The Corporation of the Township of
La Corporation du Canton de
Dubreuilville

Prenez le temps de vivre Experience the Freedom

ORDRE DU JOUR

Agenda

Séance régulière du conseil qui aura lieu
à 18 h 30, le mercredi 28 août 2019
Regular Council meeting scheduled for
Wednesday, August 28, 2019 at 6:30 p.m.

1. **OUVERTURE**
   CALL TO ORDER

2. **PRÉSENCE**
   ROLL CALL

	In attendance	Absent	With Notice	Without Notice
Mayor Beverly Nantel				
Councillor Chantal Croft				
Councillor Hermyle Langlois				
Councillor Léandre Moore				
Councillor Hélène Perth				
CAO-Clerk				
Treasurer/Tax Collector				
LCSD				
Infrastructure Superintendent				
Misc. Staff				
Misc. Staff				

3. **APPEL ET DÉCLARATION D'INTÉRÊT PÉCUNIAIRE**
   DECLARATION OF CONFLICT

4. ***ADOPTION DE L'ORDRE DU JOUR***
   APPROVAL OF AGENDA

5. **ADOPTION DES PROCÈS-VERBAUX**
   ADOPTION OF MINUTES

   5.1 Procès-verbal daté du 7 août 2019 de la réunion régulière du conseil municipal / *Regular Municipal Council meeting minutes dated August 7, 2019*; **(Resolution)**

6. **DÉLÉGATIONS**
DELEGATIONS

6.1 Santé publique Algoma / *Algoma Public Health*;

7. **CORRESPONDANCE**
CORRESPONDENCE

7.1 Nouvelles datées du 27 août 2019 au sujet des communautés rurales du nord de l'Ontario qui bénéficieront d'un accès Internet plus rapide / *News dated August 27, 2019 with regards to rural communities in Northern Ontario will benefit from faster Internet*; et / and **(Information)**

7.2 Lettre datée du 15 août 2019 du Ministère de l'Infrastructure, Bureau du ministre au sujet du besoin d'accès Internet plus rapide et couverture de téléphone portable fiable / *Letter dated August 15, 2019 from the Ministry of Infrastructure, Office of the Minister with regards to the need for improved high speed Internet and reliable cellphone coverage*; et / and **(Information)**

7.3 Lettre datée du 30 juillet 2019 du Ministre des Transports au sujet du rétablissement du service ferroviaire voyageurs Algoma dans le nord de l'Ontario / *Letter dated July 30, 2019 from the Minister of Transport with regards to the reinstatement of the Algoma passenger rail service in Northern Ontario*; et / and **(Information)**

7.4 Communiqué de presse daté du 8 août 2019 de Algoma Power Inc. au sujet que API répondra aux besoins d'électricité de Dubreuilville / *Press release dated August 8, 2019 from Algoma Power Inc. with regards to API meeting Dubreuilville's electricity needs*; et / and **(Information)**

7.5 Information datée du 15 août 2019 de Amedeo Bernardi Consulting Inc. au sujet d'une nouvelle conférence canadienne à large bande pour régions rurales et éloignées / *Information dated August 15, 2019 from Amedeo Bernardi Consulting Inc. with regards to a new Canadian Rural and Remote Broadband Conference*; et / and **(Information)**

7.6 Lettre datée du 22 août 2019 du Syndicat des travailleurs et travailleuses des postes au sujet des services postaux / *Letter dated August 22, 2019 from the Canadian Union of Postal Workers with regards to the postal services*; **(Support)**

8. RAPPORT DES COMITÉS ET/OU DÉPARTEMENTS
REPORTS FROM COMMITTEES AND/OR DEPARTMENTS

8.1 Rapport pour le conseil daté du 21 août 2019 du Surintendant de l'infrastructure au sujet des réparations nécessaires à être complétées sur le compacteur / *Council report dated August 21, 2019 from the Infrastructure Superintendent with regards to required repair work to be completed on the compactor*; et / and **(Resolution)**

8.2 Rapport pour le conseil daté du 28 août 2019 de l'Agente de développement économique au sujet d'une demande de publicité dans le Guide Sentier (ASPA) / *Council report dated August 28, 2019 from the Economic Development Officer with regards to a request to advertize within the Algoma Sno-Plan Affiliation (ASPA) Trail Guide*; et / and **(Resolution)**

8.3 Lettre datée du 20 août 2019 de Mario Bergeron au sujet d'une demande de changer l'endroit de l'installation de la station de vidage d'égoût / *Letter dated August 20, 2019 from Mario Bergeron with regards to a request to change the location of the installation of the sewer emptying station;* et / and **(Resolution)**

8.4 Lettre datée du 21 août 2019 de Chris Rancourt et Danielle DelGuidice au sujet d'une demande pour louer un endroit commercial pour l'installation d'un camion à nourriture (cantine) / *Letter dated August 21, 2019 from Chris Rancourt and Danielle DelGuidice with regards to a request to rent commercial property for the installation of a food truck (canteen)*; et / and **(Resolution)**

8.5 Rapport pour le conseil daté du 27 août 2019 de la Coordinatrice de la gestion des actifs au sujet du développement de notre programme de planification de la gestion des actifs / *Council report dated August 27, 2019 from the Asset Management Coordinator with regards to the development of our asset management planning program*; **(Resolution)**

9. APPROBATION DES RÉGISTRES DE CHÈQUES
APPOVAL OF CHECK REGISTER

9.1 Rapport pour le Conseil (registre des chèques pour 2019) daté du 14 août 2019 (liste A - Visa) / *Council Board Report (cheque register for 2019) dated August 14, 2019 (list A - Visa)*; et / and **(Resolution)**

9.2 Rapport pour le Conseil (registre des chèques pour 2019) daté du 23 août 2019 (liste B) / *Council Board Report (cheque register for 2019) dated August 23, 2019 (list B)*; **(Resolution)**

10. RÉGLEMENTS
BY-LAWS

10.1 Arrêté-municipal no. 2019-39, étant un règlement visant à confirmer les travaux du Conseil de la Corporation du Canton de Dubreuilville à sa séance ordinaire tenue le 28 août 2019 / *By-Law No. 2019-39, being a By-law to confirm the proceedings of the Council of the Corporation of the Township of Dubreuilville at its regular meeting held on August 28, 2019*; et / and **(Resolution)**

10.2 Arrêté-municipal no. 2019-40, étant un règlement pour modifier la durée de notre entente de prestation de services entre la Corporation du Canton de Dubreuilville et Sa Majesté la Reine en Chef de l'Ontario, représentée par le Ministre des Services gouvernementaux et des Services aux consommateurs et règlement 2009-27A / *By-Law No. 2019-40, being a By-law to amend the term of our Issuing Services Agreement (ISA) between the Corporation of the Township of Dubreuilville and Her Majesty the Queen in Right of Ontario as represented by the Minister of Government and Consumer Services and By-Law 2009-27A;* **(Resolution)**

11. AJOUT
ADDENDUM

12. ASSEMBLÉE A HUIS CLOS
CLOSED SESSION

12.1 Discussion concernant des renseignements privés au sujet d'une personne qui peut être identifiée, y compris des employés de la municipalité ou du conseil / *Discussion regarding personal matters about an identifiable individual, including municipal or local board employees* ***(Municipal Act, 2001, S.O. 2001, c. 25, s. 239 (2) (b))***; et / and

12.2 Discussion concernant les relations de travail ou les négociations avec les employés / *Discussion regarding labour relations or employee negotiations* ***(Municipal Act, 2001, S.O. 2001, c. 25, s. 239 (2) (d))***; et / and

12.3 Discussion concernant l'acquisition ou la disposition projetée ou en cours d'un bien-fonds par la municipalité ou le conseil local / *Discussion regarding a proposed or pending acquisition or disposition of land by the municipality or local board* ***(Municipal Act, 2001, S.O. 2001, c. 25, s. 239 (2) (c))***;

13. AJOURNEMENT
ADJOURNMENT

Dubreuilville

Prenez le temps de vivre Experience the Freedom

THE CORPORATION OF THE TOWNSHIP OF DUBREUILVILLE

-MINUTES-

Regular Council Meeting held on
August 7, 2019 at 6:30 p.m.
Council Chambers

PRESENT: Councillor C. Croft (Late - arrived at 6:40)
Councillor, H. Perth
Councillor, H. Langlois
Councillor, L. Moore

ABSENT: Mayor, B. Nantel (with notice)

STAFF: CAO-Clerk, Shelley B. Casey

Councillor, Hélène Perth called the meeting to order at 6:33 p.m.

19-230 Moved by: Councillor Moore
Seconded by: Councillor Langlois

Whereas that the agenda for the regular municipal council meeting dated August 7, 2019 be adopted as submitted.

Carried

19-231 Moved by: Councillor Moore
Seconded by: Councillor Langlois

Whereas that the Council of the Corporation of the Township of Dubreuilville wishes to receive and approve the following municipal council meeting minutes as submitted:

- Regular Municipal Council meeting minutes dated July 10, 2019.

Carried

19-232 Moved by: Councillor Moore
Seconded by: Councillor Langlois

Whereas that the following be received as information only:

7.1 Algoma District Services Administration Board meeting minutes dated June 27, 2019; and

7.2 Letter dated May 2, 2019 from the CN Corporate Services with regards to the 2019 edition of their CN in your Community publication; and

7.3 Notice of Completion issued July 18, 2019 for the Township of Dubreuilville Proposed Extension of Municipal Water and Sewer Class Environmental Assessment; and

7.4 Letter dated July 22, 2019 from the Ministry of Municipal Affairs and Housing, Office of the Minister with regards to the Provincial Policy Statement Review - Draft Policies.

Carried

19-233 Moved by: Councillor Moore
Seconded by: Councillor Langlois

Whereas that the Council of the Corporation of the Township of Dubreuilville hereby wishes to support the attached letter dated July 16, 2019 from the Township of McKellar with regards to a request for support concerning Municipal Amalgamation.

Carried

19-234 Moved by: Councillor Croft
Seconded by: Councillor Langlois

Whereas that the Council of the Corporation of the Township of Dubreuilville hereby wishes to support the attached resolution dated July 8, 2019 from the Town of Halton Hills with regards to a request for support concerning the review of current producer requirements and look for extended producer responsibility for all packaging.

Carried

19-235 Moved by: Councillor Moore
Seconded by: Councillor Langlois

Whereas that the Council of the Corporation of the Township of Dubreuilville hereby wishes to support the attached letter dated June 15, 2019 from the Corporation of the Town of Plympton-Wyoming with regards to a request for support concerning enforcement for safety on family farms.

Carried

19-236 Moved by: Councillor Croft
Seconded by: Councillor Moore

Whereas that Council of the Corporation of the Township of Dubreuilville hereby wishes to receive and approve the attached letter from the Working Group (eSFL) with regards to a request for signatory process for finalization and execution of the Shareholder Agreement for the Missinaibi Forest.

Carried

19-237 Moved by: Councillor Moore
Seconded by: Councillor Langlois

Whereas that the Council of the Corporation of the Township of Dubreuilville hereby wishes to receive and approve the attached 2019 Energy Conservation and Demand Management Plan, as presented.

Carried

19-238 Moved by: Councillor Moore
Seconded by: Councillor Langlois

Whereas that the Council of the Corporation of the Township of Dubreuilville hereby wishes to receive and approve the attached grader loan renewal agreement from the Royal Bank of Canada, as presented.

Carried

19-239 Moved by: Councillor Moore
Seconded by: Councillor Langlois

Whereas that the Council of the Corporation of the Township of Dubreuilville hereby wishes to receive and approve the attached Council Report dated August 2, 2019 from the Treasurer/Tax Collector with regards the unsuccessful tax sale process of two properties, as presented.

Carried

19-240 Moved by: Councillor Langlois
Seconded by: Councillor Moore

Whereas that the Council of the Corporation of the Township of Dubreuilville hereby wishes to receive and approve the attached Council Report dated August 7, 2019 from the Economic Development Officer with regards to a request to attend the ECONOUS 2019 - Communities Leading Innovation Conference, as presented.

Carried

19-241 Moved by: Councillor Langlois
Seconded by: Councillor Moore

Whereas that the Council of the Corporation of the Township of Dubreuilville hereby wishes to receive and approve the attached Inter-office memo dated July 9, 2019 from the Treasurer/Tax Collector with regards to the renewal of our municipal insurance program, as presented.

Carried

19-242 Moved by: Councillor Langlois
Seconded by: Councillor Moore

Whereas that the Council of the Corporation of the Township of Dubreuilville hereby wishes to receive and approve the attached Strongman Challenge Dubreuilville meeting minutes dated June 24, 2019 and July 17, 2019, as presented.

