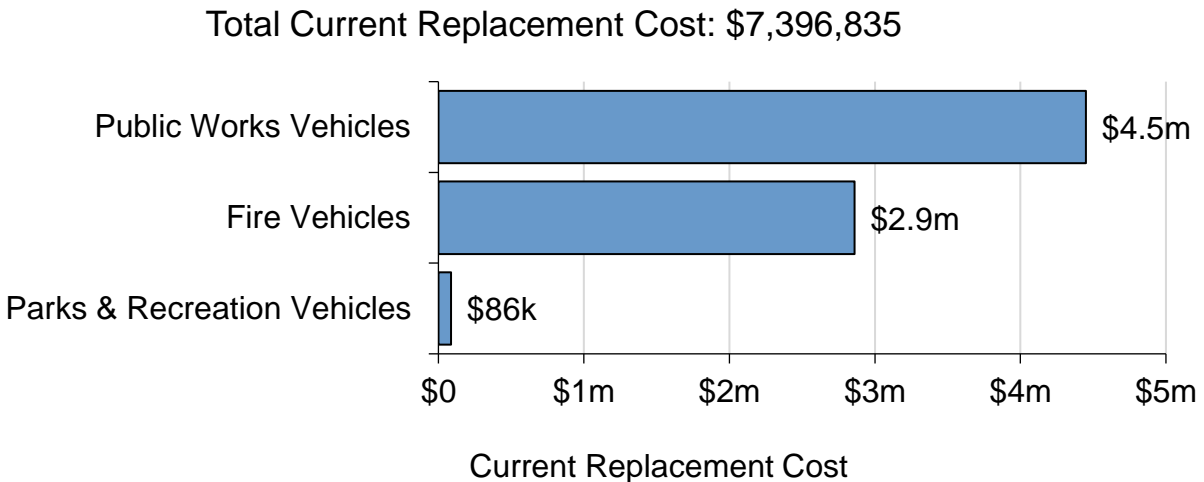
Asset Inventory & Costs

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

Table 36 Detailed Asset Inventory – Vehicles

Asset Segment	Quantity	Total Replacement Cost	Annual Capital Requirement
Fire Vehicles	18	\$2,860,000	\$151,000
Parks & Recreation Vehicles	2	\$86,000	\$6,000
Public Works Vehicles	21	\$4,451,000	\$365,000
Total		\$7,397,000	\$522,000

Figure 25 Portfolio Valuation – Vehicles

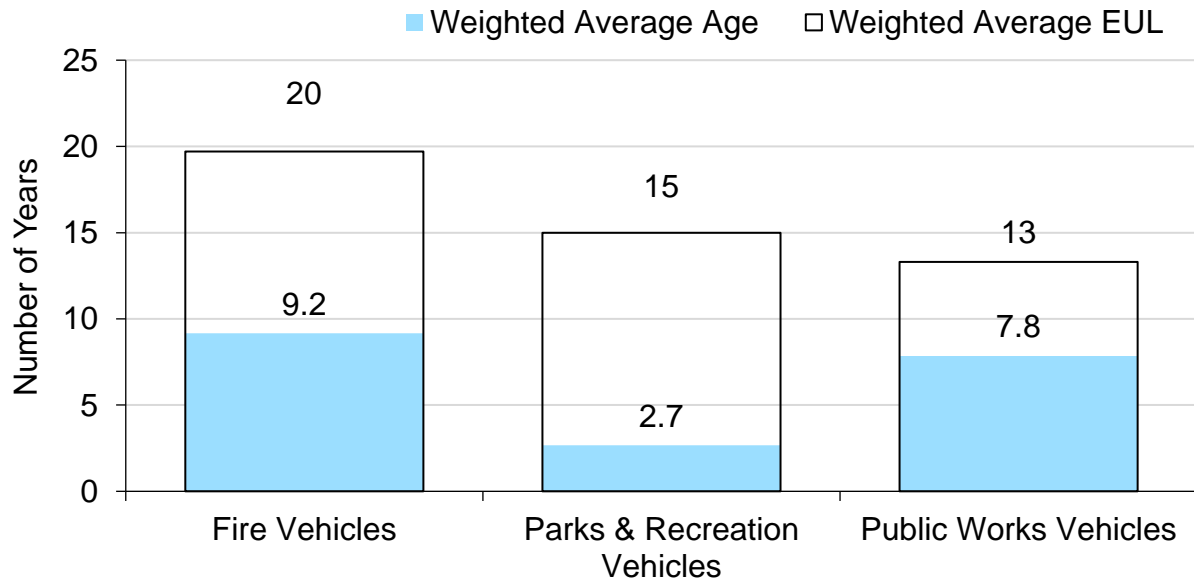


Each asset's replacement cost should be reviewed periodically to determine whether adjustments are needed to more accurately represent realistic capital requirements.

Asset Condition & Age

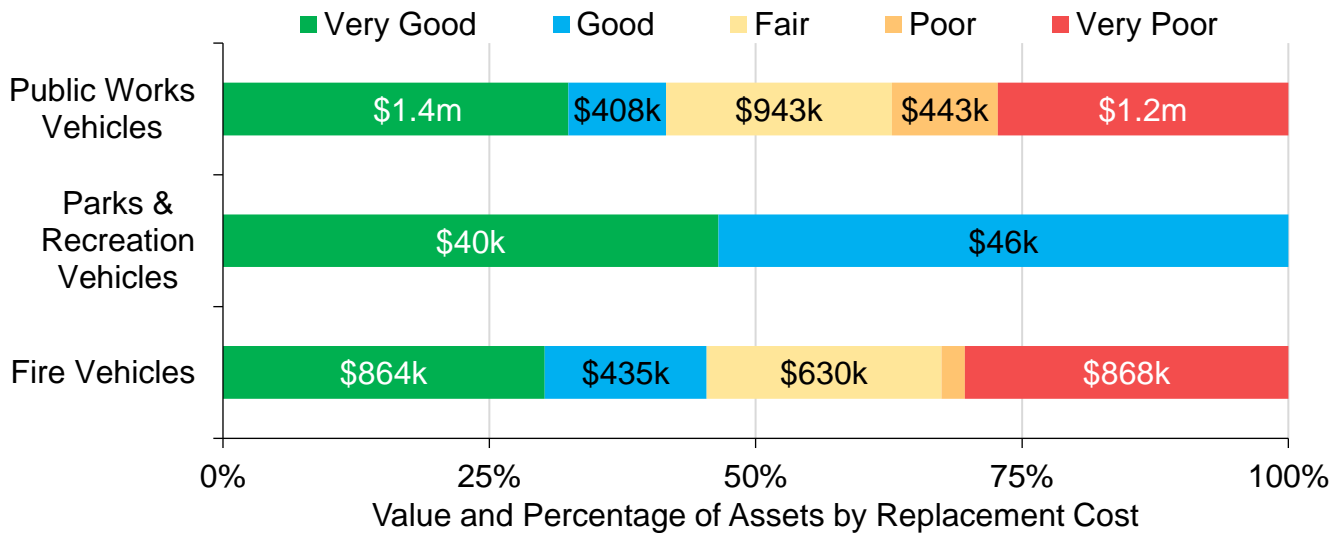
The table below identifies the current average condition and source of available condition data for each asset segment. The average condition (%) is a weighted value based on replacement cost.

Figure 26 Estimated Useful Life vs Asset Age - Vehicles



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

Figure 27 Asset Condition By Segment – Vehicles



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

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

Current Approach to Condition Assessment

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

- Staff complete regular visual inspections of vehicles to ensure they are in state of adequate repair prior to operation.
- Annual safety checks are completed externally.

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

Table 37 Condition Rating Criteria - Vehicles

Condition	Rating
Very Good	80-100
Good	60-80
Fair	40-60
Poor	20-40
Very Poor	0-20

Lifecycle Management Strategy

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

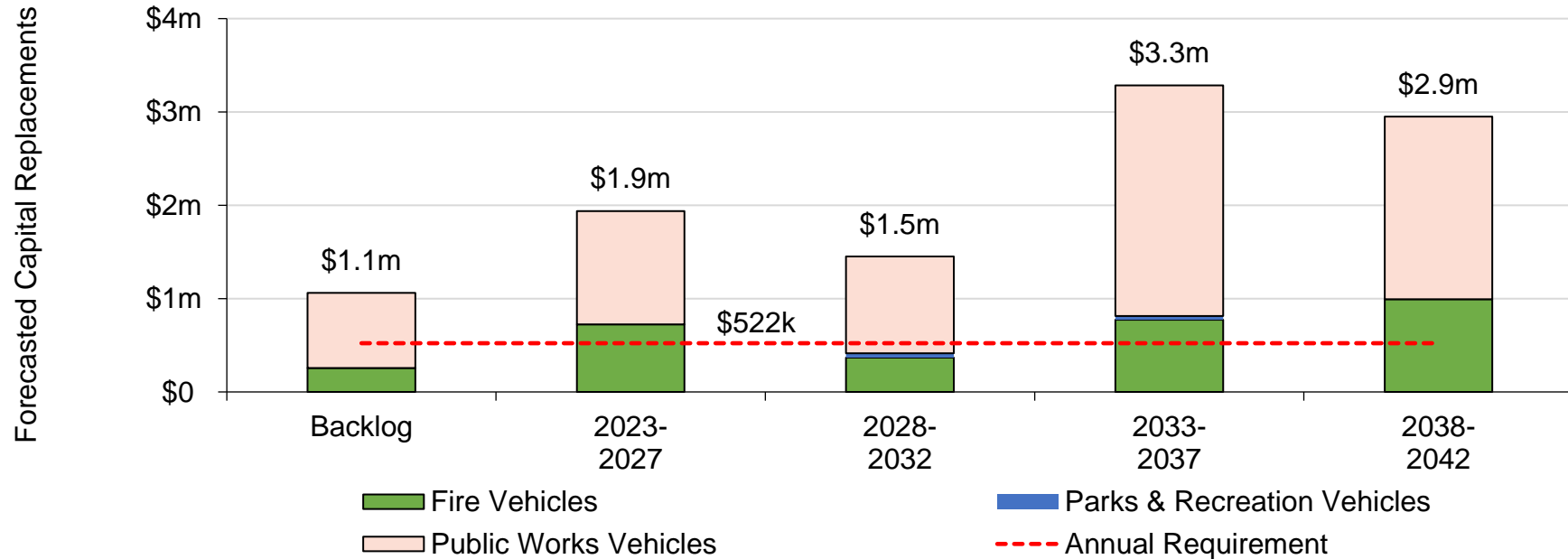
Table 38 Current Lifecycle Management Strategies – Vehicles

Activity Type	Description of Current Strategy
Maintenance/ Rehabilitation	Every pumper has an external inspection and pump performance test on an annual basis for certification. Routine maintenance, oil change, and safety inspections are completed.
	Boats have a Spring and Fall inspection. Visual inspection, oil levels, safety checks, and other routine maintenance are as needed or monthly during seasonal use. No formal planning horizon or rehabilitative events have been identified.
	Commercial Vehicle Operator’s Registration (CVOR) is completed every Spring. Oil changes occur when required, mileage is typically used an indicator.
	The annual CVOR related inspections are done by an external mechanic. During the inspection, the mechanic informs and suggests component replacements, such as tire changes.
	Non-CVOR vehicles have routine oil changes based on mileage (6000-8000km). A mechanic completes a 50-point inspection during this time and recommends any needed changes to brakes, tires, etc.
	Warranty has been used to cover issues with a grader engine in the past.
Replacement	Trucks are replaced every 10 years.
	Graders are replaced every 20 years.
	Pumpers and tankers are expected to be replaced at 20 years, and is affected by insurance ratings.
	Rescues are set to be replaced every 15 years.
	Condition and budget are the main considerations when prioritizing replacements. Consistent and known mechanical issues are also factored in as well.

Forecasted Capital Requirements

The following graph forecasts long-term capital requirements. The annual capital requirement represents the average amount per year that the Township should allocate towards funding rehabilitation and replacement needs. The following graph identifies capital requirements over the next 20 years. This projection is used as it ensures that every asset has gone through one full iteration of replacement. The forecasted requirements are aggregated into 5-year bins and the trend line represents the average 5-year capital requirements. The trend line represents the average 5-year capital requirement of \$522k; this amount does not account for inflation.

Figure 28 Forecasted Capital Replacement Requirements – Vehicles 2023-2042



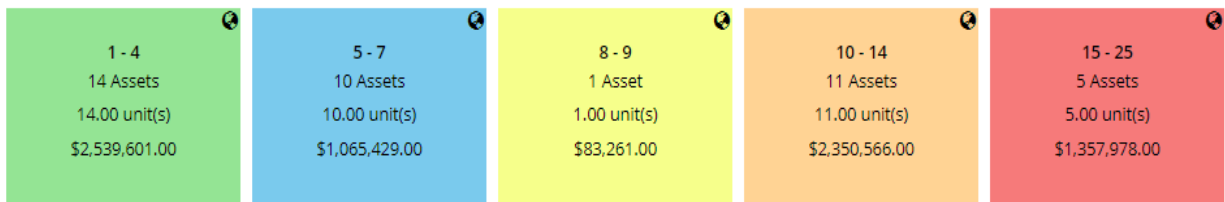
The projected cost of lifecycle activities that will need to be undertaken over the next 10 years to maintain the current level of service can be found in Appendix B

Risk & Criticality

Risk Matrix

The following risk matrix provides a visual representation of the relationship between the probability of failure and the consequence of failure for the vehicle assets within this category based on 2022 inventory data.

Figure 29 Risk Matrix – Vehicles



This is a high-level model developed for the purposes of this AMP and Township staff should review and adjust the risk model to reflect an evolving understanding of both the probability and consequences of asset failure. The asset-specific attributes that municipal staff utilize to define and prioritize the criticality of vehicles are documented below:

Table 39 Probability and Consequence of Failure Attributes

Probability of Failure (POF)	Consequence of Failure (COF)
Condition	Replacement Cost (Financial)
	Vehicle Weight (Light, medium, heavy duty)
	Segment

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

Risks to Current Asset Management Strategies

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

Organizational Knowledge



There is inconsistency in staff knowledge in operating vehicles. Newer staff do not have the knowledge and training provided necessary to operate every vehicle. As experienced employees retire, the lack of standardized training programs can leave the Township vulnerable since some vehicles require specialized training to operate. Standard operating procedures should be developed to preserve knowledge of current staff and to ease onboarding of new staff.

Levels of Service

The following tables identify the Township's current level of service for vehicles. These metrics include the technical and community level of service metrics that the Township has selected for this AMP.

Community Levels of Service

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

Table 40 Ontario Regulation 588/17 Community Levels of Service - Vehicles

Service Attribute	Qualitative Description	Current LOS (2022)
Sustainable and Affordable	Description of lifecycle activities performed on vehicles	See Section 7.3

Technical Levels of Service

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

Table 41 Ontario Regulation 588/17 Technical Levels of Service – Vehicles

Service Attribute	Technical Metric	Current LOS (2022)
Sustainable and Affordable	Target vs. Actual capital reinvestment rate	7.1% vs 2.2%
	% of vehicles in poor or very poor condition	35

Recommendations

Replacement Costs

- Gather accurate replacement costs and update on a regular basis to ensure the accuracy of capital projections.

Condition Assessment Strategies

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

Lifecycle Management Strategies

- Undertake an annual review of all fleet assets to determine and update the replacement schedule. Vehicle age, kilometers and annual repair costs should be taken into consideration when determining appropriate replacement options.
- Warranty information and maintenance records should be maintained in an easily accessible database or ledger to ensure that information is available to both operators and those responsible for determining lifecycle event schedules.

Risk Management Strategies

- Implement risk-based decision-making as part of asset management planning and budgeting processes. This should include the regular review of high-risk assets to determine appropriate risk mitigation strategies.
- Review risk models on a regular basis and adjust according to an evolving understanding of the probability and consequences of asset failure.
- Develop a standard training program to effectively onboard new staff on operating different vehicle types.

Levels of Service

- Continue to measure current levels of service in accordance with the metrics identified in O. Reg. 588/17 and those metrics that the Township believes to provide meaningful and reliable inputs into asset management planning.

- Work towards identifying proposed levels of service as per O. Reg. 588/17 and identify the strategies that are required to close any gaps between current and proposed levels of service.

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8. Machinery & Equipment

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

- Fire equipment to support the delivery of emergency services
- Library equipment
- Office equipment to support services for buildings
- Parks & recreation equipment to support recreational services
- Public works equipment
- Water equipment for water treatment storage and systems

The state of the infrastructure for the machinery and equipment is summarized in the following table.

Table 42 Replacement Cost for Machinery and Equipment

Replacement Cost	Condition	Financial Capacity	
\$4.7 million	Fair (47%)	Annual Requirement:	\$324,000
		Funding Available:	\$100,000
		Annual Deficit:	\$224,000

The following core values and level of service statements are a key driving force behind the Township's asset management planning:

Table 43 Level of Service Statements - Machinery and Equipment

Service Attribute	Level of Service Statement
Scope	The municipality maintains a diverse and sufficient inventory of machinery and equipment to support various municipal operations and service delivery needs. The machinery and equipment are strategically deployed to ensure an efficient and timely service across the community with the capacity to meet operational demands under various conditions.
Quality	The municipal machinery and equipment fleet is maintained in good working condition through regular inspections preventative maintenance, and timely repairs this approach aims to minimize unplanned service interruptions, ensure equipment reliability, and maximize operational readiness and support continuous and effective municipal services.