Carried

19-243 Moved by: Councillor Moore
Seconded by: Councillor Langlois

Whereas that the attached Council Board Report (cheque register for 2019, list A - Visa) dated July 31, 2019 in the amount of $24,006.06, be approved for payment.

Carried

19-244 Moved by: Councillor Langlois
Seconded by: Councillor Moore

Whereas that the attached Council Board Report (cheque register for 2019, list B) dated July 31, 2019 in the amount of $78,711.67, be approved for payment.

Carried

19-245 Moved by: Councillor Moore
Seconded by: Councillor Croft

Whereas that By-Law No. 2019-36, being a By-law to confirm the proceedings of the Council of the Corporation of the Township of Dubreuilville at its regular meeting held on August 7, 2019, be adopted.

Carried

19-246 Moved by: Councillor Langlois
Seconded by: Councillor Croft

Whereas that By-Law No. 2019-37, being a By-law to authorize the execution of an Agreement for the Lease of Office space within a municipal building between North Algoma Employment Help Centre and the Corporation of the Township of Dubreuilville, be adopted.

Carried

19-247 Moved by: Councillor Croft
Seconded by: Councillor Langlois

Whereas that By-Law No. 2019-38, being a By-law to authorize the execution of an Agreement for the Lease of Office space within a municipal building between the Corporation du Développement Économique et Communautaire de Dubreuilville (CDEC) and the Corporation of the Township of Dubreuilville, be adopted.

Carried

19-248 Moved by: Councillor Croft
Seconded by: Councillor Langlois

Whereas that we adjourn to go in-camera session at 7:06 p.m.

12.1 Discussion regarding personal matters about an identifiable individual, including municipal or local board employees *(Municipal Act, 2001, S.O. 2001, c. 25, s. 239 (2) (b));* and

12.2 Discussion regarding labour relations or employee negotiations *(Municipal Act, 2001, S.O. 2001, c. 25, s. 239 (2) (d))*; and

12.3 Discussion regarding a proposed or pending acquisition or disposition of land by the municipality or local board *(Municipal Act, 2001, S.O. 2001, c. 25, s. 239 (2) (c))*.

Carried

19-249 Moved by: Councillor Langlois
Seconded by: Councillor Croft

Whereas that we reconvene in regular municipal council meeting at 8:20 p.m.

Carried

19-250 Moved by: Councillor Croft
Seconded by: Councillor Moore

Whereas that the Council of the Corporation of the Township of Dubreuilville hereby wishes to receive and approve the attached Council Report dated July 24, 2019 from the CAO-Clerk with regards to the hiring of Sony Coulombe as Assistant and Julie Bélanger as Spare Replacement for the Resource Centre, as presented.

Carried

19-251 Moved by: Councillor Croft
Seconded by: Councillor Langlois

Whereas that this regular municipal council meeting dated August 7, 2019 hereby adjourn at 8:21 p.m.

Carried

Mayor

CAO/Clerk

Santé publique Algoma

Le Canton de Dubreuilville

La médecin-hygiéniste et directrice générale

Dre Marlene Spruyt, CCMF, FCMF

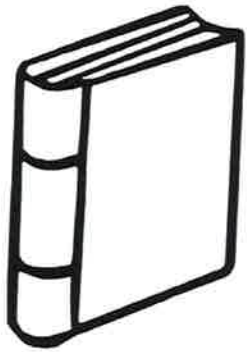
La médecin-hygiéniste adjointe

Dre Jennifer Loo, CCMF, FRCPC

Le directeur financier

Justin Pino CPA, CMA

Sommaire



Contexte

(pourquoi nous sommes ici)

Budget

(dollars et cents)

RI dans la santé publique

(ce que nous recevons en retour)

Contexte

(pourquoi nous sommes ici)

Les municipalités et les bureaux de santé locaux de l'Ontario

Algoma
PUBLIC HEALTH
Santé publique Algoma

Le tableau d'ensemble

Objectif :

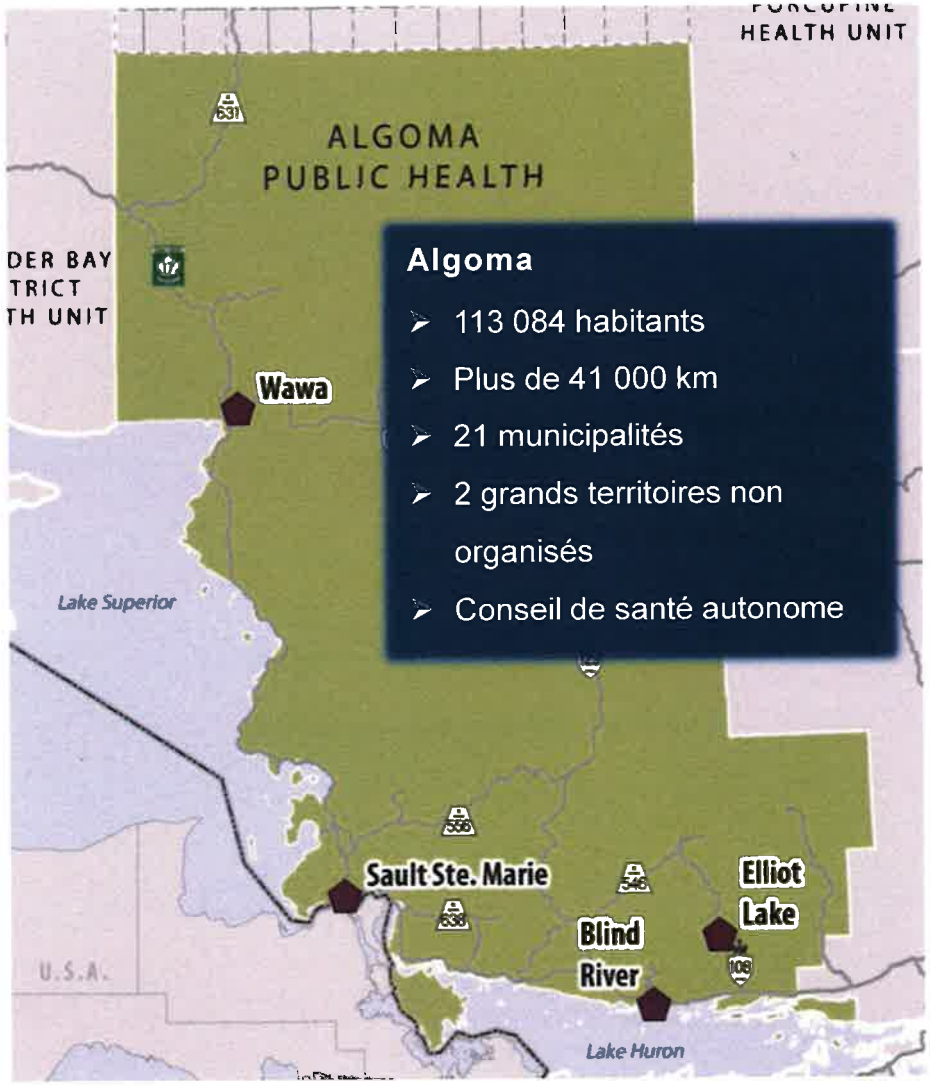
Améliorer la santé et l'équité en matière de santé à l'échelle de la communauté.

Démarche en amont :

Créer les conditions sociales et environnementales propices à la santé communautaire.

Services de santé publique :

- Régis par une loi
- Financés conjointement par le gouvernement provincial et les municipalités



La loi

Le paragraphe 72 (1) de la *LPPS* stipule que les municipalités assujetties qui sont situées dans une circonscription sanitaire assument :

a) d'une part, les dépenses engagées par le conseil de santé de la circonscription sanitaire, ou en son nom, dans l'exécution de ses fonctions et obligations aux termes de la présente loi ou de toute autre loi;

b) d'autre part, les dépenses engagées par le médecin-hygiéniste du conseil de santé, ou en son nom, dans l'exécution de ses fonctions et obligations aux termes de la présente loi ou de toute autre loi.

Selon l'article 76 de la *LPPS,*
la ministre peut accorder des subventions pour l'application de la *LPPS* aux conditions qu'il juge appropriées.

Valeurs et principes directeurs

- ✓ Excellence
- ✓ Respect
- ✓ Responsabilisation et transparence
- ✓ Collaboration

Budget
(parlons dollars et cents)

Le budget de Santé publique Algoma et ce qu'il en coûte à nos citoyens

Algoma
PUBLIC HEALTH
Santé publique Algoma

Ventilation

Budget annuel de santé publique
(2019)

14,7 millions de dollars

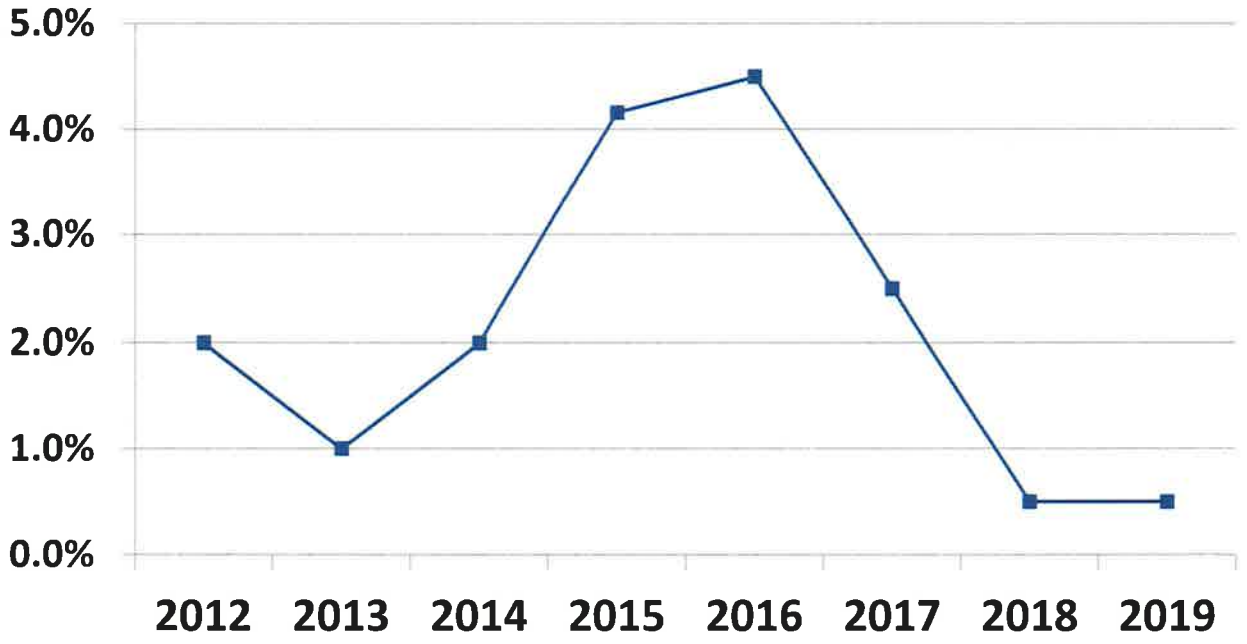
Prélèvement d'impôts auprès des municipalités
(2019)

33,80 $
par personne

Prélèvement d'impôts auprès de Dubreuilville
(2019)

20 721 $

Augmentation en pourcentage du taux d'imposition des municipalités d'Algoma de 2012 à 2019 en matière de santé publique



Au fil des ans

Le pourcentage (%) du changement d'une année à l'autre est déterminé par le conseil de santé.

Algoma
PUBLIC HEALTH
Santé publique Algoma

... donc, combien payons-nous?

Les fonds que reçoit Santé publique Algoma du gouvernement provincial et des municipalité proviennent des mêmes contribuables. Combien le citoyen d'Algoma paie-t-il pour les services de santé publique (au moyen des impôts municipaux et provinciaux)?

Coût par personne

NETFLIX

TIMBITS

124,15 $ par année	10,35 $ par mois	0,34 $ par jour

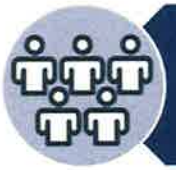
RI dans la santé publique

(ce que nous recevons en retour)

Algoma
PUBLIC HEALTH
Santé publique Algoma

RI dans la santé publique

Que fait la santé publique pour les municipalités?



Évaluation de la santé de la population

Prévention des maladies et des blessures

Surveillance

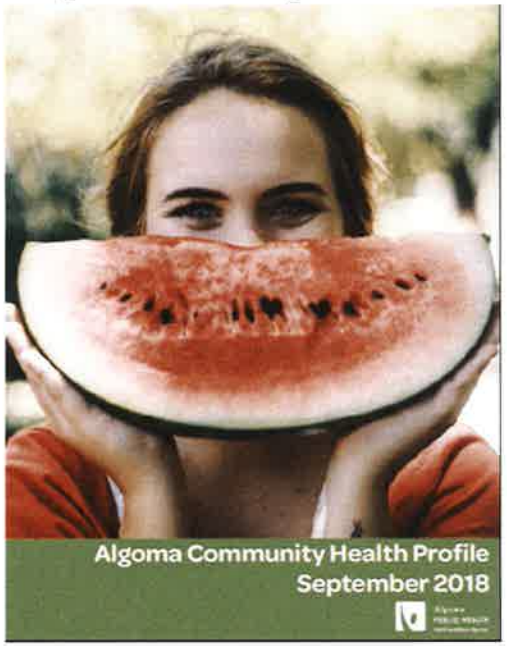
Protection de la santé

Préparation aux situations d'urgence

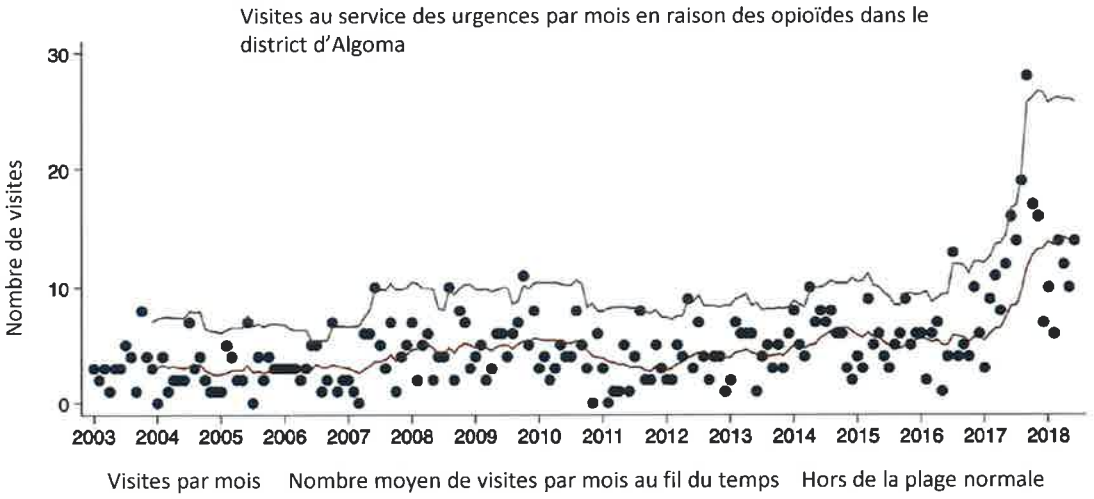
Promotion de la santé

RI dans la santé publique

- **Évaluation de la santé de la population**
- **Surveillance**
- **Préparation aux situations d'urgence**



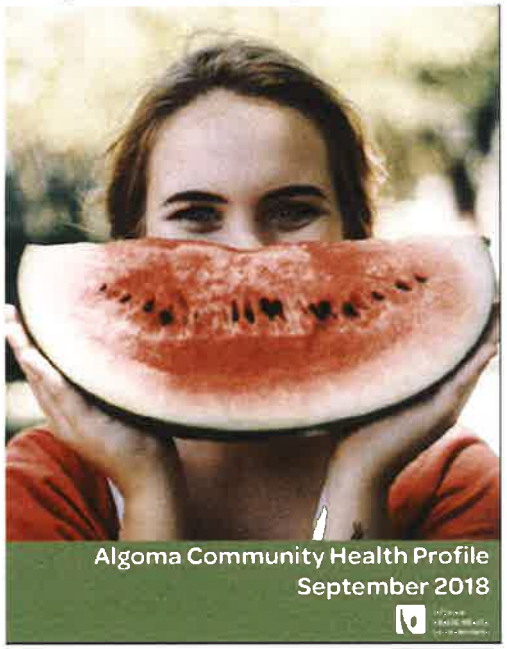
Exemple : Profil de la santé de la communauté d'Algoma



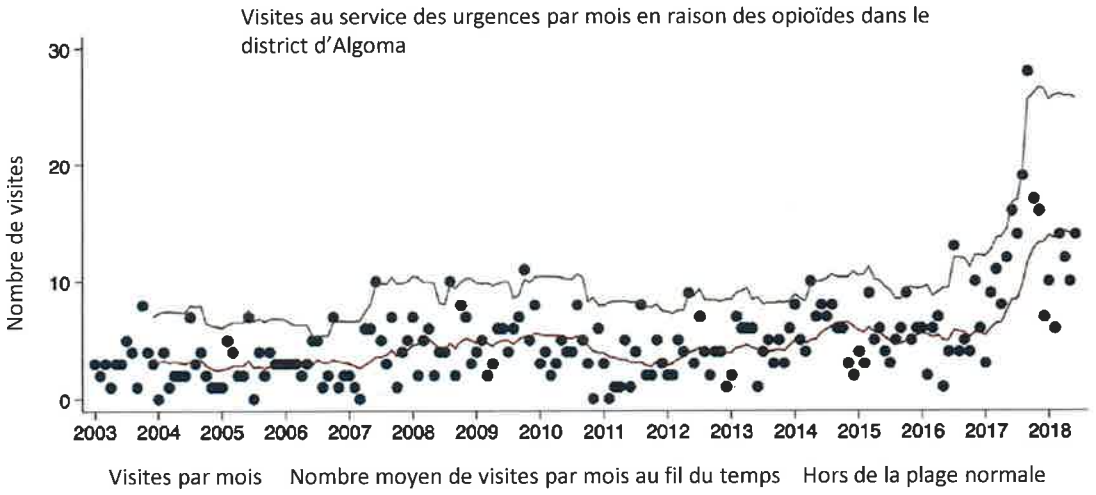
Exemple : Bulletin de surveillance des opioïdes

RI dans la santé publique

- Évaluation de la santé de la population
- **Surveillance**
- Préparation aux situations d'urgence



Exemple : Profil de la santé de la communauté d'Algoma



Exemple : Bulletin de surveillance des opioïdes

RI dans la santé publique

- Évaluation de la santé de la population
- Surveillance
- **Préparation aux situations d'urgence**

RI dans la santé publique

- Évaluation de la santé de la population
- Surveillance
- Préparation aux situations d'urgence

APH: More than 50 whooping cough cases in Blind River area

Make sure your kids and you get your vaccinations updated

May 4, 2016 10:00 AM by: SooToday Staff

NEWS RELEASE

ALGOMA PUBLIC HEALTH

****

Algoma Public Health is dealing with over 50 cases of Pertussis (Whooping Cough) in the Blind River area.

Whooping cough outbreak in Blind River a wake-up call

By Jeffrey Ougler

More from By Jeffrey Ougler

Published on: May 9, 2016 | Last Updated: May 9, 2016 11:40 PM EDT

SHARE

ADJUST

COMMENT

PRINT

As whooping cough cases increase in Blind River, Algoma Public Health is, again, emphasizing the importance of immunization in preventing pertussis.

APH announced last Wednesday it was dealing with more than 50 cases in the area and, over the weekend, six have been added to the list, with the overall number now in the "high fifties," says Jonathan Bouma, APH's manager of environmental health and communicable disease control.

"It took a foothold and it's been hard to slow down," Bouma told The Sault Star Monday.

The contagious bacterial disease, which affects the respiratory system, is not known to have spread outside the town, 150 kilometres east of Sault Ste. Marie.

"Not yet, not that we know of," Bouma said.

Symptoms start with an irritating cough, which gets progressively worse, and may be characterized by a high-pitched whoop. Vomiting may follow a coughing episode and the situation tends to be worse at night.

"This is cough until you vomit," Bouma said. "It's very noticeable "¦ That whoop and that heavy, heavy cough. It's exhausting."

APH says routine immunization helps protect children and adults. Children should be up to date with routine immunizations, including pertussis. Additionally, all adults are recommended to receive a one-time booster for pertussis (Tdap) during adulthood, especially those having contact with infants or pregnant women.

RI dans la santé publique

- **Protection de la santé**
- Promotion de la santé et prévention

Exemple : Eau potable

Exemple : Eaux utilisées à des fins récréatives

RI dans la santé publique

- **Protection de la santé**
- Promotion de la santé et prévention

Exemple : Salons de tatouage

Exemple : Pédicures et manucures

RI dans la santé publique

- **Protection de la santé**
- Promotion de la santé et prévention

Exemple : Salon de coiffure

Exemple : Extension de cils

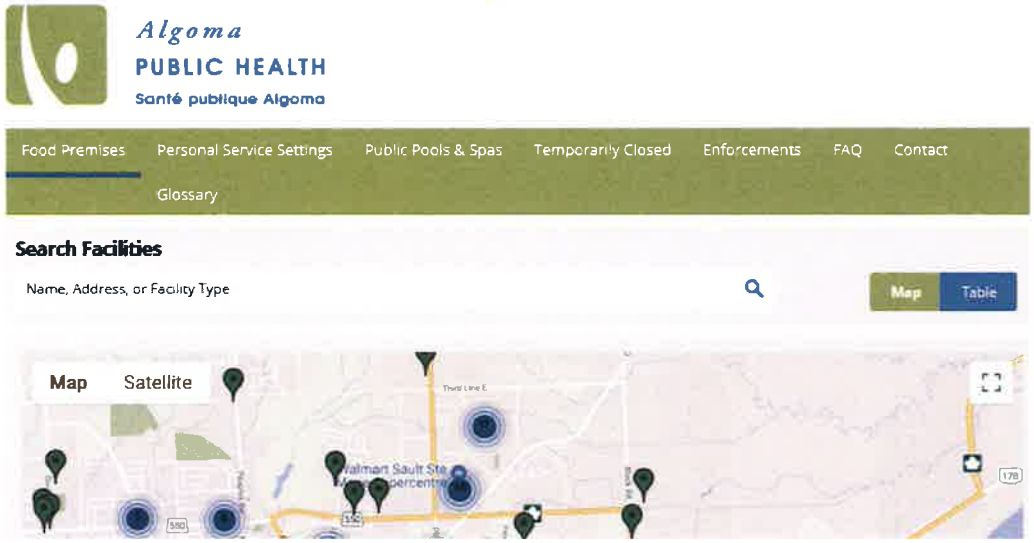
RI dans la santé publique

- **Protection de la santé**
- **Promotion de la santé et prévention**

Exemple :

RI dans la santé publique

- **Protection de la santé**
- **Promotion de la santé et prévention**



Les résultats des inspections sont affichés en ligne chaque jour – allez y jeter un coup d'œil

disclosure.algomapublichealth.com/portal

RI dans la santé publique

- Protection de la santé
- Promotion de la santé et prévention

Algoma
PUBLIC HEALTH
Santé publique Algoma

RI dans la santé publique

- Protection de la santé
- Promotion de la santé et prévention

Algoma
PUBLIC HEALTH
Santé publique Algoma

RI dans la santé publique

- Protection de la santé
- **Promotion de la santé et prévention**

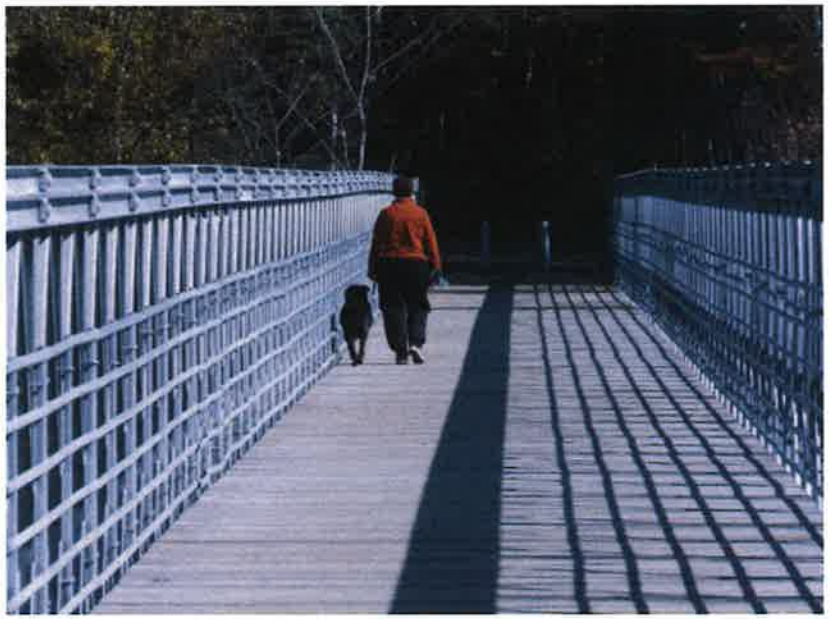
Algoma
PUBLIC HEALTH
Santé publique Algoma

RI dans la santé publique

- Protection de la santé
- **Promotion de la santé et prévention**

RI dans la santé publique

- Protection de la santé
- **Promotion de la santé et prévention**



RI dans la santé publique

- Protection de la santé
- **Promotion de la santé et prévention**

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RI dans la santé publique

- Protection de la santé
- Promotion de la santé et prévention

Le cannabis

Le cannabis peut affaiblir votre capacité de conduire des véhicules ou d'utiliser de l'équipement en toute sécurité.