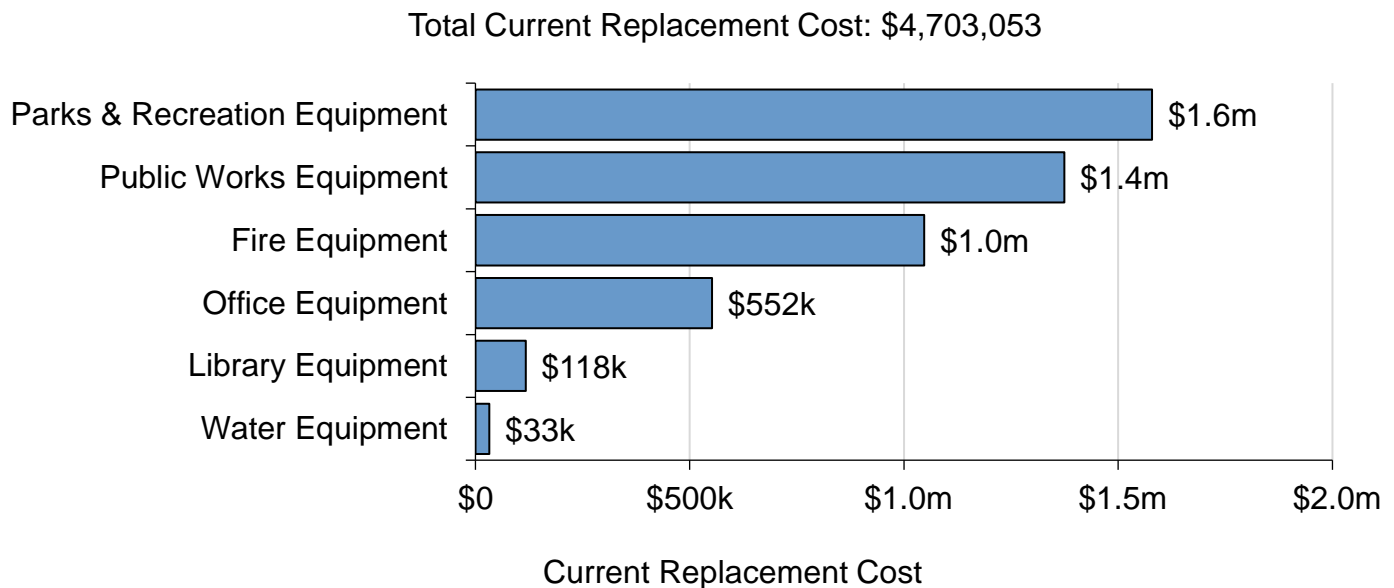
Asset Inventory & Costs

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

Table 44 Detailed Asset Inventory – Machinery and Equipment

Asset Segment	Quantity	Replacement Cost	Annual Capital Requirement
Fire Equipment	374	\$1,047,000	\$72,000
Library Equipment	26	\$118,000	\$19,000
Office Equipment	21	\$552,000	\$49,000
Parks & Recreation Equipment	40	\$1,579,000	\$73,000
Public Works Equipment	33	\$1,374,000	\$108,000
Water Equipment	5	\$33,000	\$3,000
Total		\$4,703,000	\$324,000

Figure 30 Portfolio Valuation - Machinery and Equipment

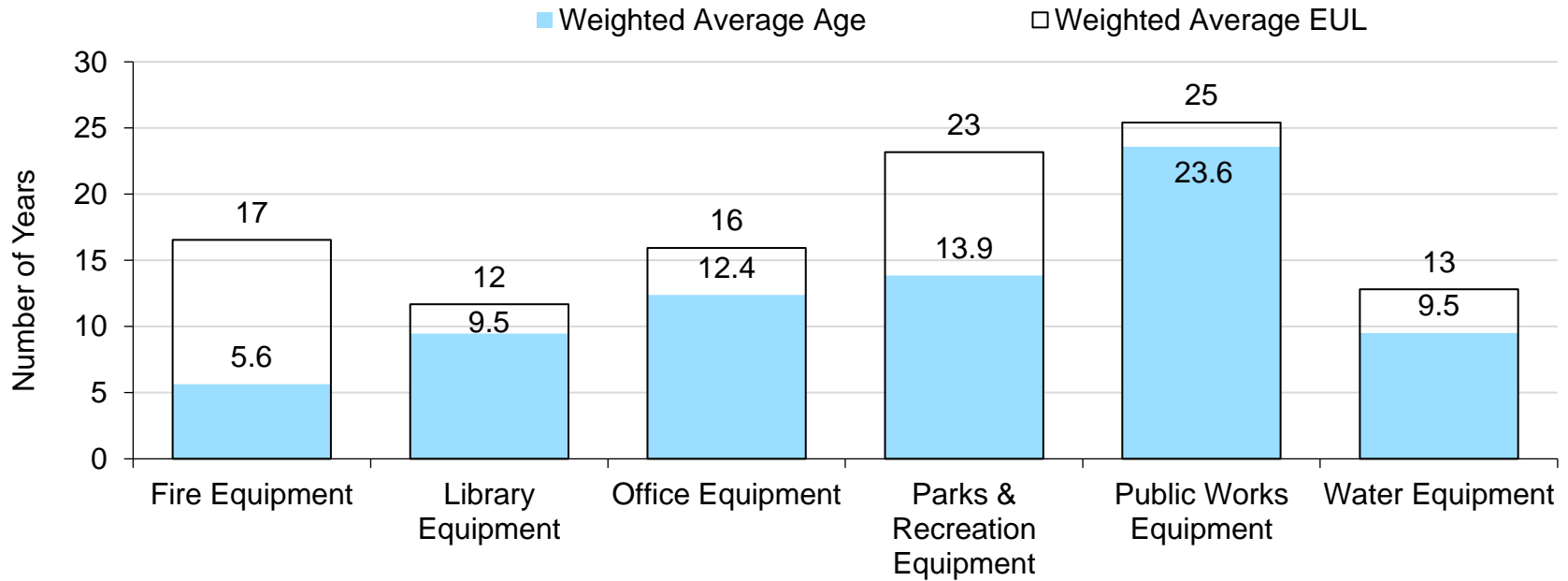


Each asset's replacement cost should be reviewed periodically to determine whether adjustments are needed to more accurately represent realistic capital requirements.

Asset Condition & Age

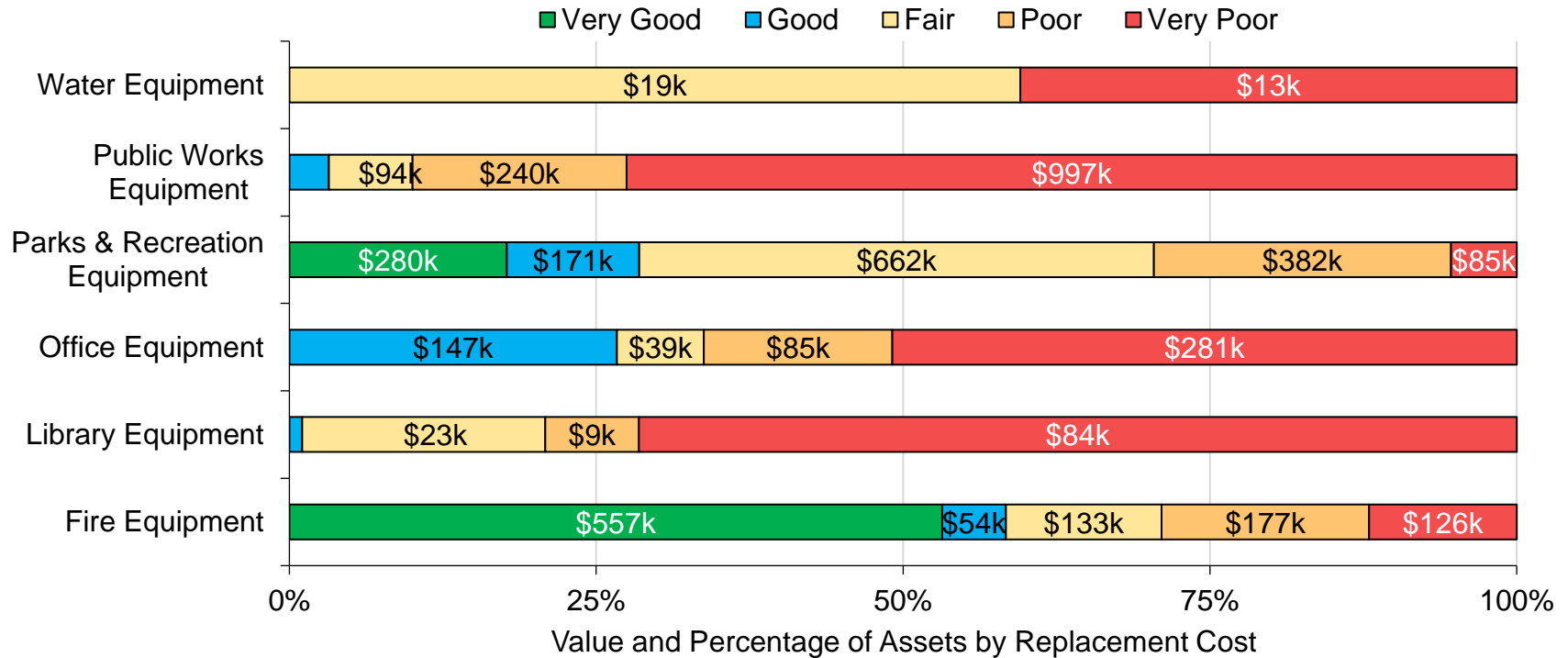
The figure below identifies the current average condition and source of available condition data for each asset segment. The average condition (%) is a weighted value based on replacement cost.

Figure 31 Estimated Useful Life vs. Asset Age – Machinery and Equipment



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

Figure 32 Asset Condition by Segment – Machinery and Equipment



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

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

Current Approach to Condition Assessment

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

- Fire machinery and equipment are inspected annually to meet regulatory standards
- For the parks and recreation and public works segments, as the estimated useful life for assets is reached, variables such as number of required repairs and hours in-service are used to prioritize replacement.
- There are no formal condition assessment programs in place for other machinery and equipment segments.

In this AMP the following rating criteria is used to determine the current condition of machinery and equipment and forecast future capital requirements:

Table 45 Rating Criteria to Determine Condition - Machinery and Equipment

Condition	Rating
Very Good	80-100
Good	60-80
Fair	40-60
Poor	20-40
Very Poor	0-20

Lifecycle Management Strategy

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

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

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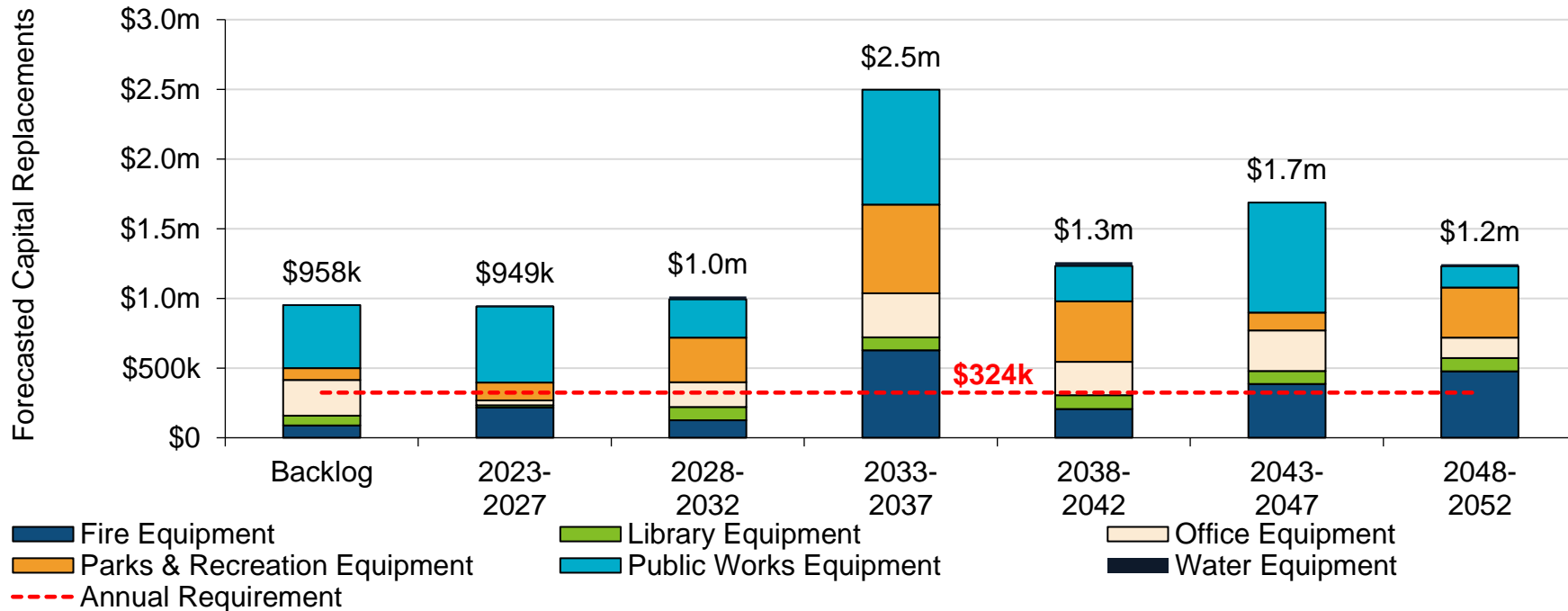
Table 46 Current Lifecycle Management Strategies – Machinery and Equipment

Activity Type	Description of Current Strategy
Maintenance/ Rehabilitation	Mechanical equipment, such as mowers, have the oil changed every Spring or if they have accumulated sufficient operating hours.
	Grease fittings are checked on a weekly and monthly basis for tractors and motors. The blades are changed every 2 weeks.
	Snowplows are maintained on an annual basis and inspected before and during Winter months. This includes replacement of chutes, blades, pins, and other components.
	Bunker gear is inspected routinely by staff, and professionally inspected annually when sent out for cleaning. Monthly night maintenance is performed as issues are identified.
	Defibrillators are checked monthly to ensure proper functioning.
	Self Contained Breathing Apparatus (SCBA) have an annual inspection and are hydrostatically tested. Staff perform visual inspections monthly and after use.
	Radio equipment is inspected during use and issues are reported as they arise.
	Extrication tools have an annual inspection and are recertified every second year.
	Fire ladders are inspected annually and recertified every two years.
	Computer maintenance is usually done in-house, outside consultants mostly act as support.
	Library furnishings were redone last year and comply with AODA requirements. Aesthetics are taken into consideration and grants play a role here too
Replacement	Both the fire and public works department have a 25-year capital forecast for their equipment.
	Defibrillators are replaced when they expire.
	The library expects to buy 1 computer every year, one for each staff, and five for patrons.
	Library related assets and decisions also go through library board.

Forecasted Capital Requirements

The following graph forecasts long-term capital requirements. The annual capital requirement represents the average amount per year that the Township should allocate towards funding rehabilitation and replacement needs. The following graph identifies capital requirements over the next 30 years. This projection is used as it ensures that every asset has gone through one full iteration of replacement. The forecasted requirements are aggregated into 5-year bins and the trend line represents the average 5-year capital requirements. The trend line represents the average 5-year capital requirement of \$324k; this amount does not account for inflation.

Figure 33 Forecasted Capital Replacement Requirements – Machinery and Equipment 2023-2052



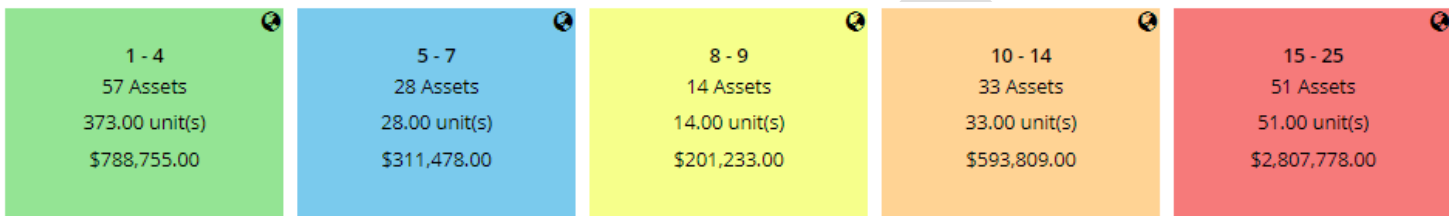
The projected cost of lifecycle activities that will need to be undertaken over the next 10 years to maintain the current level of service can be found in Appendix B.

Risk & Criticality

Risk Matrix

The following risk matrix provides a visual representation of the relationship between the probability of failure and the consequence of failure for the assets within this asset category based on 2022 inventory data.

Figure 34 Risk Matrix – Machinery and Equipment



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

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

Table 47 Probability and Consequence of Failure Attributes

Probability of Failure (POF)	Consequence of Failure (COF)
Condition	Replacement Cost (Financial)
	Criticality for Service Delivery

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

Risks to Current Asset Management Strategies

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

Organizational Capacity



There is inconsistency in staff knowledge in operating machinery and equipment. Newer staff do not have the knowledge and training provided necessary to operate every type of machinery and equipment. As experienced employees retire, the lack of standardized training programs can leave the Township vulnerable since some machinery and equipment require specialized training to operate and perform maintenance. Standard operating procedures should be developed to preserve knowledge of current staff and to ease onboarding of new staff.

Climate Change & Extreme Weather



The needs of the public works and fire department are changing due to the effects of climate change and increased frequency of extreme weather events. To gain a better understanding of the needs and necessary capacity for the Town, a deeper analysis is required on how climate change and extreme weather impacts these departments.

Community Expectations/Growth



There is a growing population that consists of residents who moved from urban centres to rural areas within the Township who expect the same levels of service. The Township will need to determine what expectation the community has for rural areas in order to meet their needs.

Levels of Service

The following tables identify the Township's current level of service for machinery and equipment. These metrics include the technical and community level of service metrics that the Township has selected for this AMP.

Community Levels of Service

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

Table 48 Ontario Regulation 588/17 Community Levels of Service – Machinery and Equipment

Service Attribute	Qualitative Description	Current LOS (2022)
Sustainable and Affordable	Description of lifecycle activities performed on machinery and equipment	See Section 8.3

Technical Levels of Service

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

Table 49 Ontario Regulation 588/17 Community Levels of Service – Machinery and Equipment

Service Attribute	Technical Metric	Current LOS (2022)
Sustainable and Affordable	Target vs. Actual capital reinvestment rate	6.9% vs 2.1%
	% of machinery and equipment in poor or very poor condition	53

Recommendations

Replacement Costs

- Gather accurate replacement costs and update on a regular basis to ensure the accuracy of capital projections.

Condition Assessment Strategies

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

Lifecycle Management Strategies

- Install a replacement cycle strategy for specialized equipment based on assessed condition or manufacturer recommendations.

- Schedule strategies for fire equipment as per NFPA requirements within the Township's asset management software lifecycle framework.
- Explore the opportunity to repurpose equipment to different departments or lower risk applications. (E.g. repurpose critical backup generators to noncritical applications when being replaced).

Risk Management Strategies

- Implement risk-based decision-making as part of asset management planning and budgeting processes. This should include the regular review of high-risk assets to determine appropriate risk mitigation strategies.
- Review risk models on a regular basis and adjust according to an evolving understanding of the probability and consequences of asset failure.
- Develop a standard training program to effectively onboard new staff on operating different machinery and equipment.

Levels of Service

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

9. Land Improvements

The Township of Douro-Dummer owns a small number of assets that are considered land improvements. This category includes:

- Benches
- Docks/wharfs
- Fencing
- Parking lot
- Pathways/signage
- Playgrounds
- Streetlights
- Structures

The state of the infrastructure for the land improvements is summarized in the following table.

Table 50 Replacement Cost for Land Improvements

Replacement Cost	Condition	Financial Capacity	
\$1.5 million	Fair (54%)	Annual Requirement:	\$50,000
		Funding Available:	\$16,000
		Annual Deficit:	\$34,000

The following core values and level of service statements are a key driving force behind the Township's asset management planning:

Table 51 Level of Service Statements for Land Improvements

Service Attribute	Level of Service Statement
Scope	the land improvement services are designed to be conveniently accessible to the entire community, ensuring that they can meet the needs of various users, including residents, businesses, and visitors under all weather conditions
Quality	the land improvements are maintained in good condition through regular inspections and maintenance activities with efforts focused on minimizing unplanned service interruptions and ensuring that they remain safe and functional for all users

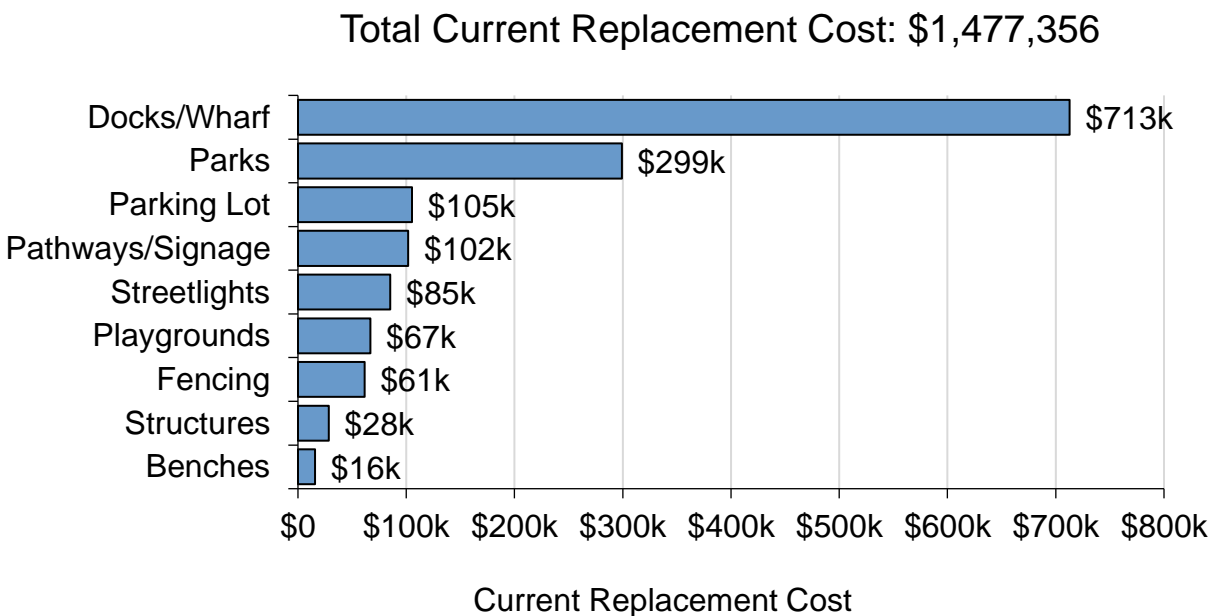
Asset Inventory & Costs

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

Table 52 Detailed Asset Inventory – Land Improvements

Asset Segment	Quantity	Replacement Cost	Annual Capital Requirement
Benches	1	\$16,000	\$2,000
Docks/Wharf	4	\$713,000	\$17,000
Fencing	5,291 ft	\$61,000	\$3,000
Parking Lot	113,958 ft ²	\$105,000	\$6,000
Parks	109,381 ft ²	\$299,000	\$12,000
Pathways/Signage	92	\$102,000	\$4,000
Playgrounds	1	\$67,000	\$3,000
Streetlights	1	\$85,000	\$4,000
Structures	527 ft ²	\$28,000	\$1,000
Total		\$1,476,000	\$52,000

Figure 35 Portfolio Valuation – Land Improvements

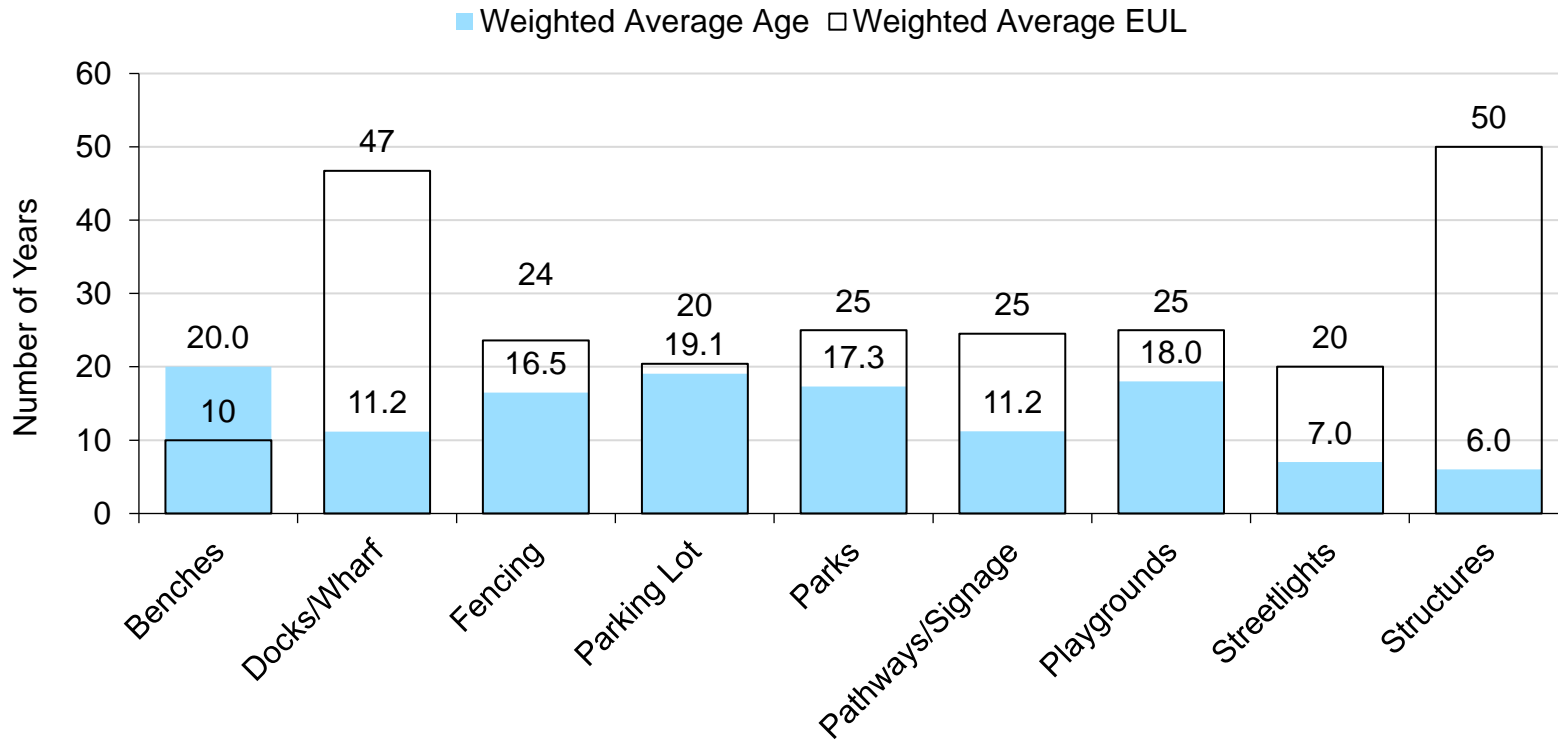


Each asset's replacement cost should be reviewed periodically to determine whether adjustments are needed to more accurately represent realistic capital requirements.

Asset Condition & Age

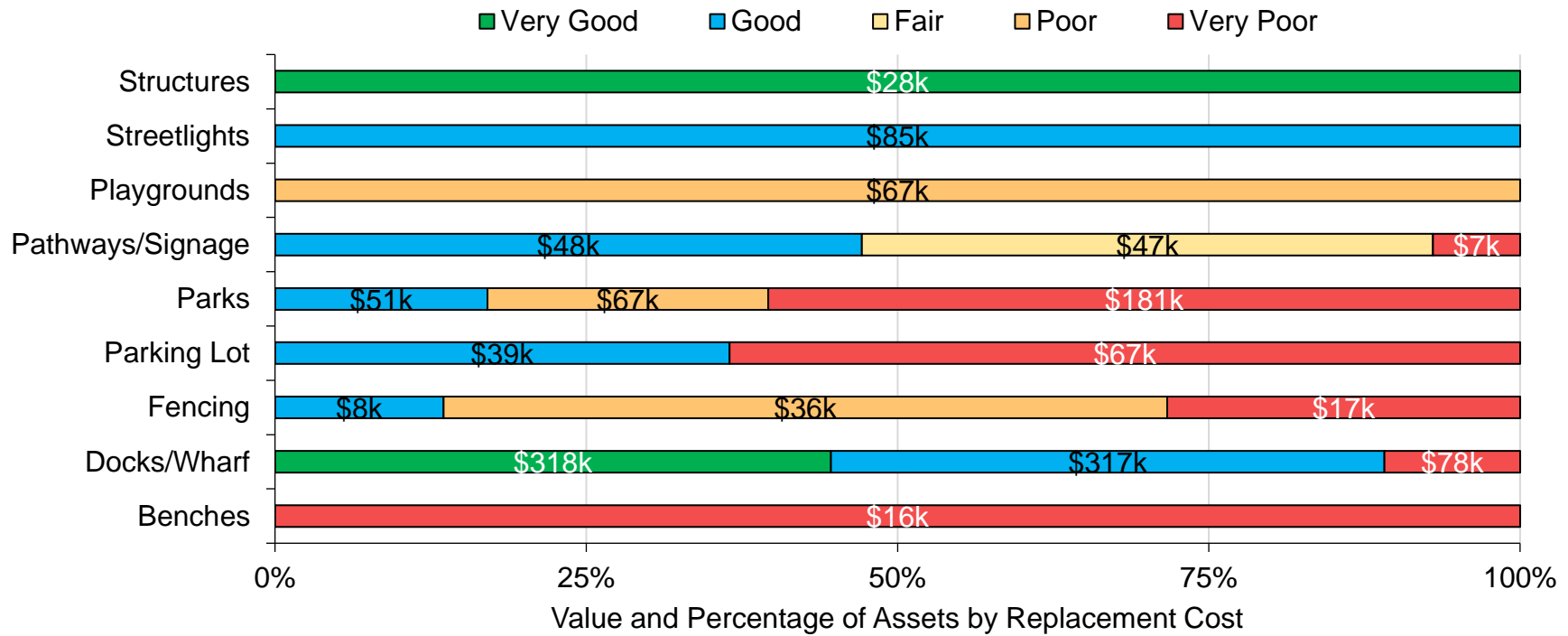
The table below identifies the current average condition, the average age, and the estimated useful life for each asset segment. The average condition (%) is a weighted value based on replacement cost.

Figure 36 Estimated Useful Life vs Asset Age – Land Improvements



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

Figure 37 Asset Condition – Land Improvements



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

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

Current Approach to Condition Assessment

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

- There are no formal condition assessment programs in place for land improvements. Informal inspections are completed to monitor condition.

In this AMP the following rating criteria is used to determine the current condition of land improvements and forecast future capital requirements:

Figure 38 Condition Rating Criteria

Condition	Rating
Very Good	80-100
Good	60-80
Fair	40-60
Poor	20-40
Very Poor	0-20

Lifecycle Management Strategy

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

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

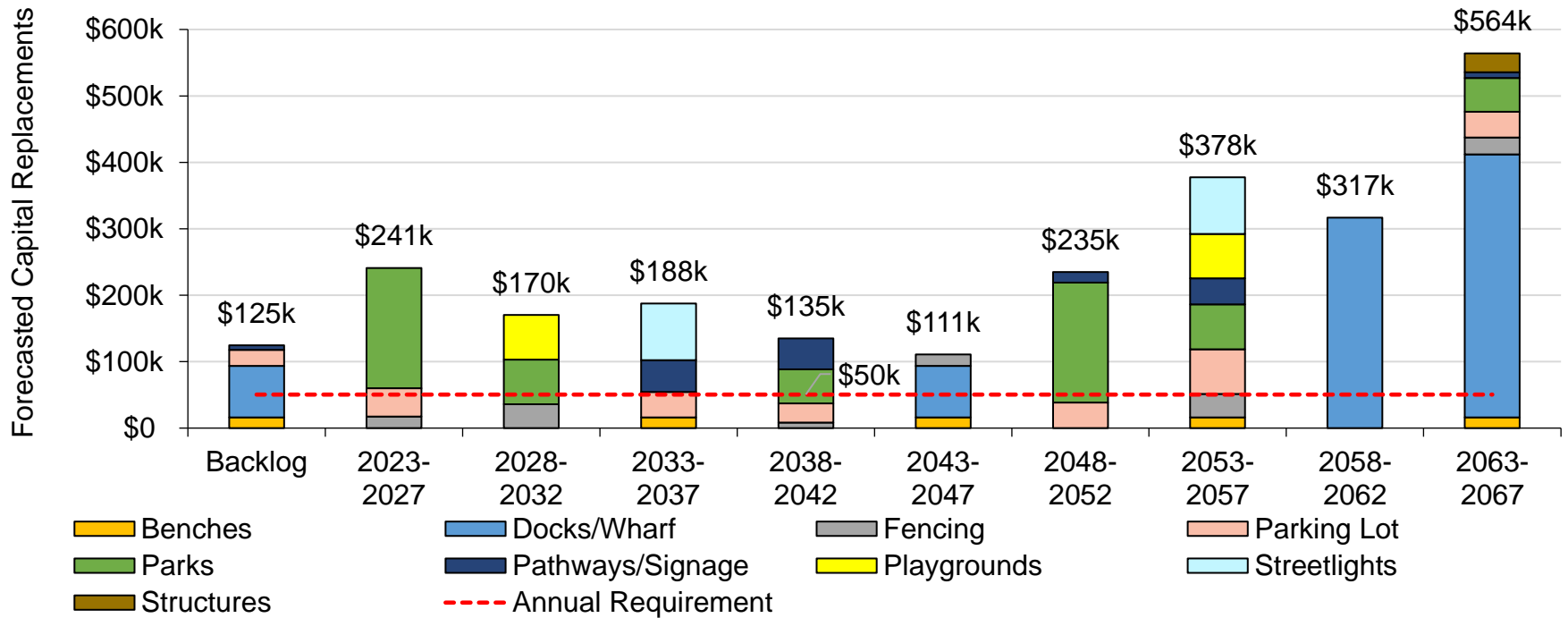
Table 53 Current Lifecycle Management Strategies – Land Improvements

Activity Type	Description of Current Strategy
Maintenance/ Rehabilitation	Sports field maintenance is based on needs. Grass is mowed typically once or twice per week. Regular maintenance of the ball fields is undertaken before each rental.
	Playing fields and parks are inspected regularly with a checklist for hazards and entanglement. There is a general assessment annually.
	Tree trimming maintenance as it relates to hydro lines is completed as-needed. General upkeep performed.
	With the presence of the Covid-19 pandemic, sanitation frequency has increased to a daily activity.
	Wharfs and docks are visually inspected twice annually, corresponding to when they are installed and removed during the season. On occasion, a diver has been called to retrieve items from the lake floor when necessary.
Replacement	There are no formal guiding documents prescribing replacement or upgrades of most parks and recreation assets.
	Decisions have generally been made on an ad hoc manner as it relates to safety.

Forecasted Capital Requirements

The following graph forecasts long-term capital requirements. The annual capital requirement represents the average amount per year that the Township should allocate towards funding rehabilitation and replacement needs. The following graph identifies capital requirements over the next 45 years. This projection is used as it ensures that every asset has gone through one full iteration of replacement. The forecasted requirements are aggregated into 5-year bins and the trend line represents the average 5-year capital requirements. The trend line represents the average 5-year capital requirement of \$50k; this amount does not account for inflation.

Figure 39 Forecasted Capital Replacement Requirements – Road Network 2023-2067



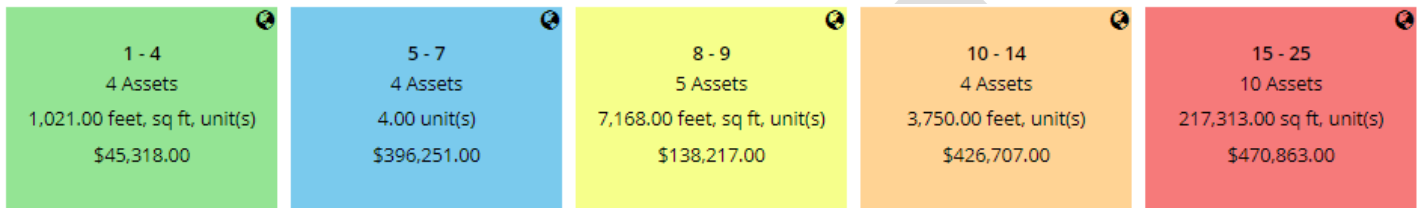
The projected cost of lifecycle activities that will need to be undertaken over the next 10 years to maintain the current level of service can be found in Appendix B.

Risk & Criticality

Risk Matrix

The following risk matrix provides a visual representation of the relationship between the probability of failure and the consequence of failure for the assets within this asset category based on 2022 inventory data.

Figure 40 Risk Matrix – Land Improvements



This is a high-level model developed for the purposes of this AMP and Township staff should review and adjust the risk model to reflect an evolving understanding of both the probability and consequences of asset failure. The asset-specific attributes that municipal staff utilize to define and prioritize the criticality of land improvements are documented below:

Table 54 Identification Criteria for Asset Prioritization

Probability of Failure (POF)	Consequence of Failure (COF)
Condition	Replacement Cost (Financial)
	Segment
	Exposure (Parks & Trails)

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

Risks to Current Asset Management Strategies

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

Asset Data



Majority of condition data is age-based, and the replacement costs are based on historical costs and inflation; both condition and replacement cost are often found to be inaccurate. Age-based condition does not consider important factors such as usage, maintenance history, and environmental factors, and does not accurately reflect the asset's true condition state. Land improvement assets such as wooden docks, park benches and signs are pooled together into one asset. Pooled assets should be broken into individual assets to create a more accurate asset inventory. Maintaining a more accurate asset inventory will allow for detailed planning and analysis.

Levels of Service

The following tables identify the Township's current level of service for land improvements. These metrics include the technical and community level of service metrics that the Township has selected for this AMP.

Community Levels of Service

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

Table 55 Ontario Regulation 588/17 Community Levels of Service – Land Improvements

Service Attribute	Qualitative Description	Current LOS (2022)
Sustainable and Affordable	Description of lifecycle activities performed on parks	See Section 9.3

Technical Levels of Service

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

Table 56 Ontario Regulation 588/17 Technical Levels of Service – Land Improvements

Service Attribute	Technical Metric	Current LOS (2022)
Sustainable and Affordable	% of land improvements in poor or very poor condition	36

Recommendations

Asset Data

- There is critical asset data (EULs) missing for a few assets within Land improvements. Pooled assets should be separated into individual assets. Review and update asset data regularly to ensure inventory accuracy.

Replacement Costs

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

Condition Assessment Strategies

- Identify condition assessment strategies for high value and high-risk assets. Consider developing a condition assessment program for more accurate conditions rather than relying on age-based condition.
- Review assets that have surpassed their estimated useful life to determine if immediate replacement is required or whether these assets are expected to remain in-service. Adjust the service life and/or condition ratings for these assets accordingly.