Adapté avec la permission du Bureau de santé du district de North Bay-Parry Sound. Toute autre reproduction sans permission est interdite. Octobre 2018.

La surdose ne discrimine pas.

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RI dans la santé publique

- Protection de la santé
- Promotion de la santé et prévention

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Économies

Chaque dollar...

- investi dans la vaccination des enfants contre la rougeole, les oreillons et la rubéole permet d'économiser 16 $ en soins de santé.[1]
- investi dans la prévention de l'usage du tabac permet d'économiser jusqu'à 20 $ en soins de santé.[2]
- investi dans le développement de la petite enfance permet d'économiser, à plus long terme, jusqu'à 9 $ en services sociaux, juridiques et de santé.[3 4]

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Budget 2019 de l'Ontario :

Incidence sur la santé publique

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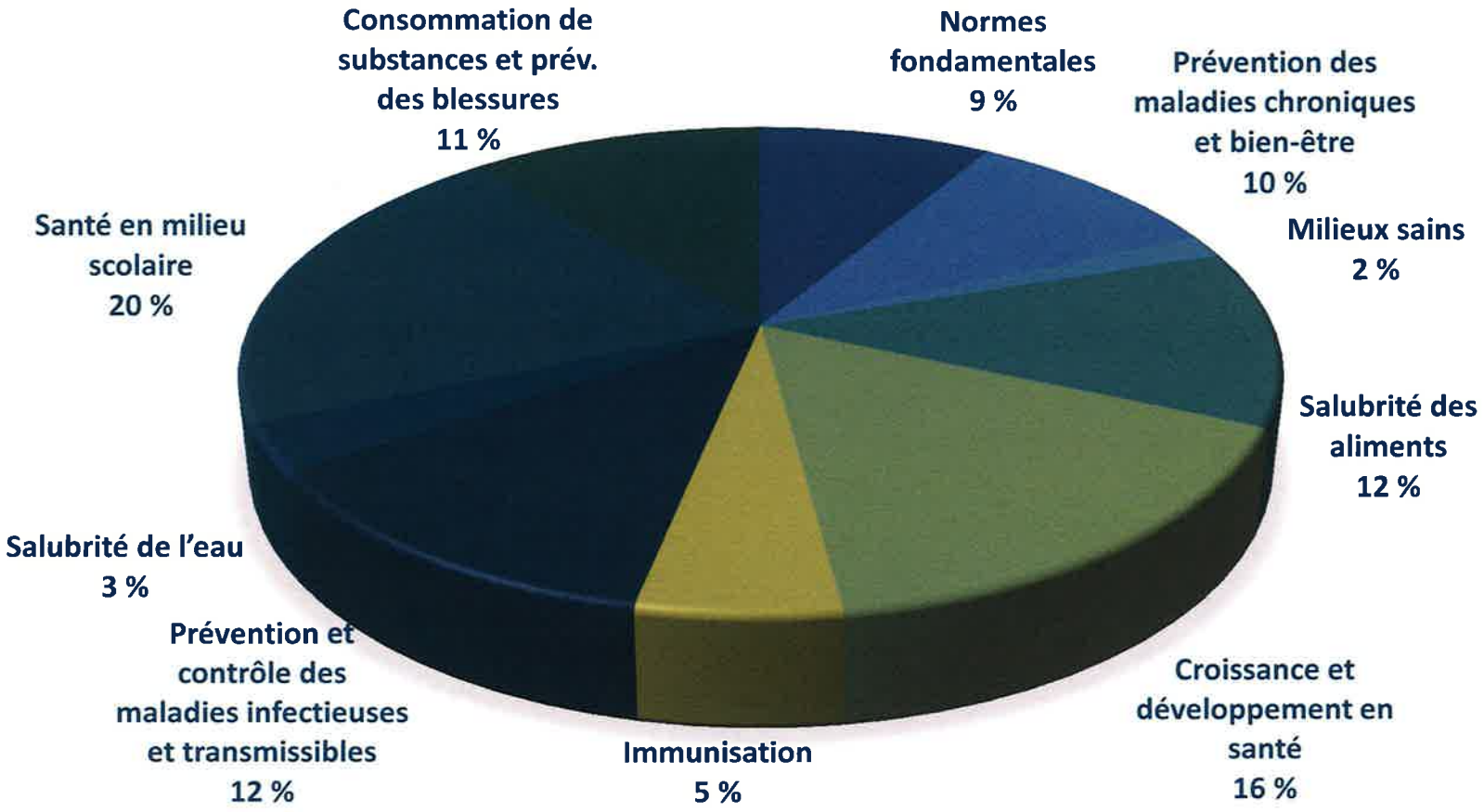
Budget selon les Normes de santé publique de l'Ontario



Changements proposés au secteur de la santé publique

- Changement du partage des coûts entre les municipalités et la province (2020-2021)
  - Proportion de 30 % pour les municipalités et de 70 % pour le gouvernement provincial (actuellement 25/75)

- Passage de 35 organismes locaux à 10 organismes régionaux (2020-2021)?

- Réduction de 200 millions de dollars du financement provincial (2021-2022)
  - Le financement actuel de la santé publique par le gouvernement provincial est d'environ 750 millions de dollars.

- « Rationalisation » de Santé publique Ontario

Beaucoup de questions demeurent

- Modèle de gouvernance commun?
- Limites géographiques?
- Incidence véritable de la formule de partage des coûts sur les municipalités?
- Quelles fonctions relèvent de « l'interne »?
- Rôles à l'échelle régionale?
- Rôle de Santé publique Ontario?
- Changements aux normes exigées?
- Processus de transition et échéance?

MERCI

Références

[1]Agence de la santé publique du Canada. (2018). Guide canadien d'immunisation. Coûts-avantages des vaccins. Tableau 2 : Économies réalisées grâce aux programmes d'immunisation sélectionnés. Repéré le 2019-01-17 à https://www.canada.ca/fr/sante-publique/services/publications/vie-saine/guide-canadien-immunisation-partie-1-information-cle-immunisation/page-3-avantages-immunisation.html#p1c2t2.

[2]Wang L. Y., Crossett, L. S., Lowry, R., Sussman. S. et Dent, C.W. (2001). Cost-effectiveness of a School-Based Tobacco-Use Prevention Program. *Arch Pediatr Adolesc Med.* 155(9), 1043–1050. doi:10.1001/archpedi.155.9.1043

[3]Butler-Jones, D. (2009). *Rapport de L'administrateur en chef de la santé publique sur l'état de la santé publique au Canada 2009 : Grandir sainement — Priorités pour un avenir en santé.* Repéré le 2019-01-17 à https://www.canada.ca/content/dam/phac-aspc/migration/phac-aspc/cphorsphc-respcacsp/2009/fr-rc/pdf/respcacsp-cphorsphc-fra.pdf.

[4]Grunewald, R. et Rolnick, A. (2006). *A proposal for achieving high returns on early childhood development. Federal Reserve Bank of Minneapolis*. Repéré le 2019-01-17 à https://www.minneapolisfed.org/~/media/files/publications/studies/earlychild/highreturn.pdf?la=en.

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Algoma Public Health

The Township of Dubreuilville

Medical Officer of Health / CEO

Dr. Marlene Spruyt BSc, MD, CCFP, FCFP, MSc-PH

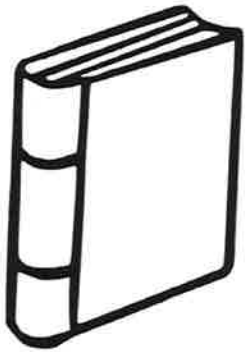
Associate Medical Officer of Health

Dr. Jennifer Loo MD MSc CCFP FRCPC

Chief Financial Officer

Justin Pino CPA, CMA

Contents



Context

(why we're here)

Budget

(talking dollars & cents)

Public Health ROI

(what we get back)

Context

(why we're here)

Municipalities and Local

Public Health Agencies in Ontario

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The Big Picture

Goal:

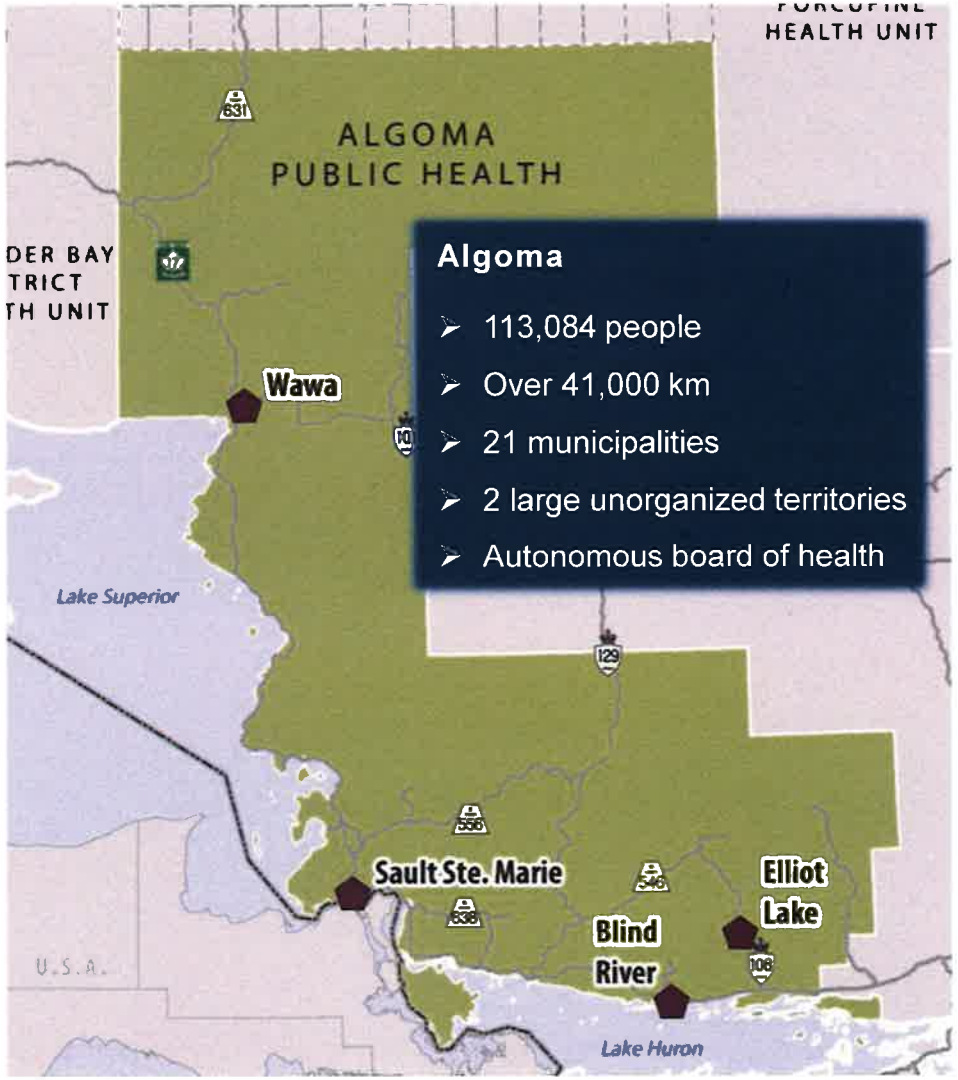
Improving health and health equity at the community level.

Upstream Focus:

Creating the environmental and social conditions that promote community health.