Lifecycle Management Strategies

- Develop a deficiencies list and prioritize lifecycle activities by the risk each deficiency poses.
- Warranty information and maintenance records should be maintained in an easily accessible database or ledger to ensure that information is available to both operators and those responsible for determining lifecycle event schedules.

Risk Management Strategies

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

Levels of Service

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

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10. Furniture & Fixtures

The Township of Douro-Dummer owns a small number of assets that are Furniture & Fixtures. This category includes:

- General Government furniture
- Library furniture
- Parks & Recreation furniture
- Public Works furniture

The state of the infrastructure for the furniture & fixtures is summarized in the following table.

Table 57 Replacement Cost for Furniture & Fixtures

Replacement Cost	Condition	Financial Capacity	
\$103,000	Very Poor (17%)	Annual Requirement:	\$5,000
		Funding Available:	\$2,000
		Annual Deficit:	\$3,000

The following core values and level of service statements are a key driving force behind the Township’s asset management planning:

Table 58 Level of Service Statements Furniture & Fixtures

Service Attribute	Level of Service Statement
Scope	The municipality maintains an inventory of furniture and fixtures that is sufficient to support municipal operations and service delivery needs across all departments. These assets are strategically deployed to ensure efficient and comfortable workspaces for staff in public areas for community use.
Quality	The municipal furniture and fixtures are maintained in good condition through regular inspections maintenance and timely replacements this approach aims to provide a safe functional and esthetically pleasing environment for staff and public use while maximizing the lifespan of these assets.

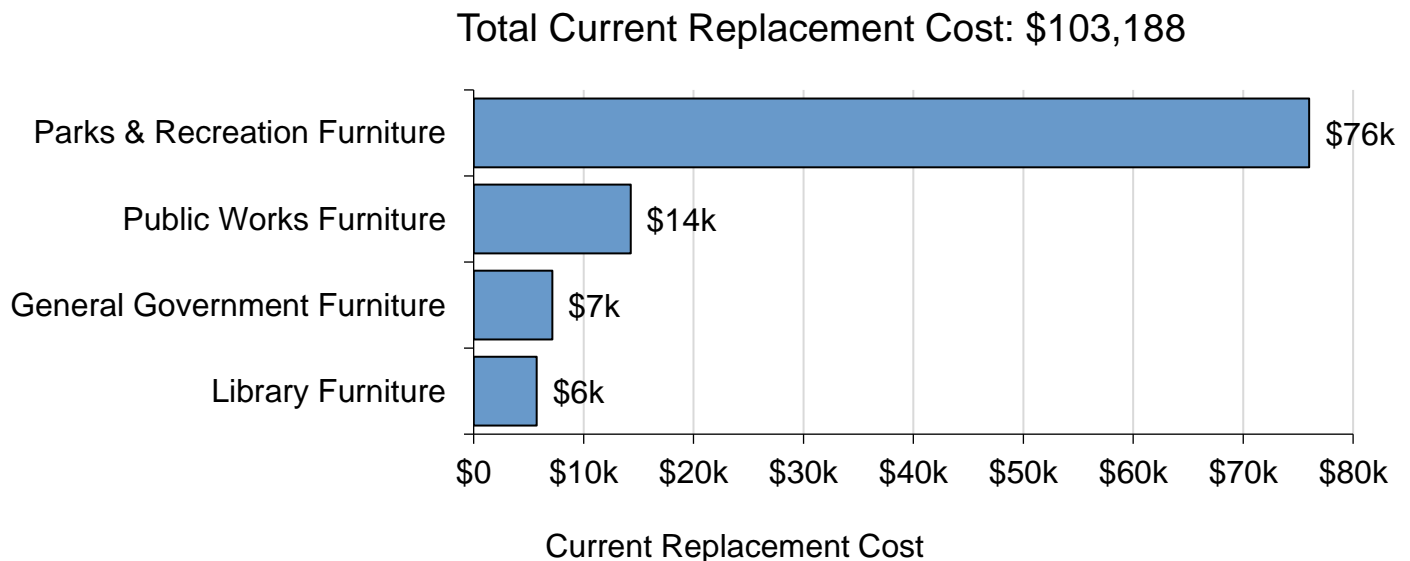
Asset Inventory & Costs

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

Table 59 Detailed Asset Inventory – Furniture and Fixtures

Asset Segment	Quantity	Replacement Cost	Annual Capital Requirement
General Government Furniture	3	\$7,000	\$1,000
Library Furniture	3	\$6,000	\$0
Parks & Recreation Furniture	2	\$76,000	\$3,000
Public Works Furniture	1	\$14,000	\$1,000
Total		\$103,000	\$5,000

Figure 41 Portfolio Valuation – Furniture and Fixtures



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

Asset Condition & Age

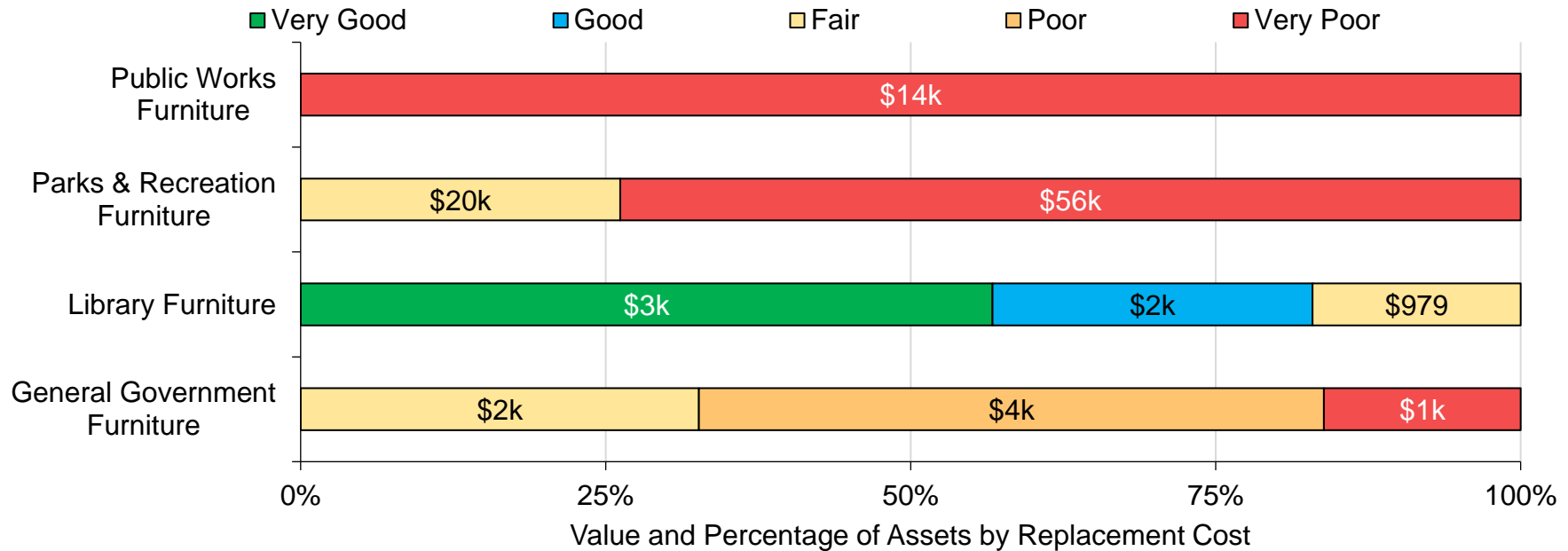
The figure below identifies the current average condition, the average age, and the estimated useful life for each asset segment. The average condition (%) is a weighted value based on replacement cost.

Figure 42 Estimated Useful Life vs. Asset Age – Furniture and Fixtures



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

Figure 43 Asset Condition By Segment – Furniture and Fixtures



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

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

Current Approach to Condition Assessment

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

- There are no formal condition assessment programs in place for furniture & fixtures.

In this AMP the following rating criteria is used to determine the current condition of furniture and fixtures and forecast future capital requirements:

Table 60 Condition Rating Criteria – Furniture and Fixtures

Condition	Rating
Very Good	80-100
Good	60-80
Fair	40-60
Poor	20-40
Very Poor	0-20

Lifecycle Management Strategy

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

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

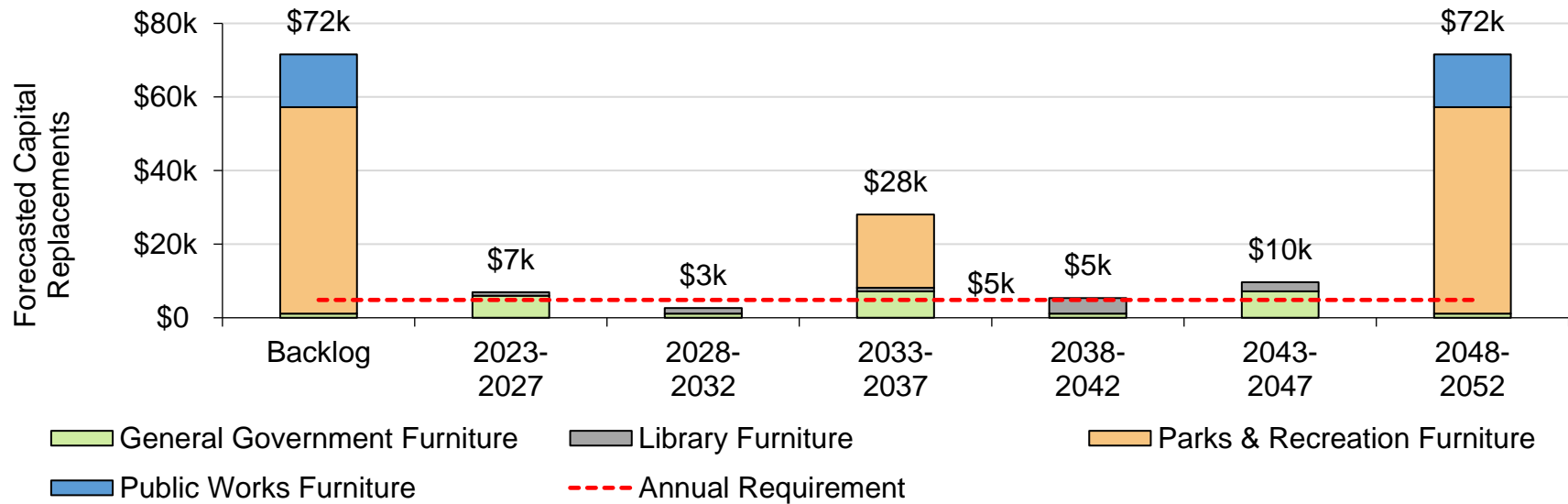
Table 61 Current Lifecycle Management Strategies – Furniture and Fixtures

Activity Type	Description of Current Strategy
Maintenance/ Rehabilitation/ Rehabilitation	The furniture & fixtures asset category is comprised of tables, chairs, and shelving. Lifecycle requirements for these assets are dealt with on a case-by-case basis There are no formal guiding documents prescribing replacement or upgrades for furniture and fixtures assets.

Forecasted Capital Requirements

The following graph forecasts long-term capital requirements. The annual capital requirement represents the average amount per year that the Township should allocate towards funding rehabilitation and replacement needs. The following graph identifies capital requirements over the next 30 years. This projection is used as it ensures that every asset has gone through one full iteration of replacement. The forecasted requirements are aggregated into 5-year bins and the trend line represents the average 5-year capital requirements. The trend line represents the average 5-year capital requirement of \$5k; this amount does not account for inflation.

Figure 44 Forecasted Capital Replacement Requirements – Furniture and Fixtures 2023-2052



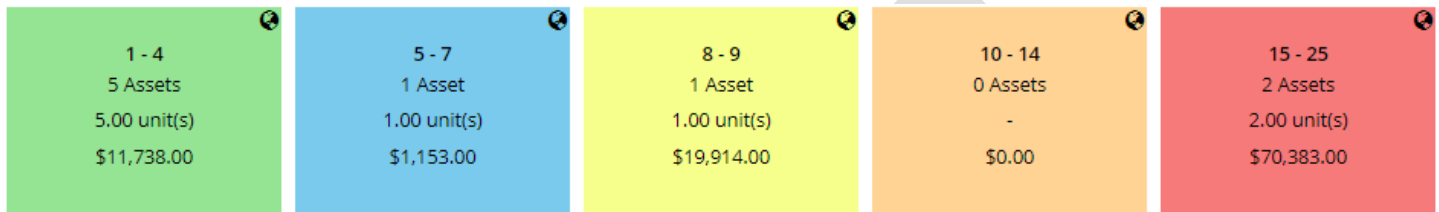
The projected cost of lifecycle activities that will need to be undertaken over the next 10 years to maintain the current level of service can be found in Appendix B.

Risk & Criticality

Risk Matrix

The following risk matrix provides a visual representation of the relationship between the probability of failure and the consequence of failure for the assets within this asset category based on 2022 inventory data.

Figure 45 Risk Matrix – Furniture and Fixtures



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

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

Table 62 Probability and Consequence of Failure Attributes

Probability of Failure (POF)	Consequence of Failure (COF)
Condition	Historical Cost

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

Risks to Current Asset Management Strategies

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

Asset Data



Majority of condition data is age-based, and the replacement costs are based on historical costs and inflation; both condition and replacement cost are often found to be inaccurate. Age-based condition does not consider important factors such as usage, maintenance history, and environmental factors, and does not accurately reflect the asset's true condition state. Furniture and fixtures assets such as tables and chairs are pooled together into one asset. Pooled assets should be broken into individual assets to create a more accurate asset inventory. Maintaining a more accurate asset inventory will allow for detailed planning and analysis.

Levels of Service

The following tables identify the Township's current level of service for furniture and fixtures. These metrics include the technical and community level of service metrics that the Township has selected for this AMP.

Community Levels of Service

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

Table 63 Ontario Regulation 588/17 Community Levels of Service – Furniture and Fixtures

Service Attribute	Qualitative Description	Current LOS (2022)
Sustainable and Affordable	Description of lifecycle activities performed on furniture and fixtures	See Section 10.3

Technical Levels of Service

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

Table 64 Ontario Regulation 588/17 Technical Levels of Service – Furniture and Fixtures

Service Attribute	Technical Metric	Current LOS (2022)
Sustainable and Affordable	% of furniture and fixtures in poor or very poor condition	73

Recommendations

Asset Data

- There is critical asset data (EULs) missing for a few assets within Furniture and Fixtures. Pooled assets should be separated into individual assets. Review and update asset data regularly to ensure inventory accuracy.

Replacement Costs

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

Condition Assessment Strategies

- Review assets that have surpassed their estimated useful life to determine if immediate replacement is required or whether these assets are expected to remain in-service. Adjust the service life and/or condition ratings for these assets accordingly.
- Consider developing a condition assessment program for more accurate conditions rather than relying on age-based condition.

Risk Management Strategies

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

Levels of Service

- Begin measuring current levels of service in accordance with the metrics that the Township has established in this AMP. Additional metrics can be established as they are determined to provide meaningful and reliable inputs into asset management planning.

- Work towards identifying proposed levels of service as per O. Reg. 588/17 and identify the strategies that are required to close any gaps between current and proposed levels of service.

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11. Impacts of Growth

Key Insights

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

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Description of Growth Assumptions

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

Douro-Dummer Official Plan (2022)

The Township of Douro-Dummer’s Official Plan is incorporated within the County of Peterborough’s Official Plan which has been adopted in 2022 and reflects the goals of the Planning Act.

The County’s Official Plan includes goals, objectives, and policies to effectively manage and guide land use changes while also monitoring their impact on the cultural, social, economic, and natural aspects of the environment. The Official Plan will set out a 30-year planning horizon for growth management of population and employment forecasts. Agricultural, commercial, recreational and rural areas will be the prioritization of infrastructure development within the municipality.

The Settlement Areas will be the focus of growth and development. This will promote efficient development patterns, protect resources, promote green spaces, ensure effective use of infrastructure and minimize unnecessary public expenditures. The Township’s rural lands will provide opportunity for agricultural uses, recreation, and tourism.

To illustrate historical growth rates, the following table shows population and housing figures from 1996 to 2021. The following table was developed using Statistics Canada’s Census data.

Historical Figures	1996	2001	2006	2011	2016	2021
Population	6,724	6,652	6,954	6,805	6,709	7,632
Population Change	N/A	-1%	4.5%	-2.1%	-1.4%	13.8%
Private Dwellings	N/A	3,249	3,442	3,110	3,434	3,601

The population of Douro-Dummer ranges from 6,724 in 1996 to 7,632 in 2021. The population has fluctuated significantly with notable increases and decreases. The most recent assessment found a 13.8% increase in population, suggesting a potential upward trend.

The Township of Douro-Dummer has also developed a Strategic Plan which analyzes the challenges of the Township's infrastructure needs, prioritization of development of recreation and culture programs, facilitation of economic development and effective utilization of resources, and preservation of natural heritage features.

Impact of Growth on Lifecycle Activities

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

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

12. Financial Strategy

Key Insights

- The Township is committing approximately \$1.31 million towards capital projects per year from sustainable revenue sources
- Given the annual capital requirement of \$2.89 million, there is currently a funding gap of \$1.58 million annually
- For tax-funded assets, we recommend increasing tax revenues by 2.3% each year for the next 10 years to achieve a sustainable level of funding

Financial Strategy Overview

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

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

1. The financial requirements for:
 - a. Existing assets
 - b. Existing service levels
 - c. Requirements of contemplated changes in service levels (none identified for this plan)
 - d. Requirements of anticipated growth (none identified for this plan)
2. Use of traditional sources of municipal funds:
 - a. Tax levies
 - b. User fees
 - c. Reserves
 - d. Debt
 - e. 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. Gas tax
 - b. Annual grants

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

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

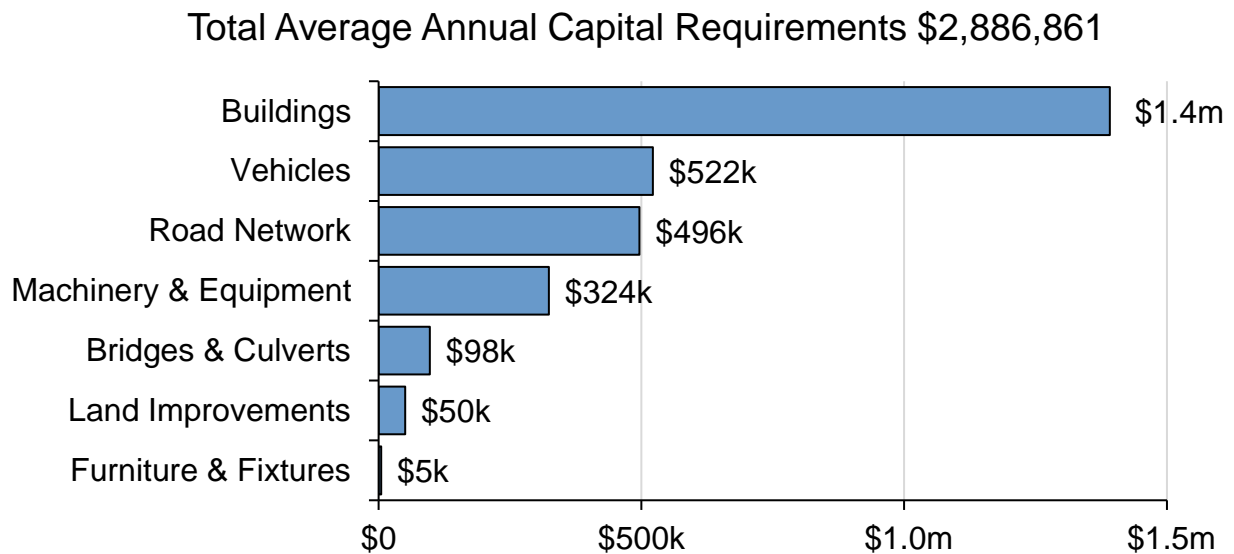
1. In order to reduce financial requirements, consideration has been given to revising service levels downward.
2. All asset management and financial strategies have been considered. For example:
 - a. If a zero-debt policy is in place, is it warranted? If not the use of debt should be considered.
 -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

Annual Requirements & Capital Funding

Annual Requirements

The annual requirements represent the amount the Township should allocate annually to each asset category to meet replacement needs as they arise, prevent infrastructure backlogs and achieve long-term sustainability. In total, the Township must allocate approximately \$2.9 million annually to address capital requirements for the assets included in this AMP.

Figure 46 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 rehabilitation and renewal of the Township’s roads and sanitary sewer mains respectively. The development of these

strategies allows for a comparison of potential cost avoidance if the strategies were to be implemented. The following table compares two scenarios for the Road Network:

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

Table 65 Lifecycle Strategies Annual Savings

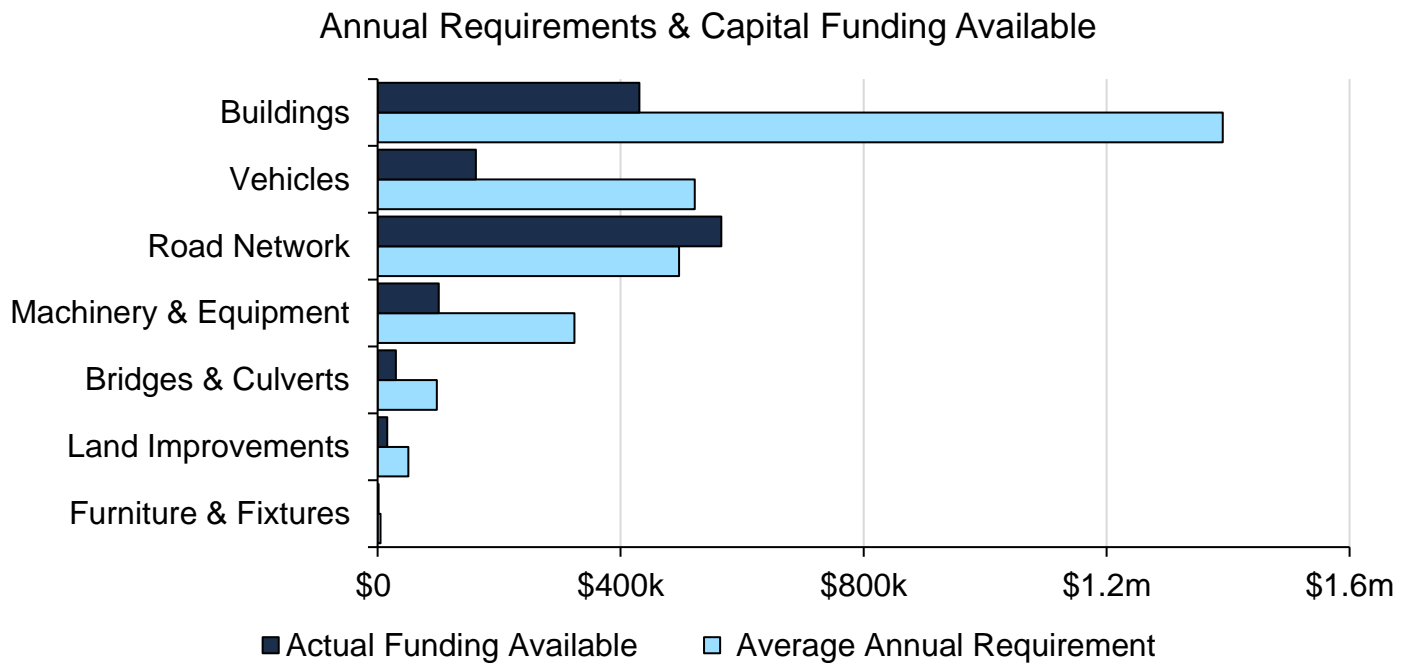
Asset Category	Annual Requirements (Replacement Only)	Annual Requirements (Lifecycle Strategy)	Difference
Road Network	\$541,000	\$496,000	\$45,000

The implementation of a proactive lifecycle strategy for roads leads to a potential annual cost avoidance of \$45,000 for the Road Network. This represents an overall reduction of the annual requirements for the roads category by 8.3%. As the lifecycle strategy scenario represents the lowest cost option available to the Township, we have used these annual requirements in the development of the financial strategy.

Annual Funding Available

Based on a historical analysis of sustainable capital funding sources, the Township is committing approximately \$1,306,000 towards capital projects per year. Given the annual capital requirement of \$2,887,000, there is currently a funding gap of \$1,580,000 annually.

Figure 47 Annual Requirements vs. Capital Funding Available



Funding Objective

We have developed a scenario that would enable Douro-Dummer to achieve full funding within 15 years for the following assets:

- a) **Tax Funded Assets:** Road Network, Bridges & Culverts, Buildings, Machinery & Equipment, Land Improvements, Vehicles and Furniture and Fixtures.

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.

Financial Profile: Tax Funded Assets

Current Funding Position

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

Table 66 Annual Available Funding for Tax Funded Assets

Asset Category	Avg. Annual Requirement	Annual Funding Available			Total Available	Annual Surplus/Deficit
		Taxes	Gas Tax	OCIF		
Road Network	496,499	153,810	222,028	189,931	565,769	-69,270
Bridges & Culverts	97,569	30,226	0	0	30,226	67,343
Furniture & Fixtures	4,845	1,501	0	0	1,501	3,344
Buildings	1,391,369	431,031	0	0	431,031	960,338
Land Improvements	50,434	15,624	0	0	15,624	34,810
Machinery & Equipment	324,090	100,400	0	0	100,400	223,690
Vehicles	522,055	161,727	0	0	161,727	360,328
	2,886,861	894,319	222,028	189,931	1,306,278	1,580,583

The average annual investment requirement for the above categories is \$2.887 million. Annual revenue currently allocated to these assets for capital purposes is \$1.306 million leaving an annual deficit of \$1.580 million. Put differently, these infrastructure categories are currently funded at 45% of their long-term requirements.

Full Funding Requirements

In 2023, Township of Douro-Dummer had projected annual tax revenues of \$6.4 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:

Table 67 Tax Increase Requirements for Full Funding

Asset Category	Tax Change Required for Full Funding
Road Network	-1.1%
Bridges & Culverts	1.1%
Furniture & Fixtures	0.1%
Buildings	15.1%
Land Improvements	0.5%
Machinery & Equipment	3.5%
Vehicles	5.7%
	24.9%

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:

Table 68 Tax Increase Options 5-20 Years

	5 Years	10 Years	15 Years	20 Years
Infrastructure Deficit	1,580,584	1,580,584	1,580,584	1,580,584
Change in Debt Costs	n/a	n/a	n/a	n/a
Resulting Infrastructure Deficit:	1,580,584	1,580,584	1,580,584	1,580,584
Tax Increase Required	24.8%	24.8%	24.8%	24.8%
Annually:	4.6%	2.3%	1.5%	1.2%

Financial Strategy Recommendations

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

- a) increasing tax revenues by 2.3% each year for the next 10 years solely for the purpose of phasing in full funding to the asset categories covered in this section of the AMP.

- b) allocating the current gas tax and OCIF revenue as outlined previously.
- c) reallocating appropriate revenue from categories in a surplus position to those in a deficit position.
- d) increasing existing and future infrastructure budgets by the applicable inflation index on an annual basis in addition to the deficit phase-in.

Notes:

1. As in the past, periodic senior government infrastructure funding will most likely be available during the phase-in period. By Provincial AMP rules, this periodic funding cannot be incorporated into an AMP unless there are firm commitments in place. We have included OCIF formula-based funding, if applicable, since this funding is a multi-year commitment¹.
2. We realize that raising tax revenues by the amounts recommended above for infrastructure purposes will be very difficult to do. However, considering a longer phase-in window may have even greater consequences in terms of infrastructure failure.

Although this option achieves full funding on an annual basis in 10 years and provides financial sustainability over the period modeled, the recommendations do require prioritizing capital projects to fit the resulting annual funding available. Current data shows a pent-up investment demand of \$12.5 million for Buildings, \$673,000 for Machinery & Equipment, \$125,000 for Land Improvements, \$72,000 for Furniture & Fixtures and \$3.5 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.

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:

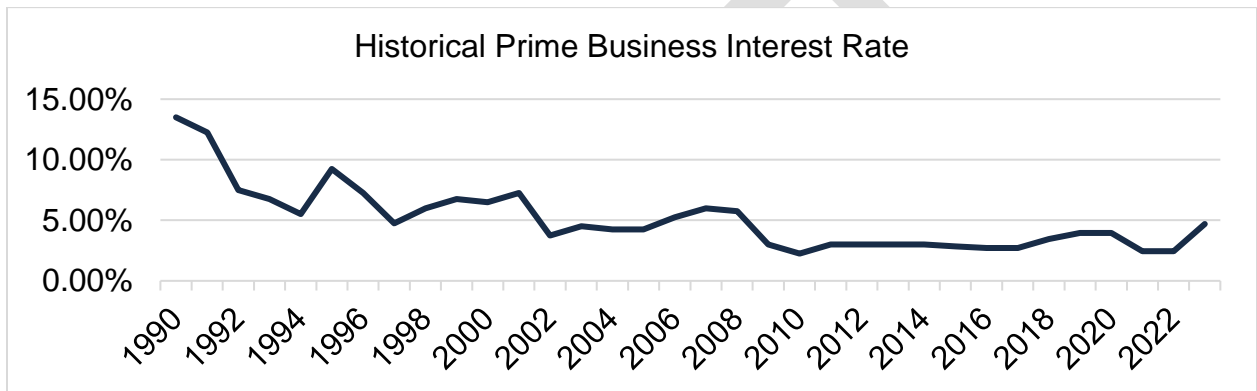
- a) the ability to stabilize tax & user rates when dealing with variable and sometimes uncontrollable factors
- b) equitable distribution of the cost/benefits of infrastructure over its useful life

¹ The Township 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.

- 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:

Figure 48 Historical Prime Rate



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%² over 15 years would result in a 26% premium or \$260 thousand 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.

² Current municipal Infrastructure Ontario rates for 15-year money is 3.2%.

Table 69 Interest Premiums Paid

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

Currently, Douro-Dummer does not utilize debt, but it is a potential option for the municipality to utilize as a source of funding in the future.

Use of Reserves

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 Douro-Dummer.

Table 70 Douro-Dummer Reserve Balances

Asset Category	Balance at December 31, 2023
Bridges & Culverts	860,000
Buildings	1,210,000
Furniture & Fixtures	907,000
Land Improvements	930,000
Machinery & Equipment	1,268,000
Road Network	1,231,000
Vehicles	860,000
Total Tax Funded:	7,266,000

There is considerable debate in the municipal sector as to the appropriate level of reserves that a Township 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 Douro-Dummer's judicious use of debt in the past, allows the scenarios to assume that, if required, available reserves and debt capacity can be used for high priority and emergency infrastructure investments in the short- to medium-term.

Recommendation

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

Appendices

Appendix A - includes a one-page report card with an overview of key data from each asset category

Appendix B - identifies projected 10-year capital requirements for each asset category

Appendix C - includes several maps that have been used to visualize the current level of service

Appendix D - identifies the criteria used to calculate risk for each asset category

Appendix E - provides additional guidance on the development of a condition assessment program

DRAFT

Appendix A: Infrastructure Report Card

Asset Category	Replacement Cost (millions)	Asset Condition	Financial Capacity	
Road Network	\$6.99m	Good	Annual Requirement:	\$496,000
			Funding Available:	\$566,000
			Annual Deficit:	\$(-70,000)
Bridges & Culverts	\$4.20m	Very Good	Annual Requirement:	\$98,000
			Funding Available:	\$30,000
			Annual Deficit:	\$68,000
Buildings	\$38.6m	Poor	Annual Requirement:	\$1,391,000
			Funding Available:	\$431,000
			Annual Deficit:	\$960,000
Machinery & Equipment	\$4.70m	Fair	Annual Requirement:	\$324,000
			Funding Available:	\$100,000
			Annual Deficit:	\$224,000
Vehicles	\$7.40m	Fair	Annual Requirement:	\$522,000
			Funding Available:	\$162,000
			Annual Deficit:	\$360,000
Land Improvements	\$1.48m	Fair	Annual Requirement:	\$50,000
			Funding Available:	\$16,000
			Annual Deficit:	\$34,000
Furniture & Fixtures	\$103km	Very poor	Annual Requirement:	\$5,000
			Funding Available:	\$2,000
			Annual Deficit:	\$3,000
Overall	\$63.50m	Poor	Annual Requirement:	\$2,887,000
			Funding Available:	\$1,306,000
			Annual Deficit:	\$1,581,000

Appendix B: 10-Year Capital Requirements

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

Table 71 System Generated 10-Year Capital Replacement Forecast: Road Network

Road Network											
Segment	Total	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
HCB Roads	\$389k	\$0	\$0	\$62k	\$0	\$0	\$4k	\$138k	\$162k	\$0	\$23k
LCB Roads	\$4.1m	\$262k	\$554k	\$362k	\$156k	\$241k	\$652k	\$559k	\$911k	\$362k	\$0
Sidewalks	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$4.4m	\$262k	\$554k	\$424k	\$156k	\$241k	\$656k	\$697k	\$1.1m	\$362k	\$23k

Table 72 System Generated 10-Year Capital Replacement Forecast: Bridges & Culverts

Bridges & Culverts											
Segment	Total	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Bridges	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Culverts	\$139k	\$94k	\$0	\$0	\$45k	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$139k	\$94k	\$0	\$0	\$45k	\$0	\$0	\$0	\$0	\$0	\$0

Table 73 System Generated 10-Year Capital Replacement Forecast: Buildings

Buildings											
Segment	Total	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Fire Buildings	\$1.9m	\$0	\$0	\$0	\$1.5m	\$76k	\$0	\$22k	\$123k	\$136k	\$0
General Government Buildings	\$671k	\$0	\$49k	\$23k	\$0	\$0	\$0	\$0	\$486k	\$78k	\$35k
Library Buildings	\$114k	\$2k	\$0	\$11k	\$91k	\$10k	\$0	\$0	\$0	\$0	\$0
Parks & Recreation Buildings	\$6.0m	\$0	\$68k	\$19k	\$0	\$0	\$214k	\$185k	\$5.3m	\$54k	\$202k
Public Works Buildings	\$1.3m	\$203k	\$0	\$0	\$291k	\$0	\$0	\$457k	\$180k	\$0	\$121k
Total	\$9.9m	\$205k	\$117k	\$54k	\$1.9m	\$86k	\$214k	\$664k	\$6.1m	\$267k	\$358k

Table 74 System Generated 10-Year Capital Replacement Forecast: Vehicles

Vehicles											
Segment	Total	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Fire Vehicles	\$1.1m	\$0	\$312k	\$0	\$336k	\$77k	\$0	\$0	\$59k	\$0	\$309k
Parks & Recreation Vehicles	\$46k	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$46k
Public Works Vehicles	\$2.3m	\$0	\$410k	\$83k	\$360k	\$360k	\$0	\$48k	\$360k	\$0	\$631k
Total	\$3.4m	\$0	\$722k	\$83k	\$696k	\$437k	\$0	\$48k	\$419k	\$0	\$985k

Table 75 System Generated 10-Year Capital Replacement Forecast: Machinery & Equipment

Machinery & Equipment											
Segment	Total	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Fire Equipment	\$342k	\$13k	\$26k	\$58k	\$71k	\$50k	\$29k	\$35k	\$24k	\$0	\$37k
Library Equipment	\$111k	\$13k	\$0	\$0	\$0	\$3k	\$94k	\$0	\$0	\$0	\$1k
Office Equipment	\$213k	\$13k	\$12k	\$4k	\$6k	\$0	\$85k	\$6k	\$65k	\$15k	\$6k
Parks & Recreation Equipment	\$449k	\$0	\$0	\$0	\$0	\$128k	\$73k	\$6k	\$79k	\$0	\$162k
Public Works Equipment	\$821k	\$30k	\$470k	\$1k	\$44k	\$0	\$54k	\$92k	\$0	\$0	\$130k
Water Equipment	\$26k	\$7k	\$0	\$0	\$0	\$0	\$14k	\$5k	\$0	\$0	\$0
Total	\$2.0m	\$75k	\$508k	\$63k	\$122k	\$181k	\$349k	\$144k	\$168k	\$15k	\$337k

Table 76 System Generated 10-Year Capital Replacement Forecast: Land Improvements