Public Health Service:

- Mandated by legislation
- Funded jointly by province and municipalities



Legislation

HPPA (72.1) states that the obligated municipalities in a health unit shall pay,

(a) the expenses incurred by or on behalf of the board of health of the health unit in the performance of its functions and duties under the HPPA or any other Act; and
(b) The expenses incurred by or on behalf of the MOH of the board of health in the performance of his or her functions and duties under the HPPA or any other Act

HPPA (76) Grants states;

The Minister may make discretionary grants for the purposes of the HPPA as he or she considers appropriate

Values & Guiding Principles

- ✓ Excellence
- ✓ Respect
- ✓ Accountability & Transparency
- ✓ Collaboration

Budget

(talking dollars and cents)

Algoma Public Health Budget &

what our citizens pay

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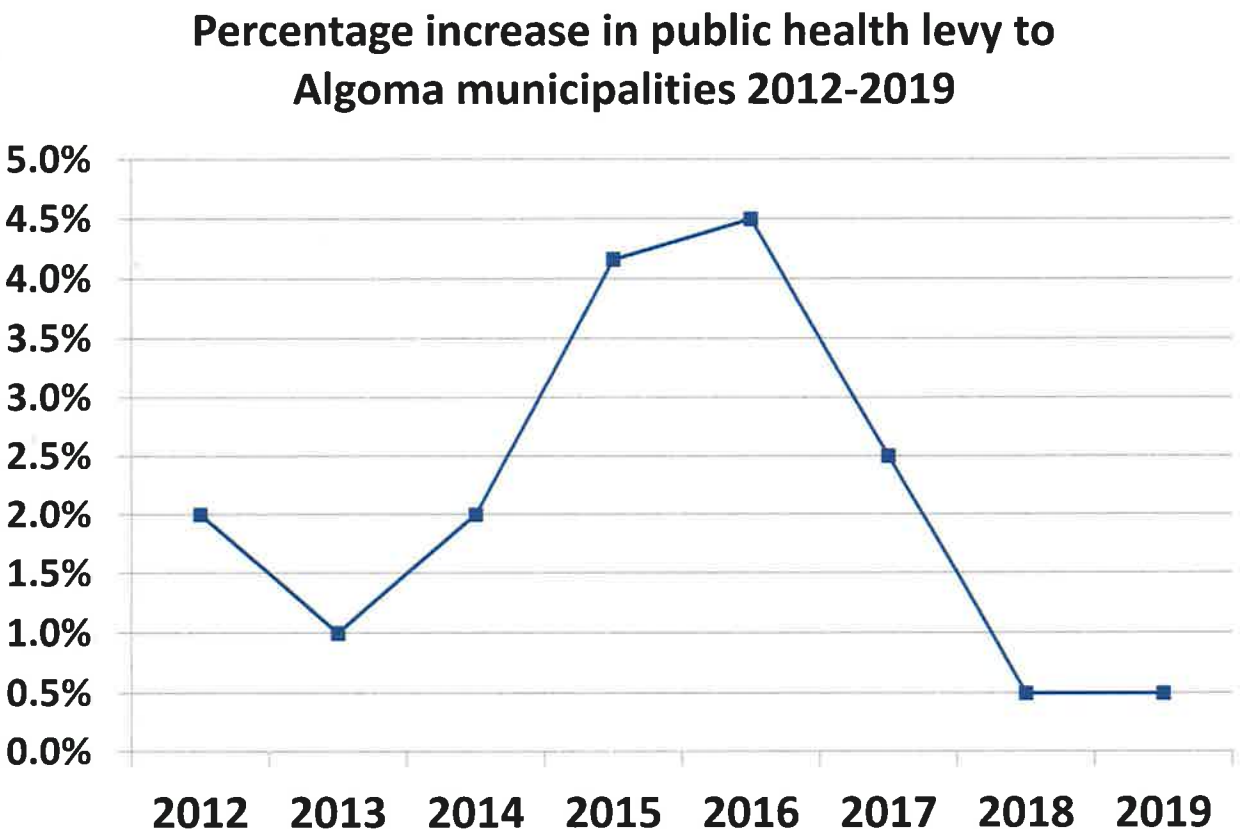
Breakdown

Annual Public Health Budget
(2019)

Municipal Levy
(2019)

Dubreuilville Levy
(2019)



Over the Years

The percentage (%) change from year to year is determined by the Board of Health.

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...so what do we pay?

Algoma Public Health's municipal and provincial funding come from the same taxpayer.

What does the Algoma citizen pay for public health services (through municipal and provincial tax dollars)?

Cost Per Person

NETFLIX	TIMBITS
$124.15 per year	**$10.35 per month**	**$0.34 per day**

Public Health ROI

(what we get back)

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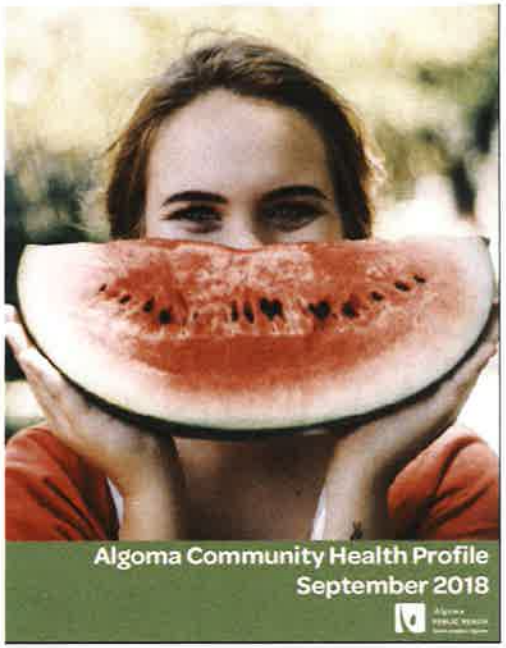
Public Health ROI

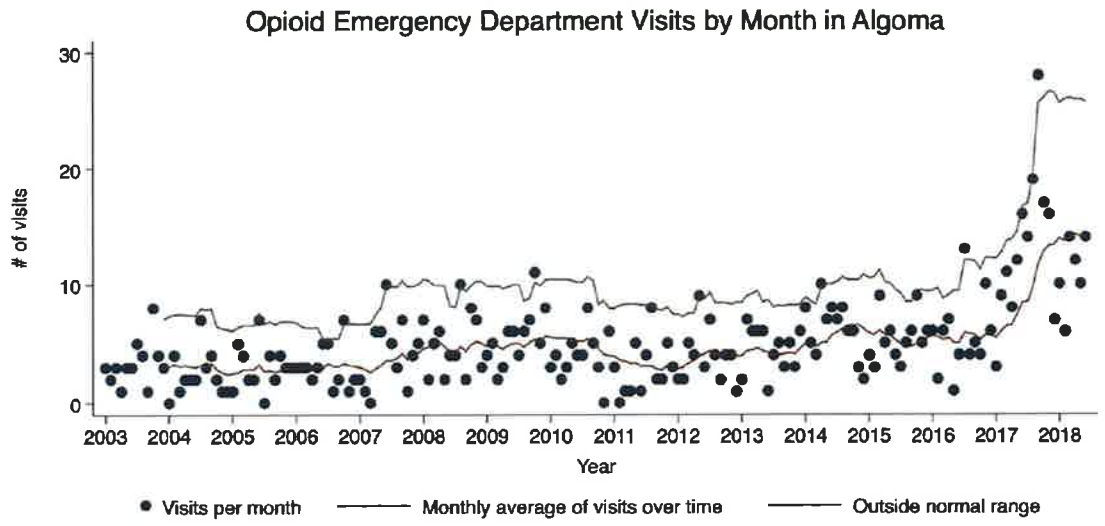
What does public health do for municipalities?

Public Health ROI

- **Population Health Assessment**
- **Surveillance**
- **Emergency Preparedness**



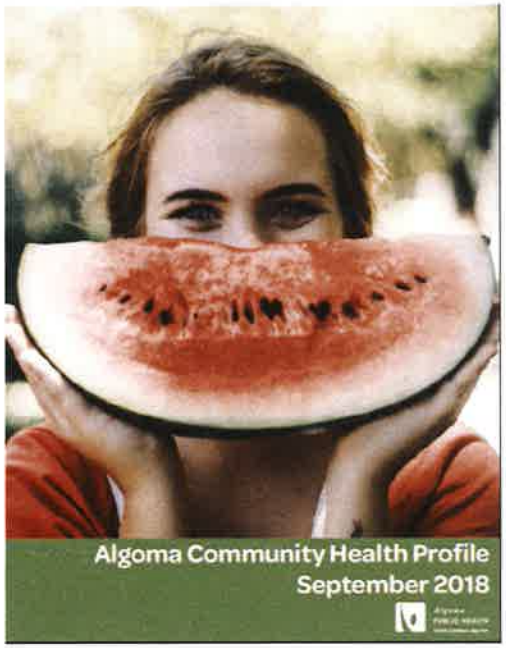
Example: Algoma Community Health Profile



Example: Opioid Surveillance Bulletin

Public Health ROI

- Population Health Assessment
- **Surveillance**
- Emergency Preparedness



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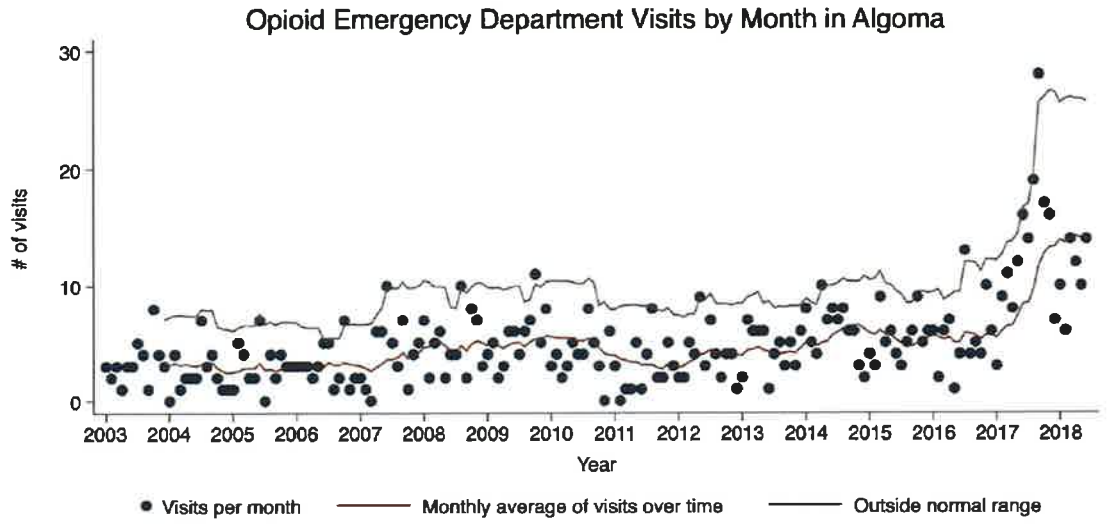
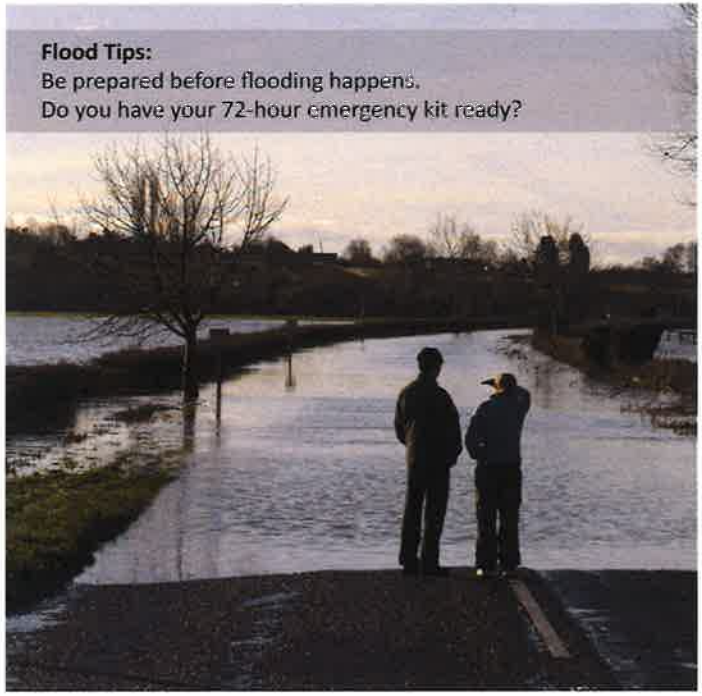


Example: Opioid Surveillance Bulletin

Public Health ROI

- Population Health Assessment
- Surveillance
- Emergency Preparedness



Public Health ROI

- Population Health Assessment
- Surveillance
- Emergency Preparedness

APH: More than 50 whooping cough cases in Blind River area

Make sure your kids and you get your vaccinations updated

May 4, 2016 10:00 AM by: SooToday Staff

NEWS RELEASE

ALGOMA PUBLIC HEALTH

****

Algoma Public Health is dealing with over 50 cases of Pertussis (Whooping Cough) in the Blind River area.

Whooping cough outbreak in Blind River a wake-up call

By Jeffrey Ougler

More from By Jeffrey Ougler

Published on: May 9, 2016 | Last Updated: May 9, 2016 11:40 PM EDT

SHARE

ADJUST

COMMENT

PRINT

As whooping cough cases increase in Blind River, Algoma Public Health is, again, emphasizing the importance of immunization in preventing pertussis.