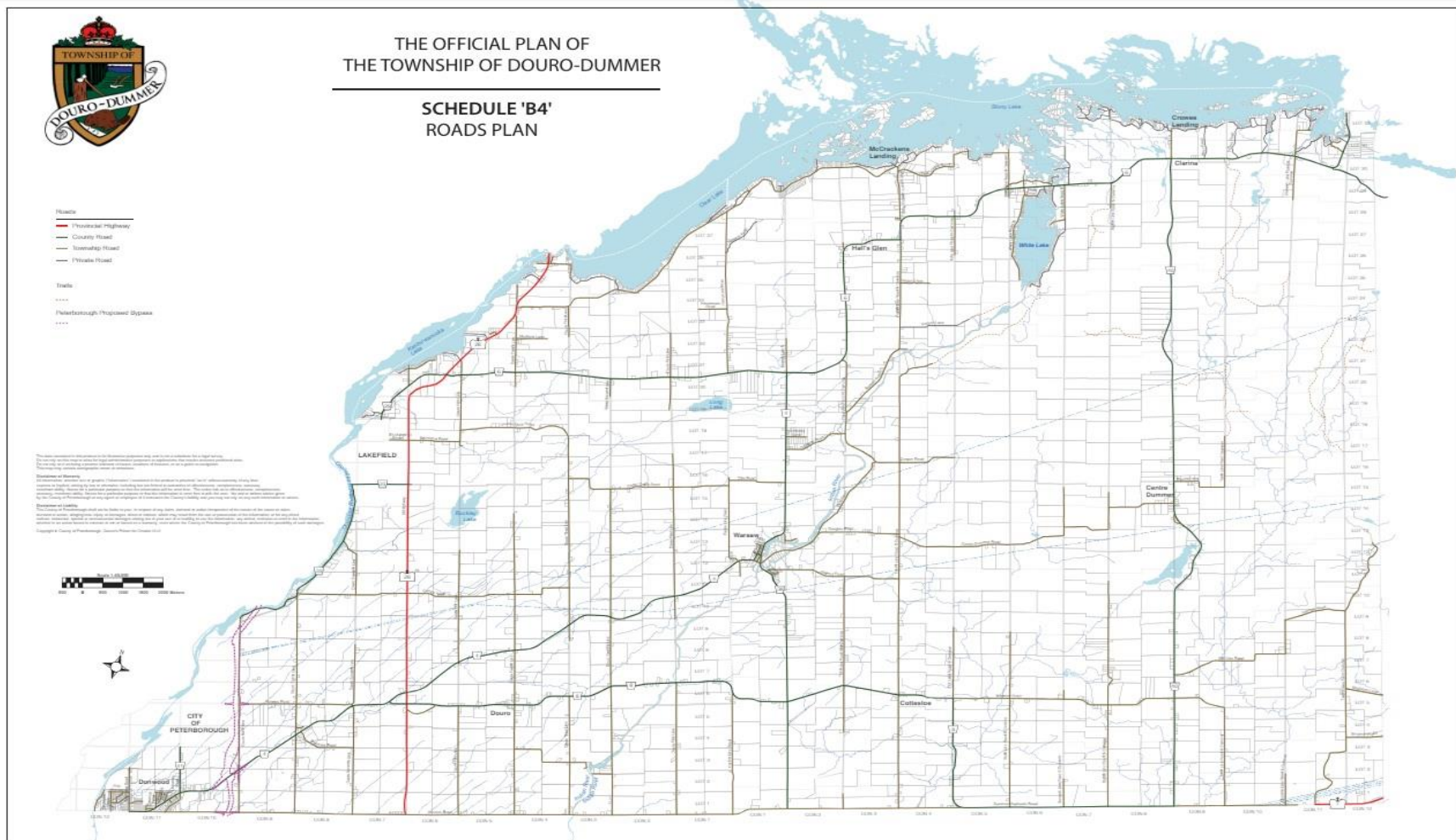
Land Improvements											
Segment	Total	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Benches	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Docks/Wharf	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fencing	\$53k	\$0	\$0	\$17k	\$0	\$0	\$0	\$36k	\$0	\$0	\$0
Parking Lot	\$43k	\$5k	\$0	\$0	\$38k	\$0	\$0	\$0	\$0	\$0	\$0
Parks	\$248k	\$0	\$0	\$0	\$0	\$181k	\$0	\$67k	\$0	\$0	\$0
Pathways/Signage	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Playgrounds	\$67k	\$0	\$0	\$0	\$0	\$0	\$0	\$67k	\$0	\$0	\$0
Streetlights	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$411k	\$5k	\$0	\$17k	\$38k	\$181k	\$0	\$170k	\$0	\$0	\$0

Table 77 System Generated 10-Year Capital Replacement Forecast: Furniture & Fixtures

Furniture & Fixtures											
Segment	Total	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
General Government Furniture	\$7k	\$0	\$0	\$0	\$4k	\$2k	\$1k	\$0	\$0	\$0	\$0
Library Furniture	\$2k	\$0	\$0	\$0	\$979	\$0	\$0	\$0	\$0	\$0	\$2k
Parks & Recreation Furniture	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Public Works Furniture	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$10k	\$0	\$0	\$0	\$5k	\$2k	\$1k	\$0	\$0	\$0	\$2k

Appendix C: Level of Service Maps

Figure 49 Road Network Map



Images of Bridge in Good Condition

LYNCHS ROCK ROAD Bridge F

Inspected: June 29, 2022

Figure 50 Images of Lynchs Rock Road Bridge F



Images of Culvert in Good Condition

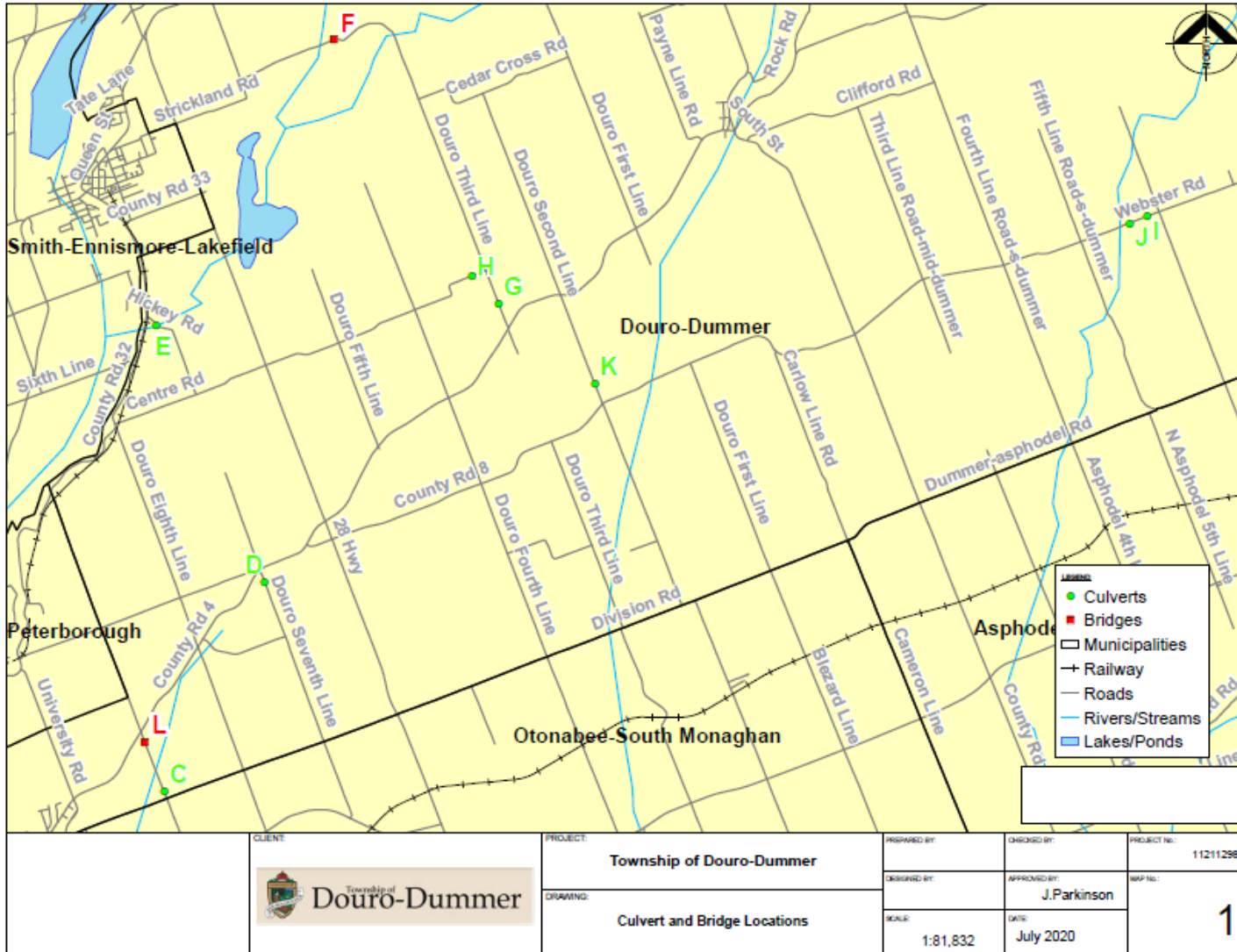
Culvert No. C, Douro 9th Line,

Inspected: June 29, 2022

Figure 51 Images of Culvert No. C, Douro 9th Line



Figure 52 Culvert and Bridge Locations



Appendix D: Risk Rating Criteria

Probability of Failure

Asset Category	Risk Criteria	Criteria Weighting	Value/Range	Probability of Failure Score
Road Network (Roads)	Condition	75	80-100	1
			60-79	2
			40-59	3
			20-39	4
			0-19	5
	Section AADT	15	0-99	1
			100-299	2
			300-399	3
			400-699	4
			700+	5
Surface Material	10	HCB - Asphalt	2	
		LCB - Surface Treatment	3	
Bridges & Culverts	Condition	100%	80-100	1
Buildings			60-79	2
Machinery & Equipment			40-59	3
Vehicles			20-39	4
Land Improvements			0-19	5

Consequence of Failure

Asset Category	Risk Classification	Risk Criteria	Value/Range	Consequence of Failure Score
Road Network (Roads)	Economic (70%)	Surface Material (100%)	HCB	4
			LCB	2
		Road Design Class (20%)	Collector	3
			Local	2
	Social (30%)	Section AADT (40%)	0-99	1
			100-299	2
			300-399	3
			400-699	4
			700+	5
		MMS Class (40%)	4	4
Bridges & Culverts	Economic (100%)	Replacement Cost (100%)	4	4
			5	3
			6	2
			\$0-\$50,000	1
			\$50,000-\$350,000	2
			\$350,000-\$1,000,000	3
\$1,000,000-\$2,000,000	4			
\$2,000,000+	5			

Asset Category	Risk Classification	Risk Criteria	Value/Range	Consequence of Failure Score
Buildings	Economic (70%)	Replacement Cost (100%)	\$0-\$200,000	1
			\$200,000-\$900,000	2
			\$900,000-\$1,750,000	3
			\$1,750,000-\$4,000,000	4
			\$4,000,000+	5
	Operational (30%)	Department (100%)	Libraries	2
			Public Works	3
			Recreation/Facilities	3
			Protective Services	4
			Administration	4
Machinery & Equipment	Economic (70%)	Replacement Cost (100%)	Fire	5
			\$0-\$50,000	1
			\$50,000-\$100,000	2
			\$100,000-\$200,000	3
			\$200,000-\$500,000	4
	Operational (30%)	Equipment Type (100%)	\$500,000+	5
			Signage	1
			Books & Periodicals	2
			Library Equipment	2
			Recreation Department Equipment	2
		Recreation Tractors	2	
		Administration Equipment	3	
		Environmental Services Equipment	3	
		Public Works Equipment	3	
		Computers	4	
		Fire Department Equipment	4	

Asset Category	Risk Classification	Risk Criteria	Value/Range	Consequence of Failure Score
Vehicles	Economic (70%)	Replacement Cost (100%)	\$0-\$25,000	1
			\$25,000-\$50,000	2
			\$50,000-\$150,000	3
			\$150,000-\$300,000	4
			\$300,000+	5
	Operational (30%)	Vehicles Type (100%)	Environmental Services Vehicles	2
			Recreation Department Vehicles	2
			Public Works Vehicles	3
			Fire Department Vehicles	4
Land Improvements	Economic (100%)	Replacement Cost (100%)	\$0-\$25,000	1
			\$25,000-\$50,000	2
			\$50,000-\$100,000	3
			\$100,000-\$150,000	4
			\$150,000+	5

Appendix E: Condition Assessment Guidelines

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

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

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

Role of Asset Condition Data

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

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

Guidelines for Condition Assessment

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

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

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

Developing a Condition Assessment Schedule

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

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

Recommendation:

That the Treasurer-2024-19 report, dated October 1, 2024, regarding the Financial Report – September 23, 2024, be received.

Overview:

The Financial Report for the period ending September 23, 2024, is attached for Council’s information. The intent for the report is to provide Council with an update on departmental spending and revenues to date.

There are a couple of limitations about the data shown:

- We will not have received all invoices for expenses incurred prior to September 23rd and those expenses are not reflected in the report.
- Expenses and Revenues are not incurred equally throughout the year; some line items are seasonal (ie. Winter maintenance) or one time throughout the year (ie. Software subscription expenses and grants revenues).
- Account coding is continually reviewed throughout the year and some amounts can and will be moved between accounts/departments.

Conclusion:

Even though the report has the above limitations it does provide Council with a summary of most of the expenses and revenues to date and can begin to highlight some areas where staff will need to pay attention to during the rest of the fiscal year. The areas that have gone over budget to date or have significant variances have been noted in the attached tables.

Financial Impact:

There is no financial impact to this report.

Service Modernization and Innovation
Modernizing, refining and innovating services for residents is essential to effectively meet the needs of our community, enhance our operational efficiency, and ensure we remain adaptable in a rapidly changing world.

Business Attraction, Expansion, and Retention
Business attraction, expansion, and retention is vital for the economic health and sustainability of our Township, such as job creation, tax revenue, investing in innovation, maintaining our quality of life, and supporting community stability.

Infrastructure Renewal
Infrastructure renewal is a critical investment for our Township as it will ensure our adherence to health and safety, economic development, investment attraction, environmental sustainability, quality of life, public confidence, and regional competitiveness.

Report Approval Details

Document Title:	Financial Report - September 23, 2024.docx
Attachments:	- Budget vs Actual as at Sep 23, 2024 for Council.pdf
Final Approval Date:	Sep 24, 2024

This report and all of its attachments were approved and signed as outlined below:

Martina Chait-Hartwig

Mike Rutter

TOWNSHIP OF DOURO-DUMMER
Municipal Taxes
Financial Summary as at September 23, 2024

	2023	2024	2024	REMAINING	REMAINING
	YTD Actual	Budget	YTD Actual	Budget (\$)	Budget (%)
Expenses					
Financial Fees and Expenses	\$35,424.97	\$35,660.00	\$28,249.64	\$7,410.36	20.8%
Total Expenses	35,424.97	35,660.00	28,249.64	7,410.36	20.8%
Revenues					
Financial Fees	(443.33)	(740.00)	(507.84)	(232.16)	31.4%
Grants					
Taxation Revenue	(6,509,389.79)	(7,075,315.87)	(7,055,175.50)	(20,140.37)	0.3%
Total Revenues	(6,509,833.12)	(7,076,055.87)	(7,055,683.34)	(20,372.53)	0.3%
Operating Reserve Transfers					
Internal Transfers					
NET	(6,474,408.15)	(7,040,395.87)	(7,027,433.70)	(12,962.17)	0.2%

TOWNSHIP OF DOURO-DUMMER
Council
Financial Summary as at September 23, 2024

	2023	2024	2024	REMAINING	REMAINING
	YTD Actual	Budget	YTD Actual	Budget (\$)	Budget (%)
Expenses					
Salaries & Wages	\$103,602.71	\$149,592.59	\$108,569.80	\$41,022.79	27.4%
Professional Development and Memberships	14,089.94	10,200.00	14,386.19	(4,186.19)	(41.0%) 1
Advertising and Special Events	2,286.94	3,700.00	2,345.04	1,354.96	36.6%
Community Grants	2,933.24	5,000.00	6,345.29	(1,345.29)	(26.9%)
Office Equipment and Supplies	58.10	808.00	34.53	773.47	95.7%
Materials and Supplies	97.66	255.00	405.27	(150.27)	(58.9%)
Building Maintenance and Repairs	0.00	500.00	0.00	500.00	100.0%
Contracted Services	6,462.27	4,000.00	1,068.48	2,931.52	73.3%
Insurance	2,352.24	2,703.43	2,352.24	351.19	13.0%
Total Expenses	131,883.10	176,759.02	135,506.84	41,252.18	23.3%
Revenues					
Grants					
Operating Reserve Transfers					
Internal Transfers					
NET	131,883.10	176,759.02	135,506.84	41,252.18	23.3%

Notes:

1. Underbudgeted for 2024, will need to correct in 2025. Budget appears to be based off of previous years actuals when Council was not attending as many conferences due to Covid but Councillors did not go to more conferences than permitted under our policy.

TOWNSHIP OF DOURO-DUMMER
Events Committee
Financial Summary as at September 23, 2024

	2023	2024	2024	REMAINING	REMAINING
	YTD Actual	Budget	YTD Actual	Budget (\$)	Budget (%)
Expenses					
Advertising and Special Events	\$0.00	\$2,500.00	\$176.06	\$2,323.94	93.0%
Total Expenses	0.00	2,500.00	176.06	2,323.94	93.0%
Revenues					
Grants					
Operating Reserve Transfers					
Internal Transfers					
NET	0.00	2,500.00	176.06	2,323.94	93.0%

TOWNSHIP OF DOURO-DUMMER
General Government
Financial Summary as at September 23, 2024

	2023 YTD Actual	2024 Budget	2024 YTD Actual	REMAINING Budget (\$)	REMAINING Budget (%)
Expenses					
Salaries & Wages	\$614,548.65	\$922,227.35	\$581,166.94	\$341,060.41	37.0% 1
Professional Development and Memberships	15,440.68	31,370.00	10,501.62	20,868.38	66.5%
Advertising and Special Events	18,560.60	5,000.00	9,044.35	(4,044.35)	(80.9%) 2
Office Equipment and Supplies	27,859.17	32,255.00	22,960.17	9,294.83	28.8%
Materials and Supplies	816.82	25,700.00	26,365.35	(665.35)	(2.6%)
Building Maintenance and Repairs	12,284.41	11,000.00	3,301.87	7,698.13	70.0%
Equipment Purchases and Maintenance	5,259.51	2,150.00	3,751.82	(1,601.82)	(74.5%)
Computer Hardware and Software	52,946.60	37,037.00	57,341.36	(20,304.36)	(54.8%) 3
Contracted Services	116,308.08	120,978.00	153,938.07	(32,960.07)	(27.2%) 4
Financial Fees and Expenses	5,293.42	7,300.00	4,766.94	2,533.06	34.7%
Insurance	57,213.20	74,386.09	66,460.49	7,925.60	10.7%
Interest Expense	268.51	300.00	49.52	250.48	83.5%
Total Expenses	926,799.65	1,269,703.44	939,648.50	330,054.94	26.0%
Revenues					
Financial Fees	(1,430.00)	(300.00)	(955.00)	655.00	(218.3%)
Interest Revenue	(194,972.52)	(175,000.00)	(170,719.91)	(4,280.09)	2.4%
Licence Revenue	(683.37)	(900.00)	(285.00)	(615.00)	68.3%
Other Revenues	(8,605.33)	(25,195.00)	(18,538.76)	(6,656.24)	26.4%
Rental Revenue	(1,596.48)	(5,000.00)	(1,654.58)	(3,345.42)	66.9%
Total Revenues	(205,857.70)	(206,095.00)	(191,198.25)	(14,896.75)	7.2%
Operating Reserve Transfers					
Internal Transfers					
Overhead Transfer	0.00	(24,669.96)	0.00	(24,669.96)	100.0%
Transfer to Capital	0.00	0.00	69.65	(69.65)	0
Total Internal Transfers	0.00	(24,669.96)	69.65	(24,739.61)	100.3%
NET	720,941.95	1,038,938.48	748,519.90	290,418.58	28.0%

Notes:

1. Salaries and wages are under budget due to salary gapping from CAO and Payroll Clerk.
2. The expenses related to the trees are allocated to Advertising and Special Events; allocation will be reviewed by Finance.
3. These expenses are being reviewed, some need to be accrued into 2025 but it does appear software was underbudgeted for in 2024.
4. Overage related to additional audit expenses due to completing 2021 and 2022 audits in 2024.

TOWNSHIP OF DOURO-DUMMER
Building
Financial Summary as at September 23, 2024

	2023	2024	2024	REMAINING	REMAINING
	YTD Actual	Budget	YTD Actual	Budget (\$)	Budget (%)
Expenses					
Salaries & Wages	\$347,420.67	\$424,300.90	\$289,835.13	\$134,465.77	31.7%
Professional Development and Memberships	3,030.93	11,575.00	3,137.26	8,437.74	72.9%
Advertising and Special Events	959.66	1,200.00	19.56	1,180.44	98.4%
Office Equipment and Supplies	966.90	3,700.00	293.37	3,406.63	92.1%
Materials and Supplies	0.00	0.00	77.54	(77.54)	0
Equipment Purchases and Maintenance	111.94	1,500.00	509.31	990.69	66.0%
Computer Hardware and Software	15,373.32	0.00	109.35	(109.35)	0
Contracted Services	35,927.47	55,913.00	26,666.20	29,246.80	52.3%
Financial Fees and Expenses	7.25	0.00	2.83	(2.83)	0
Fuel	0.00	4,000.00	1,335.87	2,664.13	66.6%
Insurance	13,086.77	15,304.62	14,094.49	1,210.13	7.9%
Interest Expense	7.25	0.00	2.83	(2.83)	0
Total Expenses	416,892.16	517,493.52	336,083.74	181,409.78	35.1%
Revenues					
Grants					
Infractions	0.00	0.00	(675.00)	675.00	0
Other Revenues	0.00	0.00	(650.00)	650.00	0
Permit Revenue	(606,057.19)	(592,315.33)	(359,158.34)	27,940.51	(4.7%)
Total Revenues	(606,057.19)	(592,315.33)	(360,483.34)	29,265.51	(4.9%)
Operating Reserve Transfers					
Internal Transfers					
Overhead Transfer	0.00	25,296.96	0.00	25,296.96	100.0%
Total Internal Transfers	0.00	25,296.96	0.00	25,296.96	100.0%
NET	(189,165.03)	(49,524.85)	(24,399.60)	235,972.25	(476.5%)

TOWNSHIP OF DOURO-DUMMER
By-law
Financial Summary as at September 23, 2024

	2023	2024	2024	REMAINING	REMAINING
	YTD Actual	Budget	YTD Actual	Budget (\$)	Budget (%)
Expenses					
Salaries & Wages	\$0.00	\$31,942.07	\$19,257.46	\$12,684.61	39.7%
Professional Development and Memberships	0.00	500.00	0.00	500.00	100.0%
Advertising and Special Events	0.00	200.00	0.00	200.00	100.0%
Office Equipment and Supplies	0.00	0.00	9.92	(9.92)	0
Materials and Supplies	0.00	200.00	285.63	(85.63)	(42.8%)
Contracted Services	0.00	21,245.00	7,695.66	13,549.34	63.8%
Insurance	0.00	5,000.00	6,115.22	(1,115.22)	(22.3%)
Total Expenses	0.00	59,087.07	33,363.89	25,723.18	43.5%
Revenues					
Grants					
Infractions	0.00	(5,000.00)	0.00	(5,000.00)	100.0%
Other Revenues	0.00	(5,200.00)	0.00	(5,200.00)	100.0%
Total Revenues	0.00	(10,200.00)	0.00	(10,200.00)	100.0%
Operating Reserve Transfers					
Internal Transfers					
NET	0.00	48,887.07	33,363.89	15,523.18	31.8%

TOWNSHIP OF DOURO-DUMMER
Fire Services
Financial Summary as at September 23, 2024

	2023	2024	2024	REMAINING	REMAINING
	YTD Actual	Budget	YTD Actual	Budget (\$)	Budget (%)
Expenses					
Salaries & Wages	\$282,407.44	\$435,142.42	\$286,879.01	\$148,263.41	34.1%
Professional Development and Memberships	30,654.57	45,042.00	23,511.25	21,530.75	47.8%
Advertising and Special Events	143.98	4,850.00	(45.59)	4,895.59	100.9%
Office Equipment and Supplies	1,552.15	2,700.00	838.87	1,861.13	68.9%
Materials and Supplies	21,674.80	29,730.00	4,454.98	25,275.02	85.0%
Building Maintenance and Repairs	2,216.29	6,500.00	2,965.68	3,534.32	54.4%
Equipment Purchases and Maintenance	9,362.68	18,400.00	6,817.16	11,582.84	63.0%
Computer Hardware and Software	2,759.80	2,750.00	2,477.86	272.14	9.9%
Contracted Services	45,279.94	103,657.39	92,409.93	11,247.46	10.9%
Financial Fees and Expenses	12.45	0.00	12.24	(12.24)	0
Fuel	4,572.81	12,000.00	9,095.59	2,904.41	24.2%
Insurance	48,068.57	53,253.86	47,649.07	5,604.79	10.5%
Interest Expense	12.45	0.00	12.24	(12.24)	0
Mutual Aid Agreements	11,000.00	26,418.00	17,665.00	8,753.00	33.1%
Paging and Communication Expenses	1,166.43	6,000.00	944.65	5,055.35	84.3%
Total Expenses	460,884.36	746,443.67	495,687.94	250,755.73	33.6%
Revenues					
Financial Fees	0.00	0.00	(50.00)	50.00	0
Grants					
Mutual Aid Agreements	(1,450.00)	(25,400.00)	(19,595.10)	(5,804.90)	22.9%
Other Revenues	(11,134.94)	(18,000.00)	(10,799.80)	(7,200.20)	40.0%
Permit Revenue	(16,005.80)	(12,000.00)	(11,098.53)	(901.47)	7.5%
Total Revenues	(28,590.74)	(55,400.00)	(41,543.43)	(13,856.57)	25.0%
Operating Reserve Transfers					
Internal Transfers					
Transfer to Capital	0.00	500.00	97.99	402.01	80.4%
Total Internal Transfers	0.00	500.00	97.99	402.01	80.4%
NET	432,293.62	691,543.67	454,242.50	237,301.17	34.3%

TOWNSHIP OF DOURO-DUMMER
Roads
Financial Summary as at September 23, 2024

	2023 YTD Actual	2024 Budget	2024 YTD Actual	REMAINING Budget (\$)	REMAINING Budget (%)
Expenses					
Salaries & Wages	\$604,406.52	\$934,363.46	\$599,124.74	\$335,238.72	35.9%
Professional Development and Memberships	4,793.67	9,840.00	8,905.51	934.49	9.5%
Advertising and Special Events	889.58	1,750.00	1,403.93	346.07	19.8%
Office Equipment and Supplies	1,477.05	2,250.00	2,366.74	(116.74)	(5.2%)
Materials and Supplies	126,631.92	235,609.00	117,554.81	118,054.19	68.7%
Building Maintenance and Repairs	6,787.04	3,840.00	8,239.47	(4,399.47)	(114.6%)
Equipment Purchases and Maintenance	27,467.91	37,181.00	23,252.94	13,928.06	37.5%
Computer Hardware and Software	2,171.58	2,305.00	1,531.51	773.49	33.6%
Contracted Services	185,567.29	253,134.00	289,444.32	(36,310.32)	(155.8%)
Financial Fees and Expenses	0.00	0.00	4.37	(4.37)	0
Fuel	7,903.66	146,385.00	89,843.79	56,541.21	38.6%
Insurance	42,555.44	42,173.66	50,609.28	(8,435.62)	(20.0%)
Interest Expense	0.00	0.00	4.37	(4.37)	0
Paging and Communication Expenses	0.00	70.00	0.00	70.00	100.0%
Total Expenses	1,010,651.66	1,668,901.12	1,192,285.78	476,615.34	28.6%
Revenues					
Aggregate Revenue	(34,793.55)	(52,500.00)	0.00	(52,500.00)	100.0%
Financial Fees	0.00	(250.00)	0.00	(250.00)	100.0%
Other Revenues	(14,822.05)	(25,000.00)	(13,464.73)	(11,535.27)	46.1%
Permit Revenue	(4,638.00)	(10,000.00)	(9,851.50)	(148.50)	1.5%
Total Revenues	(54,253.60)	(87,750.00)	(23,316.23)	(64,433.77)	73.4%
Operating Reserve Transfers					
NET	956,398.06	1,581,151.12	1,168,969.55	412,181.57	26.1%

TOWNSHIP OF DOURO-DUMMER
Waste Management
Financial Summary as at September 23, 2024

	2023	2024	2024	REMAINING	REMAINING
	YTD Actual	Budget	YTD Actual	Budget (\$)	Budget (%)
Expenses					
Salaries & Wages	\$34,508.10	\$47,906.42	\$36,160.85	\$11,745.57	24.5%
Professional Development and Memberships	0.00	305.00	76.17	228.83	75.0%
Advertising and Special Events	0.00	500.00	19.55	480.45	96.1%
Office Equipment and Supplies	657.46	1,875.00	1,295.06	579.94	30.9%
Materials and Supplies	414.09	1,200.00	465.58	734.42	61.2%
Building Maintenance and Repairs	25,668.00	36,336.00	19,596.95	16,739.05	46.1%
Equipment Purchases and Maintenance	244.31	2,330.00	0.00	2,330.00	100.0%
Computer Hardware and Software	162.82	500.00	0.00	500.00	100.0%
Contracted Services	179,066.22	251,854.00	177,875.23	73,978.77	29.4%
Insurance	2,735.84	3,144.30	3,215.16	(70.86)	(2.3%)
Total Expenses	243,456.84	345,950.72	238,704.55	107,246.17	31.0%
Revenues					
Grants					
Other Revenues	(2,917.68)	(5,500.00)	(2,142.68)	(3,357.32)	61.0%
Rental Revenue	(63,160.14)	(90,000.00)	(74,511.21)	(15,488.79)	17.2%
Tipping Fees	(30,117.18)	(25,000.00)	(27,120.09)	2,120.09	(8.5%)
Total Revenues	(96,195.00)	(120,500.00)	(103,773.98)	(16,726.02)	13.9%
Operating Reserve Transfers					
Internal Transfers					
Transfer to Capital	0.00	3,000.00	0.00	3,000.00	100.0%
Total Internal Transfers	0.00	3,000.00	0.00	3,000.00	100.0%
NET	147,261.84	228,450.72	134,930.57	93,520.15	40.9%

TOWNSHIP OF DOURO-DUMMER
Parks
Financial Summary as at September 23, 2024

	2023	2024	2024	REMAINING	REMAINING
	YTD Actual	Budget	YTD Actual	Budget (\$)	Budget (%)
Expenses					
Salaries & Wages	\$92,082.29	\$109,399.18	\$94,815.92	\$14,583.26	13.3%
Professional Development and Memberships	2,159.01	3,350.00	2,165.91	1,184.09	35.3%
Advertising and Special Events	977.75	2,300.00	140.02	2,159.98	93.9%
Office Equipment and Supplies	520.56	800.00	162.90	637.10	79.6%
Materials and Supplies	1,140.52	1,825.00	2,432.57	(607.57)	(33.3%)
Building Maintenance and Repairs	8,357.83	20,241.00	5,702.27	14,538.73	71.8%
Equipment Purchases and Maintenance	6,726.58	6,230.00	1,958.77	4,271.23	68.6%
Computer Hardware and Software	1,040.94	0.00	1,294.59	(1,294.59)	0
Contracted Services	799.42	4,150.00	908.94	3,241.06	78.1%
Fuel	4,110.15	3,300.00	2,563.03	736.97	22.3%
Insurance	8,694.93	9,993.08	9,997.51	(4.43)	(0.0%)
Total Expenses	126,609.98	161,588.26	122,142.43	39,445.83	24.4%
Revenues					
Donations and Fundraising	0.00	0.00	(297.50)	297.50	0
Grants					
Other Revenues	(2,557.47)	(3,000.00)	(15.45)	(2,984.55)	99.5%
Rental Revenue	(6,152.00)	(8,500.00)	(5,786.16)	(2,713.84)	31.9%
Total Revenues	(8,709.47)	(11,500.00)	(6,099.11)	(5,400.89)	47.0%
Operating Reserve Transfers					
Internal Transfers					
Transfer to Capital	0.00	2,000.00	2,842.06	(842.06)	(42.1%)
Total Internal Transfers	0.00	2,000.00	2,842.06	(842.06)	(42.1%)
NET	117,900.51	152,088.26	118,885.38	33,202.88	21.8%

TOWNSHIP OF DOURO-DUMMER
Douro CC
Financial Summary as at September 23, 2024

	2023	2024	2024	REMAINING	REMAINING
	YTD Actual	Budget	YTD Actual	Budget (\$)	Budget (%)
Expenses					
Salaries & Wages	\$109,581.89	\$205,105.93	\$125,116.07	\$79,989.86	39.0%
Professional Development and Memberships	1,456.18	7,300.00	2,669.88	4,630.12	63.4%
Advertising and Special Events	217.66	1,400.00	60.19	1,339.81	95.7%
Office Equipment and Supplies	268.35	1,900.00	12.40	1,887.60	99.3%
Materials and Supplies	5,134.24	1,000.00	1,360.49	(360.49)	(36.0%)
Building Maintenance and Repairs	24,065.96	23,000.00	9,734.60	13,265.40	57.7%
Equipment Purchases and Maintenance	8,255.40	20,200.00	4,051.85	16,148.15	79.9%
Computer Hardware and Software	1,022.94	0.00	1,272.20	(1,272.20)	0
Contracted Services	2,864.45	45,324.00	526.00	44,798.00	98.8%
Fuel	1,258.50	2,000.00	1,380.00	620.00	31.0%
Insurance	39,168.72	46,028.61	46,091.16	(62.55)	(0.1%)
Total Expenses	193,294.29	353,258.54	192,274.84	160,983.70	45.6%
Revenues					
Advertising Revenue	0.00	(4,000.00)	0.00	(4,000.00)	100.0%
Grants					
Other Revenues	(9,383.98)	(1,200.00)	(9,706.21)	8,506.21	(708.9%)
Rental Revenue	(134,209.69)	(233,846.29)	(105,772.68)	(128,073.61)	54.8%
Total Revenues	(143,593.67)	(239,046.29)	(115,478.89)	(123,567.40)	51.7%
Operating Reserve Transfers					
Internal Transfers					
Transfer to Capital	0.00	1,500.00	1,772.68	(272.68)	(18.2%)
Total Internal Transfers	0.00	1,500.00	1,772.68	(272.68)	(18.2%)
NET	49,700.62	115,712.25	78,568.63	37,143.62	32.1%

TOWNSHIP OF DOURO-DUMMER
Warsaw CC
Financial Summary as at September 23, 2024

	2023	2024	2024	REMAINING	REMAINING
	YTD Actual	Budget	YTD Actual	Budget (\$)	Budget (%)
Expenses					
Salaries & Wages	\$75,611.29	\$157,247.28	\$86,289.09	\$70,958.19	45.1%
Professional Development and Memberships	1,456.24	7,300.00	2,612.52	4,687.48	64.2%
Advertising and Special Events	217.67	1,400.00	60.18	1,339.82	95.7%
Office Equipment and Supplies	139.18	950.00	6.19	943.81	99.3%
Materials and Supplies	77.07	1,100.00	133.72	966.28	87.8%
Building Maintenance and Repairs	10,225.72	15,000.00	11,143.89	3,856.11	25.7%
Equipment Purchases and Maintenance	10,513.53	16,050.00	5,587.60	10,462.40	65.2%
Computer Hardware and Software	1,022.95	600.00	1,272.20	(672.20)	(112.0%)
Contracted Services	767.50	43,560.00	2,069.50	41,490.50	95.2%
Fuel	798.00	1,000.00	646.50	353.50	35.4%
Insurance	29,621.89	34,869.44	34,696.08	173.36	0.5%
Total Expenses	130,451.04	279,076.72	144,517.47	134,559.25	48.2%
Revenues					
Advertising Revenue	0.00	(2,000.00)	(250.00)	(1,750.00)	87.5%
Grants					
Other Revenues	(547.12)	(550.00)	(2,719.69)	2,169.69	(394.5%)
Rental Revenue	(54,287.85)	(130,750.00)	(59,153.28)	(71,596.72)	54.8%
Total Revenues	(54,834.97)	(133,300.00)	(62,122.97)	(71,177.03)	53.4%
Operating Reserve Transfers					
Internal Transfers					
Transfer to Capital	326.00	2,000.00	2,842.97	(842.97)	(42.1%)
Total Internal Transfers	326.00	2,000.00	2,842.97	(842.97)	(42.1%)
NET	75,942.07	147,776.72	85,237.47	62,539.25	42.3%

TOWNSHIP OF DOURO-DUMMER
Library
Financial Summary as at September 23, 2024

	2023	2024	2024	REMAINING	REMAINING
	YTD Actual	Budget	YTD Actual	Budget (\$)	Budget (%)
Expenses					
Salaries & Wages	\$76,403.54	\$115,848.71	\$81,975.28	\$33,873.43	29.2%
Professional Development and Memberships	1,031.13	3,090.00	1,150.33	1,939.67	62.8%
Advertising and Special Events	846.19	1,885.00	768.83	1,116.17	59.2%
Office Equipment and Supplies	3,571.73	4,440.00	3,730.50	709.50	16.0%
Materials and Supplies	1,637.31	1,525.00	681.55	843.45	55.3%
Building Maintenance and Repairs	2,098.86	5,450.00	4,404.80	1,045.20	19.2%
Equipment Purchases and Maintenance	0.00	800.00	358.45	441.55	55.2%
Computer Hardware and Software	1,457.52	4,100.00	1,799.52	2,300.48	56.1%
Contracted Services	6,347.03	6,050.00	3,182.92	2,867.08	47.4%
Financial Fees and Expenses	29.00	30.00	3.19	26.81	89.4%
Insurance	3,758.42	4,319.55	4,629.96	(310.41)	(7.2%)
Interest Expense	29.00	10.00	3.19	6.81	68.1%
Total Expenses	97,209.73	147,548.26	102,688.52	44,859.74	30.4%
Revenues					
Donations and Fundraising	(281.85)	(384.54)	(466.80)	82.26	(21.4%)
Grants					
Infractions	(174.00)	(408.00)	(7.00)	(401.00)	98.3%
Other Revenues	(144.15)	(208.08)	(501.05)	292.97	(140.8%)
Program Revenue	(20.00)	(75.00)	(4.80)	(70.20)	93.6%
Total Revenues	(620.00)	(1,075.62)	(979.65)	(95.97)	8.9%
Operating Reserve Transfers					
Internal Transfers					
Transfer to Capital	0.00	204.00	0.00	204.00	100.0%
Total Internal Transfers	0.00	204.00	0.00	204.00	100.0%
NET	96,589.73	146,676.64	101,708.87	44,967.77	30.7%

TOWNSHIP OF DOURO-DUMMER
 Planning
 Financial Summary as at September 23, 2024

	2023	2024	2024	REMAINING	REMAINING
	YTD Actual	Budget	YTD Actual	Budget (\$)	Budget (%)
Expenses					
Salaries & Wages	\$106,200.99	\$128,014.31	\$90,016.50	\$37,997.81	29.7%
Professional Development and Memberships	2,132.87	6,550.00	1,220.76	5,329.24	81.4%
Advertising and Special Events	2,973.49	3,000.00	0.00	3,000.00	100.0%
Office Equipment and Supplies	23.43	1,000.00	975.88	24.12	2.4%
Materials and Supplies	0.00	15,303.00	0.00	15,303.00	100.0%
Computer Hardware and Software	5,088.00	5,500.00	5,088.00	412.00	7.5%
Contracted Services	2,791.93	52,446.00	1,238.20	51,207.80	97.6%
Total Expenses	119,210.71	211,813.31	98,539.34	113,273.97	53.5%
Revenues					
Grants					
Other Revenues	(3,451.24)	(300.00)	(2,631.08)	2,331.08	(777.0%)
Planning Application Revenue	(20,595.00)	(34,991.77)	(27,056.00)	(7,935.77)	22.7%
Total Revenues	(24,046.24)	(35,291.77)	(29,687.08)	(5,604.69)	15.9%
Operating Reserve Transfers					
Internal Transfers					
NET	95,164.47	176,521.54	68,852.26	107,669.28	61.0%

Recommendation:

That the Treasurer-2024-20 report, dated October 1, regarding Purchasing Report – October 2024 be received; and

That Powell (Richmond Hill) Contracting Limited be awarded the 2024 Roadside Safety Devices tender for the installation of new Mash Energy Attenuating Terminal Systems and new Type M steel beam Guide Rail on Township’s Hickey Road.