APH announced last Wednesday it was dealing with more than 50 cases in the area and, over the weekend, six have been added to the list, with the overall number now in the "high fifties," says Jonathan Bouma, APH's manager of environmental health and communicable disease control.

"It took a foothold and it's been hard to slow down," Bouma told The Sault Star Monday.

The contagious bacterial disease, which affects the respiratory system, is not known to have spread outside the town, 150 kilometres east of Sault Ste. Marie.

"Not yet, not that we know of," Bouma said.

Symptoms start with an irritating cough, which gets progressively worse, and may be characterized by a high-pitched whoop. Vomiting may follow a coughing episode and the situation tends to be worse at night.

"This is cough until you vomit," Bouma said. "It's very noticeable "¦ That whoop and that heavy, heavy cough. It's exhausting."

APH says routine immunization helps protect children and adults. Children should be up to date with routine immunizations, including pertussis. Additionally, all adults are recommended to receive a one-time booster for pertussis (Tdap) during adulthood, especially those having contact with infants or pregnant women.

Public Health ROI

- **Health Protection**
- **Health Promotion & Prevention**

Example: Drinking Water

Example: Recreational Water

Public Health ROI

- **Health Protection**
- **Health Promotion & Prevention**

Example: Tattoo Studios

Example: Pedicures / Manicures

Public Health ROI

- **Health Protection**
- **Health Promotion & Prevention**

Example: Barbershop / Salon

Example: Eye Lash Extensions

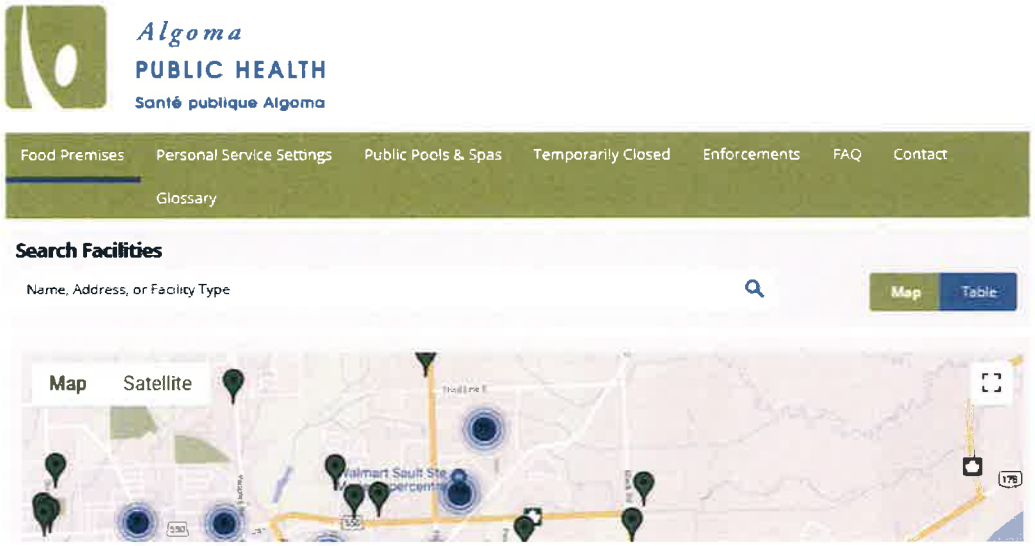
Public Health ROI

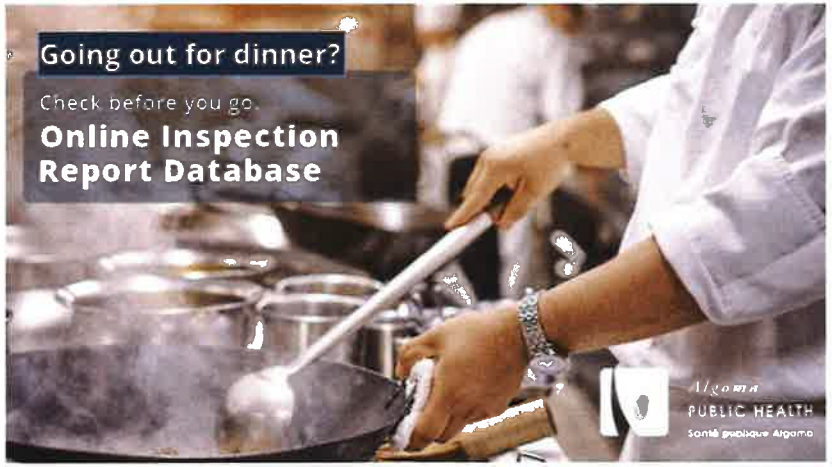
- **Health Protection**
- Health Promotion & Prevention

Example: Restaurants

Public Health ROI

- **Health Protection**
- **Health Promotion & Prevention**





Inspection results are posted online daily – check them out yourself

disclosure.algomapublichealth.com/portal

Public Health ROI

- Health Protection
- Health Promotion & Prevention

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Public Health ROI

- Health Protection
- Health Promotion & Prevention

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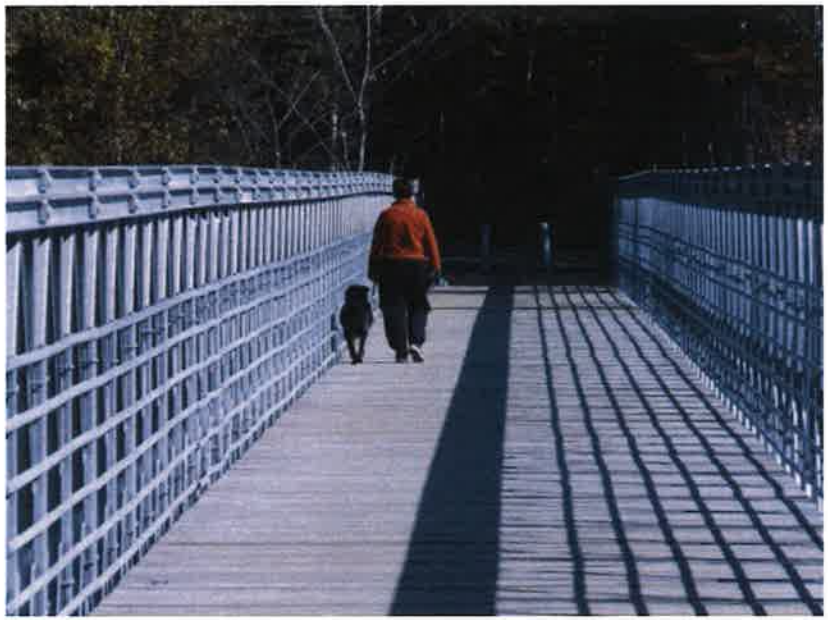
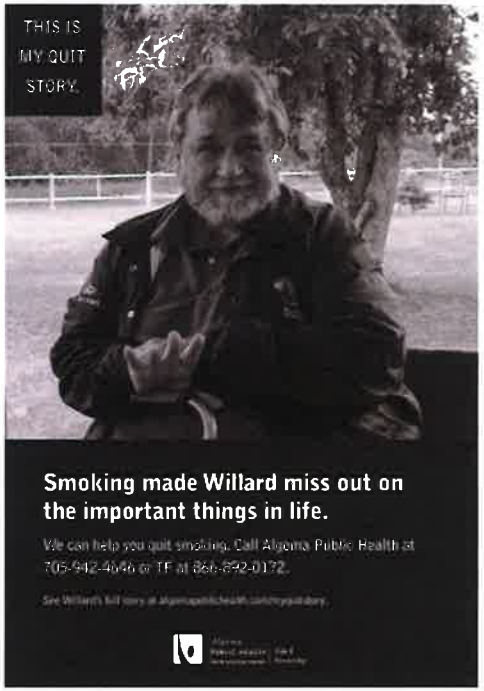


Public Health ROI

- Health Protection
- Health Promotion & Prevention



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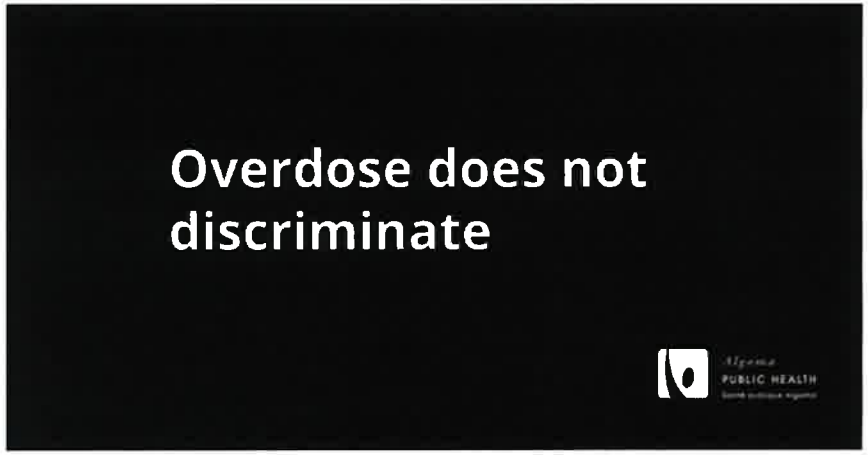
Public Health ROI

- Health Protection
- Health Promotion & Prevention



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Public Health ROI

- Health Protection
- Health Promotion & Prevention

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Cost Savings

Every One Dollar...

- Invested toward immunizing children for measles, mumps and rubella, saves $16 in health care costs.[1]
- Invested toward tobacco prevention saves up to $20 in health care costs.[2]
- Invested in early childhood development saves up to $9 in future health, social, and justice service costs.[3 4]

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2019 Ontario Budget:

Impact on Public Health

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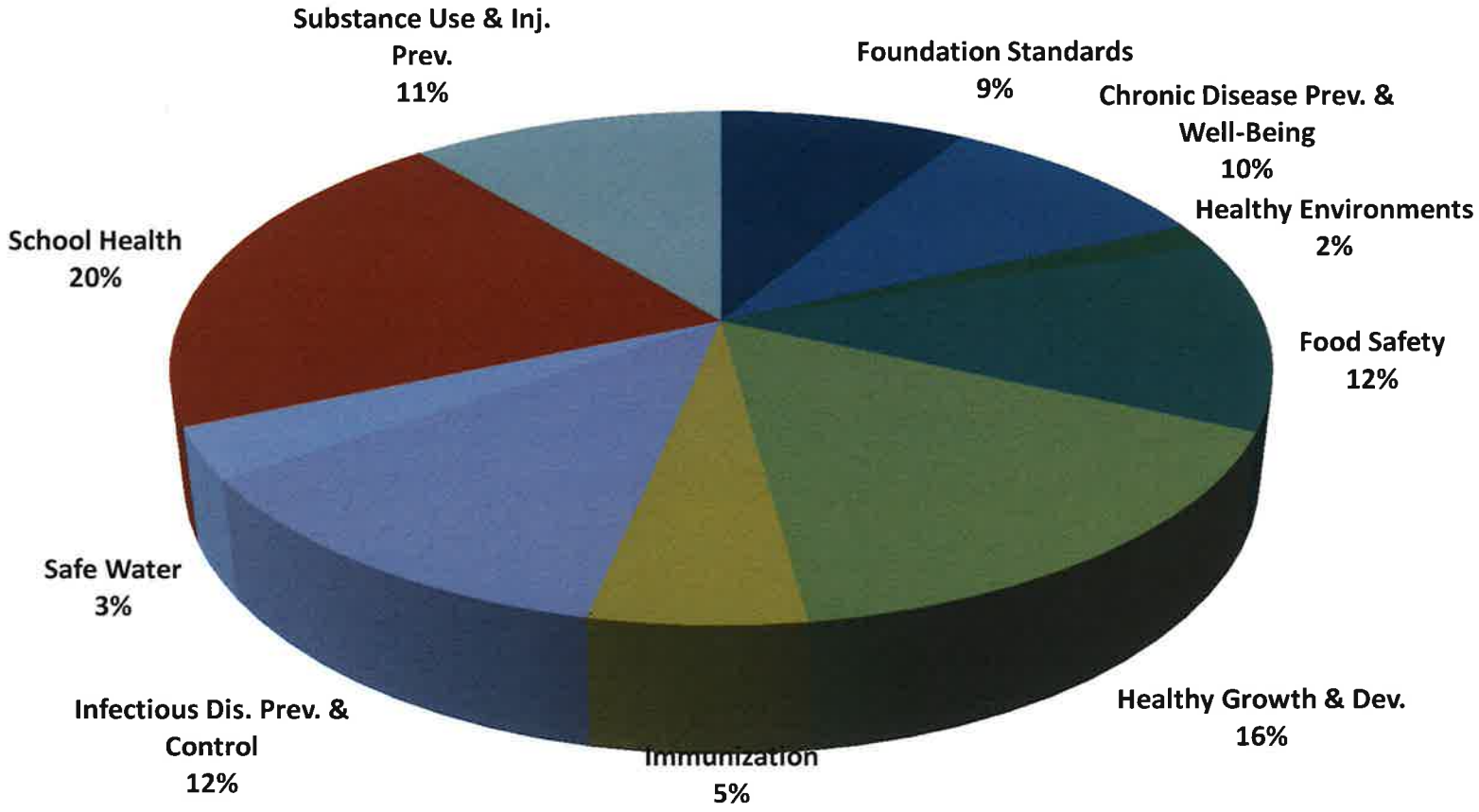
Budget by Ontario Public Health Standards



Proposed changes to Public Health Sector

- Changes to municipal-provincial cost sharing (2020-2021)
  - Assuming 30% municipal, 70% provincial cost share split (currently 75/25)
- 35 local agencies to become 10 regional (?)
- $200M reduction in provincial funding (2021-2022)
  - Current provincial public health funding is ~ $750M
- Limited scope of work for Public Health Ontario

Many questions at this time

- Common governance model?
- Boundaries?
- True impact on cost-sharing formula for municipalities?
- What functions are “back office”?
- Regional roles?
- Role of Public Health Ontario?
- Changes to required standards?
- Transition process and timelines?

THANK YOU

References

[1]Public Health Agency of Canada. 2018. Canadian Immunization Guide. Cost benefit of vaccines. Table 2: Cost savings achieved through selected immunization programs. Accessed 2019-01-17 from https://www.canada.ca/en/public-health/services/publications/healthy-living/canadian-immunization-guide-part-1-key-immunization-information/page-3-benefits-immunization.html#p1c2t2.

[2]Wang LY, Crossett LS, Lowry R, Sussman S, Dent CW. Cost-effectiveness of a School-Based Tobacco-Use Prevention Program. *Arch Pediatr Adolesc Med.* 2001;155(9):1043–1050. doi:10.1001/archpedi.155.9.1043

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7.1

Rural communities in northern Ontario will benefit from faster Internet Français

NEWS PROVIDED BY
Innovation, Science and Economic Development Canada →
Aug 27, 2019, 10:30 ET

Dubreuilville, Brunswick House First Nation and Red Rock Indian Band to get new or enhanced Internet access thanks to Government of Canada investment

OTTAWA, Aug. 27, 2019 /CNW/ - Canadians understand the importance of building communities. They have always invested in ways to better connect with each other—from the St. Lawrence Seaway to the national railroad system to the Trans-Canada Highway. Those investments now need to reflect the increasingly digital world.

That is why the Honourable Bernadette Jordan, Minister of Rural Economic Development, today announced funding of over $2 million to bring new or improved high-speed Internet access and capacity to Dubreuilville, Brunswick House First Nation and Red Rock Indian Band.

This investment will help residents connect with family and friends, do business online, participate in distance education and take advantage of the opportunities afforded by the digital age.

Connect to Innovate is investing in building the digital backbone of high-speed Internet networks. Backbone networks are the digital highways that move data in and out of communities. These highways carry large amounts of data that are essential for schools, hospitals, libraries and businesses to function in a digital world.

The high-speed Internet funding announced today builds on numerous steps the Government of Canada has taken to improve Internet access for Canadians. *High-Speed Access for All: Canada's Connectivity Strategy* is the Government's plan to ensure that, over time, all Canadians will have access to affordable high-speed Internet, no matter where they live. It also commits to improving mobile wireless coverage where Canadians live and work, as well as along major highways and roads.

Quote

"Connecting people and places is key to providing opportunities for all Canadians. Improving local roads and bridges and providing northern Ontarians with Internet connectivity will support the long-term success and prosperity of these communities."
– The Honourable Bernadette Jordan, Minister of Rural Economic Development

Quick facts

- Of the just over $2 million investment in high-speed Internet announced today:
  - $1.3 million will come from the Connect to Innovate program; and
  - $763,308 will come from Bell Canada.

- In Budget 2019, the Government proposed historic investments of up to $6 billion for high-speed connectivity and committed to topping up Connect to Innovate as part of this funding.
- Through Connect to Innovate, the Government is extending high-speed Internet service to over 900 rural and remote communities, of which 190 are Indigenous. Connect to Innovate projects have the potential to impact up to 380,000 households. Announcements on further investments will be forthcoming.
- In partnership with the Canadian Internet Registration Authority (CIRA), the Government of Canada has launched a quick and easy Internet speed test. This test will provide CIRA and the Government with the data needed to expand high-speed networks to rural, remote, northern and underserved communities across Canada.
- *Rural Opportunity, National Prosperity: An Economic Development Strategy for Rural Canada* outlines ways to maximize federal investments to improve the quality and resiliency of community infrastructure, create good jobs, support trade and investment, strengthen skills, and welcome newcomers in rural communities.
- Through the $180-billion Investing in Canada infrastructure plan, Canada's rural and northern communities are benefiting from the renewal of public infrastructure, which includes investments in roads, bridges and highways; water treatment systems; cleaner, more affordable sources of electricity; stormwater systems; and natural barriers that reduce the risk of flooding brought on by extreme weather events.

- $2 billion of this funding is supporting infrastructure projects that meet the unique needs of rural and northern communities; and
- $400 million is being delivered through the Arctic Energy Fund to deliver cleaner, more affordable electricity to residents living in Canada's territories.

Related products

- *Rural Opportunity, National Prosperity: An Economic Development Strategy for Rural Canada*
- *High-Speed Access for All: Canada's Connectivity Strategy*

Associated links

- Budget Plan 2019
- Connect to Innovate
- Announced Connect to Innovate projects
- Investing in Canada: Canada's Long-Term Infrastructure Plan
- Investing in Canada Plan Project Map

Stay connected

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SOURCE Innovation, Science and Economic Development Canada

For further information: Émilie Simard, Press Secretary, Office of the Minister of Rural Economic Development, 613-864-7690, emilie.simard3@canada.ca; Media Relations, Infrastructure Canada, 613-960-9251, 1-877-250-7154 (toll-free), infc.media.infc@canada.ca

Related Links

http://www.ic.gc.ca/eic/site/icgc.nsf/eng/home

7.2

Ministry of Infrastructure

Office of the Minister

5th Floor, 777 Bay Street
Toronto, Ontario M7A 2E1
Telephone: 416-314-0998

Ministère de l'Infrastructure

Bureau du ministre

777, rue Bay, 5e étage
Toronto (Ontario) M7A 2E1
Téléphone: 416 314-0998

Ontario

AUG 15 2019

Mr. Michael Mantha, MPP
Algoma-Manitoulin
mmantha-co@ndp.on.ca

Dear Mr. Mantha, Mike

Thank you for your letter to my predecessor concerning the need for improved high speed internet and reliable cellphone coverage in your community. As the new Minister responsible for broadband and cellular connectivity in Ontario, I appreciate the opportunity to respond.

I understand how important it is for rural and northern communities to have access to high speed internet. These services have become essential for people to participate in digital services, e-learning and regional development.

Our government is committed to ensuring that communities across Ontario have access to critical broadband and cellular connectivity. The province has also released *Up to Speed: Ontario's Broadband and Cellular Action Plan*, which outlines a strategy to expand broadband, digital services and cellular access in unserved and underserved areas. To support this commitment, and help promote job creation and economic competitiveness, the province is investing $315 million over the next five years to expand broadband and cellular access.

Through our Action Plan, Ontario will work with the telecommunications sector to expand broadband and cellular access, including through leveraging private-sector funding and expertise. We believe that collaborative and coordinated efforts between all levels of government and the telecommunications sector will help us to stimulate investments, improve affordability of and access to the latest technologies and bring social and economic benefits to consumers, including those in northern Ontario.

Thank you again for writing and please accept my best wishes.

Sincerely,

Laurie Scott

The Honourable Laurie Scott
Minister of Infrastructure

Legislative Assembly of Ontario | *Assemblée législative de l'Ontario*

Ontario

Michael Mantha MPP/député
Algoma–Manitoulin

June 19, 2019

Hon. Monte McNaughton
Ministry of Infrastructure
Hearst Block, 8th Floor, 900 Bay St.
Toronto, ON M7A 2E1

Dear Minister,

I'm happy to see your government is taking steps to improve broadband and cellphone connectivity in Eastern Ontario. However, it's important not to forget Northern Ontario is truly underserved when it comes to internet and cellphone coverage.

Communities in my riding such as Searchmont, Dubreuilville and the North Shore corridor have very poor coverage and have been working with companies and governments to address this issue.

With your government moving more rapidly towards digital services and e-learning in schools, it's imperative to move forward with improvements to broadband and cellphone connectivity in Northern Ontario as well.

Now, more than ever, access to high-speed internet and reliable cellphone coverage are essential to the development of region. I urge your government to insure that there's a fair access to broadband and cellphone connectivity across our province, including taking steps to make much needed improvements in Northern Ontario.

I'm looking forward to your response.

Sincerely,

Michael Mantha
MPP/député
Algoma-Manitoulin

CC :

- Marko Koskenoja
- Searchmont
- Assiginack
- Baldwin

Queen's Park - Room/Bureau 160, Main Legislative Building/Édifice de l'assemblée legislative, Queen's Park, Toronto, ON M7A 1A5
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Constituency Office / Bureau de circonscription – 18 Mary Walk, Elliot Lake, ON P5A 2A1
Tel/Tél.: 705-461-9710 • Fax/Télécop.: 705-461-9720 • toll free/sans frais: 1-800-831-1899 • email/cour.: mmantha-co@ndp.on.ca

Legislative Assembly of Ontario | *Assemblée législative de l'Ontario*

Ontario

Michael Mantha MPP/député
Algoma–Manitoulin

- Billings
- Blind River
- Bruce Mines
- Burpee & Mills
- Central Manitoulin
- Chapleau
- Cockburn Island
- Dubreuilville
- Elliot Lake
- Espanola
- Gordon-Barrie Island
- Gore Bay
- Hilton Beach
- Hilton
- Hornepayne
- Huron Shores
- Jocelyn
- Johnson
- Killarney
- Laird
- Macdonald, Meredith, & Aberdeen Additional
- Manitouwadge
- Nairn & Hyman
- North Eastern Manitoulin & the Islands
- North Shore
- Plummer Additional
- Prince
- Robinson (unorganized)
- Sables-Spanish Rivers
- Spanish
- St. Joseph
- Tarbutt and Tarbutt Additional
- Tehkummah
- Thessalon
- Wawa
- White River

Queen's Park - Room/Bureau 160, Main Legislative Building/Édifice de l'assemblée legislative, Queen's Park, Toronto, ON M7A 1A5
Tel/Tél.: 416-325-1938 • Fax/Télécop.: 416-325-1976 • email/cour.: mmantha-qp@ndp.on.ca

Constituency Office / Bureau de circonscription – 18 Mary Walk, Elliot Lake, ON P5A 2A1
Tel/Tél.: 705-461-9710 • Fax/Télécop.: 705-461-9720 • toll free/sans frais: 1-800-831-1899 • email/cour.: mmantha-co@ndp.on.ca

7.3

Minister of Transport | Ministre des Transports

Ottawa, Canada K1A 0N5

JUL 30 2019

RECEIVED
AUG 07 2019

Ms. Shelley B. Casey
CAO-Clerk and Deputy-Treasurer
Corporation of the Township of Dubreuilville
23 des Pins Street
PO Box 367
Dubreuilville ON P0S 1B0

Dear Ms. Casey:

Thank you for providing me with your correspondence to the Prime Minister regarding the reinstatement of the Algoma passenger rail service in Northern Ontario.

I have noted your support for this service. However, I should explain that the Sault Ste. Marie to Hearst passenger rail service is not eligible for funding under the Remote Passenger Rail Program, which focusses on remote rail services providing access to established, year-round communities where the railway is the only means of surface transportation and where there is no other access to the national transportation network.

Transport Canada has held meetings and remains available to have discussions with Indigenous groups and Indigenous Services Canada regarding the reinstatement of the passenger rail service with the understanding that Transport Canada's role in the Algoma passenger rail service is limited to the administration of the *Railway Safety Act.*

Thank you again for writing.