Overview:

The Township of Douro-Dummer was part of a coordinated tender with the County of Peterborough and other local municipalities in order to secure the best price for road safety devices installation. Four tenders were received from Powell (Richmond Hill) Contracting Limited, Hughson Fencing & Guiderail, Centennial Contracting Limited and Master Utility Division Inc.

The table below outlines the tender costs received:

Vendor	Pricing:
	\$
Powell (Richmond Hill) Contracting Limited	726,870.00
Hughson Fencing & Guiderail (535276 Ontario Inc.)	\$ 761,595.00
Centennial Contracting Limited	\$ 773,575.00
Master Utility Division Inc	\$ 1,566,338.70

The project involves removing and disposing of 32 meters of existing steel beam systems, followed by the installation of 30 meters of new Type M steel beam guide rails and two MASH Energy Attenuating terminal systems on the east side of Hickey Road, as well as 20 meters of new Type M steel beam guide rails and two MASH Energy Attenuating terminal systems on the west side.

Conclusion:

Powell Contracting Limited was the lowest tendered price received for Douro-Dummer in the amount of \$66,666.00 and is within the Township’s 2024 capital budget therefore staff recommend the tender be awarded to Powell Contracting.

Financial Impact:

This tender relates to the Hickey Road project in our capital budget which has a total budget of \$140,000.00. The project included patch work and installation of guiderail posts. The remaining \$73,334 remaining in the project budget after the \$66,666 will be sufficient to complete the patch work on the road; the patch is not expected to be completed until 2025 and therefore this budget will be carried forward.



Service Modernization and Innovation

Modernizing, refining and innovating services for residents is essential to effectively meet the needs of our community, enhance our operational efficiency, and ensure we remain adaptable in a rapidly changing world.



Business Attraction, Expansion, and Retention

Business attraction, expansion, and retention is vital for the economic health and sustainability of our Township, such as job creation, tax revenue, investing in innovation, maintaining our quality of life, and supporting community stability.



Infrastructure Renewal

Infrastructure renewal is a critical investment for our Township as it will ensure our adherence to health and safety, economic development, investment attraction, environmental sustainability, quality of life, public confidence, and regional competitiveness.

Report Approval Details

Document Title:	Procurement Update - October 2024.docx
Attachments:	
Final Approval Date:	Sep 24, 2024

This report and all of its attachments were approved and signed as outlined below:

Paul Creamer

Martina Chait-Hartwig

Mike Rutter

Recommendation:

That the Council-2024-01 report, regarding regarding a community engagement event from Mayor Watson, dated October 1, 2024, be received, and that Council support the hosting of a Community Engagement Meeting this Fall in the Town Hall and further that senior municipal staff be requested to attend.

Overview:

In our ongoing efforts to strengthen relationships between the Council, staff, and the community, I propose hosting a Community Engagement Meeting this Fall at the Town Hall. This initiative is part of a broader series of community engagement events scheduled for this year, which include:

Health Care Town Hall Meeting: November 13th at the Douro Community Centre
County Tourism Round Table: October 28th at the Douro Community Centre

The Community Engagement Meeting will offer residents an informal opportunity to connect with Council Members, the new Township CAO and Department Managers on a one-to-one basis. It is designed as a space where community members can ask questions, receive answers, and express concerns. This event will help foster transparency, build trust, and provide an accessible platform for residents to engage with their elected officials and municipal services.

Details of the Proposed Meeting

Date: Possible dates:

Wednesday, November 6

Thursday, November 7

Wednesday, November 13

Thursday, November 14

Location: Town Hall

Time: 2 hours, 6:30 to 8:30 p.m. (exact timing to be confirmed)

The meeting will be structured as an informal "open house" format, enabling residents to move freely between conversations with Council Members and staff, ensuring a welcoming and accessible environment for all participants.

Conclusion:

The Community Engagement Meeting represents an important opportunity for our community to engage directly with Council and staff. I recommend Council support this initiative as part of our ongoing efforts to strengthen communication and build stronger ties with the public.

Financial Impact:

The costs associated with hosting this event will be limited to staff time, the use of the Town Hall facility, and a small budget for refreshments.

Strategic Plan Applicability

This initiative aligns with our strategic objectives of promoting community engagement and enhancing transparency within our governance.

Service Modernization and Innovation
Modernizing, refining and innovating services for residents is essential to effectively meet the needs of our community, enhance our operational efficiency, and ensure we remain adaptable in a rapidly changing world.

Business Attraction, Expansion, and Retention
Business attraction, expansion, and retention is vital for the economic health and sustainability of our Township, such as job creation, tax revenue, investing in innovation, maintaining our quality of life, and supporting community stability.

Infrastructure Renewal
Infrastructure renewal is a critical investment for our Township as it will ensure our adherence to health and safety, economic development, investment attraction, environmental sustainability, quality of life, public confidence, and regional competitiveness.

Report Approval Details

Document Title:	Community Engagement Meeting.docx
Attachments:	
Final Approval Date:	Sep 24, 2024

This report and all of its attachments were approved and signed as outlined below:

Mike Rutter

Township of Douro-Dummer Arena Facilities Future Ad-Hoc Committee Minutes

**Date: October 12, 2023 5:30 p.m.
Upper Meeting Room at the Warsaw Community Centre**

Committee: Chair – Ray Johnston
Vice Chair – Jim Bailey
Committee Member – Gerard Sullivan
Committee Member – Kerri Riel
Committee Member – Liam Ryan

Staff Present: Manager of Recreation Facilities – Mike Mood
CAO – Elana Arthurs

Regrets: Committee Member – Kerri Riel

1. Chair to call meeting to order

The Chair called the meeting to order at 5:35 p.m.

2. Disclosure of Pecuniary Interest

The Chair asked if anyone had a pecuniary interest. None were declared

3. Approval of Agenda - September 12, 2023

Resolution

Moved by: Jim Bailey

Seconded by: Liam Ryan

That the Agenda for October 12, 2023 be received and approved. Carried

4. Approval of Minutes and Business Arising from the Minutes – September 12, 2023.

Resolution

Moved by: Gerrard Sullivan

Seconded by: Jim Bailey

That the Minutes from the meeting held on September 12, 2023 be received and approved. Carried

5. Other Business

5.1 Review of Draft Committee Action Plan

The Committee spent time reviewing the action plan and options for moving forward. The discussion included the challenges at both facilities and the costs associated with doing upgrades and ongoing maintenance. It was determined that there was insufficient funds to do anything impactful.

5.2 Discussion of Funding Opportunities to Assist with Studies

Mike Mood, Manager of Recreation Facilities presented an opportunity to conduct a greenhouse gas emissions study for both the Douro and the Warsaw Community Centres. With the expectation to reduce the greenhouse gas emissions mandated by the Province, it is expected that any grant applications for construction or updating of facilities will require this study to be completed. Mr. Mood spoke to the opportunity to have CIMCO provide a presentation to further explain this opportunity and their part in the process.

Elana Arthurs, CAO spoke to the need to determine a path moving forward and possibly a new or updated Recreation Master Plan to identify where to begin and how to proceed. The Committee discussed their focus being the arenas and wanting to ensure that they received adequate review and attention in such a broad report. Ms. Arthurs spoke to a grant opportunity that may provide for 80% of the cost of the plan development. It was noted that the deadline was fast approaching but that an application could be submitted if the Committee was willing to allocate funds toward the 20% balance assuming grant approval.

Resolution

Moved by: Jim Bailey

Seconded by: Liam Ryan

That the Committee approve allocating \$10,000 toward the cost of the development of a Master Recreation Plan, pending approval of a grant application to cover the balance of the cost.

Carried

6. New Business: None

7. Next Meeting Date

The next meeting was not scheduled pending the meeting with Council on the GHG presentation on November 7, 2023.

8. Adjournment Resolution

Moved by: Liam Ryan

Seconded by: Gerrard Sullivan

That the meeting adjourn (6:32 p.m.).

Carried

Chair, Ray Johnston

Elana Arthurs, Deputy Clerk



AMANDA FUSCO
Director of Legislated Services & City Clerk
Corporate Services Department
Kitchener City Hall, 2nd Floor
200 King Street West, P.O. Box 1118
Kitchener, ON N2G 4G7
Phone: 519.741.2200 x 7809 Fax: 519.741.2705
amanda.fusco@kitchener.ca
TTY: 519-741-2385

September 19, 2024

Honourable Doug Ford
Premier of Ontario
Legislative Building
Queen's Park
Toronto ON M7A 1A1

Dear Premier Ford:

This is to advise that City Council, at a meeting held on August 26, 2024, passed the following resolution regarding Renovictions and Safe and Adequate Housing:

"WHEREAS the City of Kitchener adopted the resolution, "Renovictions' - Safe and Adequate Housing" on October 18, 2021, advocating to the Province of Ontario to take additional and meaningful steps to address the ever-increasing problem of Renovictions;

WHEREAS the City of Kitchener is taking meaningful steps to help address the issue with the legislated tools available to municipalities including adopting Inclusionary Zoning By-law and a Rental Replacement By-law;

THEREFORE IT BE RESOLVED that the City of Kitchener supports the resolution adopted by the City of Toronto to urge the Province of Ontario to proclaim and bring into force all regulations pertaining to Bill 97, Helping Homebuyers, Protecting Tenants Act, 2023,

THEREFORE IT FURTHER BE RESOLVED that the City of Kitchener supports the resolution adopted by the City of Toronto to request to the Province of Ontario to amend the Residential Tenancies Act, 2006, and/or related regulations to:

- a. reintroduce vacancy control legislation which ties rents to residential units rather than tenancies;
- b. introduce rent control to cover units first occupied after November 15, 2018;
- c. require landlords of residential units to be responsible for finding temporary accommodation or provide sufficient relocation assistance for their tenants for the duration of the renovations if tenants intend to return post - repair/renovation;

- d. require landlords to obtain a building permit before issuing an N13 notice of termination, provide a copy of the applicable permit to tenants together with any N13 notice of termination, require evidence that the permit was delivered with the N13 notice of termination as part of any L2 application to end a tenancy filed on that basis, and require the approved permit be provided to the LTB as part of any L2 application to end a tenancy filed on the basis of an N13 notice of termination;
- e. provide the same rights and compensation afforded to tenants in buildings with five (5) or more units to those in buildings with less than five (5) units;
- f. increase the required compensation for tenants in no-fault evictions;
- g. remove ex parte eviction orders for breached repayment agreements;
- h. require landlords to attach a plain-language tenants' rights information package to N13 eviction notices;
- i. regulate N11s and buy-out agreements; and
- j. amend Above Guideline Increase (AGI) rules to eliminate the eligibility of capital expenditures that constitute general repair and maintenance of the property; add a new subsection requiring landlords to save 10 percent of rental income to be accessed for capital expenditures; and require landlords to notify tenants of the decrease in advance of the date when rent is required to be reduced as specified in an order permitting an AGI related to eligible capital expenses;

THEREFORE BE IT FURTHER RESOLVED that the City of Kitchener supports the resolution adopted by the City of Toronto to urge to the province of Ontario to make the following operational changes to the Landlord Tenant Tribunal (LTB):

- a. allow tenants the right to in-person LTB hearings to eliminate technological barriers for individuals who do not have access to digital devices or reliable internet connection;
- b. simplify LTB notices with plain language so they are easily understood and ensure all forms include a tracking number that is linked to a public registry; and
- c. establish a provincial rental registry that tracks building ownership, rental rates, AGIs and their expiry dates, and LTB eviction filings and their outcomes; and monitor data on N12 and N13 evictions.

THEREFORE BE IT FINALLY RESOLVED that a copy of this motion be sent to the Association of Municipalities of Ontario, the Premier of Ontario, the Ministry of Municipal Affairs and housing, all other municipalities within Ontario, the Region of Waterloo and other Municipalities for their consideration and possible endorsement.”

Yours truly,



A. Fusco
Director of Legislated Services & City Clerk

Cc: Honourable Paul Calandra, Minister of Municipal Affairs and Housing
Colin Best, President, Association of Municipalities Ontario
Will Short, Clerk, Region of Waterloo
Ontario Municipalities
Sloane Sweazey, Senior Policy Advisor, City of Kitchener

The Corporation of the Township of Douro-Dummer

By-law Number 2024-57

Being a By-law to assume certain parcels into the Township Road System

Severance File: B-87-23, Parent Roll: 1522-020-005-42700

Whereas Section 31 of the Municipal Act, 2001, S.O. 2001 c. 25, as amended, provides Council with the power to pass by-laws for acquiring or for assuming part of a highway;

And Whereas the Township of Douro-Dummer imposed a condition of consent requiring a three-metre strip of frontage to be deeded to the Township for future road widening purposes;

Now Therefore the Council of the Corporation of the Township of Douro-Dummer hereby enacts as follows:

1. The parcels as set forth above be and they are hereby incorporated into the Township of Douro-Dummer Road System.

Severance File: B-87-23, Parent Roll: 020-005-42700

Part of Lot 32, Concession 9, in the Geographic Township of Dummer, Township of Douro-Dummer, in the County of Peterborough, designated as Parts 2 and 3 on Plan 45R-17657, said Plan received and deposited in the Registry Office of the Registry Division of Peterborough (No. 45) on May 2, 2024, and deeded to the Township of Douro-Dummer as Registration No. PE421656 on September 9, 2024.

2. That the Mayor and the Clerk be directed to sign same and affix the Corporate Seal to this By-law.

Passed in open Council this 1st day of October 2024.

Mayor, Heather Watson

Clerk, Martina Chait-Hartwig

The Corporation of the Township of Douro-Dummer
By-Law Number 2024-58

**A By-law to amend By-law No. 2022-21, as amended, being "A By-law to update
the schedule for the Committee of the Whole meetings of the Township of
Douro-Dummer"**
(Procedural By-law – Committee of the Whole Meeting Date)

Whereas Section 238 of the Municipal Act, 2001 (the "Act"), as amended, provides that every municipality and local board shall pass a Procedure By-law for governing the calling, place and proceedings of meetings;

And Whereas the Council of The Corporation of the Township of Douro-Dummer deems it expedient to amend Procedure By-law No. 2022-41, as amended;

Now therefore be it resolved that the Council of The Corporation of the Township of Douro-Dummer enacts as follows:

1. That Procedural By-law No. 2022-41, as amended, be further amended by:
 - a. Updating section 19 – subsection 19.4 – Committee of the Whole meetings shall be held on the third Wednesday of every other month at 10:00 a.m., replacing the current schedule of the second Tuesday of every other month at 10:00 a.m.:

2. That the Mayor and the Clerk be directed to sign same and affix the Corporate Seal to this By-law.

Passed in open council this 1st day of October 2024

Mayor, Heather Watson

Clerk, Martina Chait-Hartwig

The Corporation of the Township of Douro-Dummer

By-Law Number 2024-059

Being a By-law to Appoint a Chief Administrative Officer, a Deputy Chief Administrative Officer and Repeal By-law 2024-041

Whereas the Section 229 of the Municipal Act, 2001, S.O. 2001 c.25, as amended, provides that a municipality may appoint a Chief Administrative Officer;

And Whereas the Municipality of The Township of Douro-Dummer deems it advisable to appoint a Chief Administrative Officer and a Deputy Chief Administrative Officer;

Now Therefore the Council for The Corporation of the Township of Douro-Dummer enacts as follows:

1. That Todd Davis be and is hereby appointed as the Chief Administrative Officer for the Township of Douro-Dummer;
2. And that Martina Chait-Hartwig be and is hereby appointed as the Deputy Chief Administrative Officer along with her existing appointment to the role of Clerk;
3. And that By-law 2024-41, a By-law to Appoint an Interim Chief Administrative Officer be repealed.
4. And finally, that this By-law shall come into effect on October 21, 2024.

Passed in open council this 1st day of October, 2024.

Mayor, Heather Watson

Clerk, Martina Chait-Hartwig

The Corporation of the Township of Douro-Dummer

By-law Number 2024-60

Being a By-law of The Corporation of the Township of Douro-Dummer to confirm the proceedings of the Special and Regular Council Meeting of Council held on the 1st day of October 2024

The Municipal Council of The Corporation of the Township of Douro-Dummer Enacts as follows:

1. **That** the action of the Council at its Special and Regular Council Meeting held on October 1st, 2024, in respect to each motion, resolution, and other action passed and taken by the Council at its said meeting is, except where prior approval of the Local Planning Appeal Tribunal is required, hereby approved, ratified, and confirmed.
2. **That** the Mayor and the proper officers of the Township are hereby authorized to do all things necessary to obtain approvals where required, and to execute all documents as may be necessary in that behalf and the Clerk is hereby authorized and directed to affix the Corporate Seal to all such documents.

Passed in Open Council this 1st day of October 2024.

Mayor, Heather Watson

Clerk, Martina Chait-Hartwig