Yours sincerely,

Marc Garneau

The Honourable Marc Garneau, P.C., M.P.
Minister of Transport

c.c. Office of the Right Honourable Justin Trudeau, P.C., M.P.
Prime Minister

The Honourable Seamus O'Regan, P.C., M.P.
Minister of Indigenous Services

Canada

The Honourable Carolyn Bennett, P.C., M.D., M.P.
Minister of Crown-Indigenous Relations

The Honourable Bernadette Jordan, P.C., M.P.
Minister of Rural Economic Development

Ms. Carol Hughes, M.P.
Algoma–Manitoulin– Kapuskasing

Mr. Terry Sheehan, M.P.
Sault Ste. Marie

7.4

ALGOMA POWER INC. RÉPONDRA AUX BESOINS D'ÉLECTRICITÉ DE DUBREUILVILLE

Dubreuilville, Ontario (Le 8 août, 2019) - Algoma Power Inc. ("Algoma Power") annonce aujourd'hui la finalisation de la transaction de l'achat des matériaux de distribution d'électricité de Dubreuil Lumber Inc. Algoma Power assume le rôle permanent d'opérateur du système de distribution d'électricité dans le canton de Dubreuilville. Algoma Power a été nommé comme opérateur intérimaire du système de distribution d'électricité pour le canton de Dubreuilville par la Commission de l'énergie de l'Ontario en avril 2017.

Algoma Power se font un plaisir de servir les résidents du canton de Dubreuilville en livrant de l'électricité sécuritaire et fiable. La familiarité de la compagnie avec la communauté aidera à assurer une transition harmonieuse ainsi que le fonctionnement continu du système de distribution. « Nous aimerions souhaiter la bienvenue à nos nouveaux clients à Algoma Power. » dit Jennifer Rose, Directrice générale, Algoma Power. « Nous sommes heureux que la transaction est finalisée et nous avons hâte de continuer à fournir de l'électricité sécuritaire et fiable aux résidents de Dubreuilville. » Si des clients ont des questions ou inquiétudes, svp contacter le département du service à la clientèle de Algoma Power au 705-256-3850, option 1 ou 1-877-457-7378, option 1.

« Nous avons hâte et sommes heureux avec le transfert à Algoma Power pour la fourniture du service sécuritaire à notre communauté maintenant et à l'avenir », dit Beverly Nantel, maire de Dubreuilville. « Bienvenue Algoma Power et au plaisir de travailler avec vous ».

Algoma Power délivre un approvisionnement en électricité sécuritaire et fiable au District d'Algoma depuis plus de 100 années et fait partie de la famille de compagnies FortisOntario, qui comprend des services publics au travers de la province de l'Ontario. Algoma Power fourni des services à plus de 12,000 clients dans le District d'Algoma du nord de l'Ontario et est responsable pour plus de 1,800 km de lignes de distribution dans la région qui couvre plus de 14,000 km carrés. Algoma Power a un centre de service à Wawa, Ontario, situé 70 kilomètres au sud de Dubreuilville. FortisOntario, basé à Fort Erie, a des opérations dans la distribution et transmission d'électricité et sert environ 65,000 clients basés principalement à Fort Erie, Port Colborne, Cornwall, Gananoque et le district d'Algoma de l'Ontario et satisfait à la demande de pointe de plus de 257 MW. FortisOntario est appartenu à 100% par Fortis Inc. de St. John, Terre-Neuve. Pour plus de renseignements sur FortisOntario, svp visiter le site web de l'entreprise au www.fortisontario.com.

Le canton de Dubreuilville est situé au bout de l'autoroute 519 Est, près de l'autoroute Trans-Canada. Le temps de voyagement approximatif de Sault Ste. Marie est 3.5 heures. Aussi accédé par l'ouest canadien, Dubreuilville est approximativement 475 km de Thunder Bay. Avec une population qui est principalement francophone, Dubreuilville offre une culture qui est bilinque (français), traditionnelle, dynamique et toujours amicale.

Pour plus d'informations, svp contacter

Kristine Carmichael
Directrice du soutien au conseil et du Service à la clientèle
FortisOntario Inc.
Téléphone: 905-994-3637

FOR IMMEDIATE RELEASE

ALGOMA POWER INC. TO MEET DUBREUILVILLE'S ELECTRICITY NEEDS

DUBREUILVILLE, ONTARIO (August 8, 2019) -

Algoma Power Inc. ("Algoma Power") announced today the closing of the transaction to purchase the electricity distribution assets from Dubreuil Lumber Inc. Algoma Power also assumes the permanent role as operator of the electricity distribution system in the Township of Dubreuilville. Algoma Power was appointed the interim operator of the electricity distribution system for the Township of Dubreuilville by the Ontario Energy Board in April, 2017.

Algoma Power looks forward to serving the residents of the Township of Dubreuilville in delivering safe and reliable electricity. The company's familiarity with the community will help ensure both a smooth transition and the continued operation of the distribution system. "We'd like to welcome our new customers to Algoma Power", says Jennifer Rose, Regional Manager, Algoma Power. "We are pleased that the transaction has closed and look forward to continuing to provide safe and reliable electricity to the residents of Dubreuilville." Should customers have any question or concerns, please contact Algoma Power's Customer Service Department at 705-256-3850, option 1 or 1-877-457-7378, option 1.

"We look forward and are pleased with the transfer to Algoma Power to provide for our community and security and service now into the future", says Beverly Nantel, Mayor of Dubreuilville. "Welcome Algoma Power and looking forward to working with you".

Algoma Power (API) has been operating in the District of Algoma for over 100 years and is part of the FortisOntario family of companies, which includes utilities throughout the province of Ontario. API is a wholly-owned subsidiary of FortisOntario Inc. API has approximately 12,000 customers in the Algoma District of northern Ontario, and more than 1,800 kilometers of distribution lines in an area that covers over 14,000 square kilometers. Algoma Power has a service centre in Wawa, Ontario, 70 kilometres south of Dubreuilville. FortisOntario, headquartered in Fort Erie, has operations in electricity distribution and transmission, and serves approximately 65,500 customers primarily located in Fort Erie, Port Colborne, Cornwall, Gananoque and the Algoma district of Ontario and meets a peak demand of over 257 MW. FortisOntario is 100% owned by Fortis Inc. of St. John's, Newfoundland. For more information on FortisOntario, please visit the corporate website at www.fortisontario.com.

The Township of Dubreuilville is located at the end of Hwy 519 East off the Trans-Canada Highway. Approximate travel time from Sault Ste. Marie is 3.5 hours. Also accessed from Western Ontario; Dubreuilville is approximately 475 km from Thunder Bay. With a population that is predominantly francophone, Dubreuilville offers a culture that is bilingual (French), traditional, dynamic, and always friendly.

- 30 -

For more information, please contact:
Kristine Carmichael
Director of Corporate and Customer Services
FortisOntario Inc.
Telephone: 905-994-3637

7.5

Source: *Amedeo Bernardi Consulting Inc.*

August 15, 2019 09:15 ET

New Conference Will Help Bridge the Digital Divide

NORTH BAY, Ontario, Aug. 15, 2019 (GLOBE NEWSWIRE) -- Delivering broadband to rural and remote regions in Canada faces unique, complex challenges as compared to broadband deployments in urban settings.

And since the majority of telecom conferences (also held mostly in big cities) normally try to address all of those issues in perhaps a single session, a brand new conference intends to dedicate itself entirely to the challenges faced by communities, carriers, vendors, government and consumers when it comes to rural broadband.

The first annual **Canadian Rural and Remote Broadband Conference** will take place this November 12-14 in beautiful North Bay, Ontario and will provide a tremendous information sharing forum for community leaders, rural advocates, service providers and government.

This summit will provide a unique opportunity for stakeholders to come together and share their knowledge, experiences, lessons learned and advice via a gathering focused on the challenges and realities of creating a sustainable and ubiquitous digital economy for the rural and remote regions of our country.

The agenda, available here, is focused on educating and informing community leaders and related stakeholders about the challenges and options surrounding the implementation of broadband solutions in their regions and the evolving technological landscape, specifically in rural and remote areas.

"I want this conference to set the tone for broader collaboration across all stakeholders – communities, regions, service providers, vendors and all levels of government across the country," said Amedeo Bernardi, the conference organizer.

Amedeo has a long history in rural connectivity himself having spent many years in wired and wireless communications across Canada working for the likes of Clearnet, Bell Mobility, Ontera, and Bruce Telecom. He knows the rural broadband challenges, partnering with his clients to improve connectivity to their rural and remote homes and businesses every day.

"As it states in the Competition Bureau's recent study on the Canadian broadband market, 'There is a significant difference between broadband internet options available to consumers in the more densely populated areas of Canada and those in more rural and remote settings. In the more sparsely populated parts of the country, where companies are less likely to earn a comparable level of revenues to repay their investments, it is difficult for a company to justify making the very large investments necessary to provide modern networks. The real world effect of this is that networks in rural and remote areas are generally slower, and served by fewer companies, than those in more urban areas'," says Bernardi.

"We are excited to support Amedeo and be a Founding Sponsor of the first annual Canadian Rural and Remote Broadband Conference," said Alan Lieff, Vice President, Americas International for Calix. "Rural broadband is an established passion of ours, and supporting this conference is just another way we are working to bridge the digital divide. Calix has helped connect more than 150 previously underserved communities in North America by partnering with nontraditional service providers such as Municipalities and Electric Utilities as they step up to ensure their communities will not be left behind. We applaud Amedeo and his mission to see to it that all Canadians have access to broadband, regardless of their proximity to a major city. Calix has seen so many successful Municipal networks and the benefits they bring to their residents that we are excited to share our experience with attendees of this conference."

This conference will be essential for anyone who wants to better understand rural and remote broadband challenges, engage with other stakeholders to learn about their experiences, and explore the options to collaborate so to deliver effective solutions.

The forum will be held at the North Bay Best Western Hotel and Conference Centre beginning with a welcome reception on Tuesday, November 12, followed by two days of information sharing. Please click here for registration packages and details. Early Bird registration is available for Public Sector and Community Leaders until September 30th.

For more information, or if you wish to be a sponsor of this important event, please contact Amedeo Bernardi at amedeo@amedeobernardi.ca.

cupw • sttp

377, rue Bank Street,
Ottawa, Ontario K2P 1Y3
tel./tél. 613 236 7238 fax/téléc. 613 563 7861

7.6

August 22, 2019

Shelley Casey
CAO-Clerk & Deputy Treasurer
Township of Dubreuilville
PO Box 367 23 Rue des Pins
Dubreuilville, ON P0S 1B0

Dear Shelley Casey,

The 2019 federal election is fast approaching, bringing public discussion and debates on many issues affecting the public and all municipalities.

When the Liberal government led the latest public review on the future of Canada Post, several municipalities became actively involved in the process. As a result, the government decided to maintain door-to-door delivery and immediately stop the rollout of community mailboxes.

However, there is nothing to stop a new government from bringing those plans, and other service cuts, back into play. Further, Canada Post's indifference towards climate change may have direct repercussions on all Canadians.

Did you know Canada Post has the largest public fleet of vehicles in the country, with over 13,000 vehicles travelling over 96 million kilometres yearly?

In the run-up to the federal election, we urge you to question the political parties on their intentions for Canada Post, and insist they make clear, public commitments regarding the following issues:

- Establishing postal banking to offset the loss of financial services in many communities;
- Creating an ambitious climate change action plan for Canada Post;
- Maintaining door-to-door mail delivery;
- Preserving our universal and public postal service;
- Maintaining rural post offices.

More information is available at deliveringcommunitypower.ca.

Sincerely,

J Simpson

Jan Simpson
National President

Encl.

c.c. National Executive Committee, Regional Executive Committees, Regional and National Union Representatives, specialists, campaign coordinators

/bk sepb 225 cd/cupe1979

AUTHORIZED BY THE OFFICIAL AGENT FOR THE CANADIAN UNION OF POSTAL WORKERS.
Canadian Union of Postal Workers • 377 Bank Street • Ottawa, ON • K2P 1Y3 • 613-236-7238
AUTORISÉ PAR L'AGENT OFFICIEL DU SYNDICAT DES TRAVAILLEURS ET TRAVAILLEUSES DES POSTES.
Syndicat des travailleurs et travailleuses des postes • 377, rue Bank • Ottawa (Ontario) • K2P 1Y3 • (613) 236-7238

8.1

Dubreuilville

Prenez le temps de vivre *Experience the Freedom*

Council Report

From: Francis DeChamplain
Infrastructure Superintendent

Date: 21/08/2019

Subject: Landfill Compactor issues

Purpose: - At last inspection of the compactor, a transmission oil leak was noticed. Francois Gagnon was advised and proceeded to fix the issue. During his repair process, he noticed that the leak had been caused by another major problem. The transmission and the motor were coming apart. The bolts holding the transmission to the motor were broke or threads were ripped off. He put a couple of bolts back to hold it for now, but it needs to be fixed properly.

Recommendation: It is recommended that Francois completes the work as needed to fix the unit. This includes using a hoist and pull the motor out to remove the broken bolts and rethread the ripped ones.

Financial: These repairs were not budgeted as it was unexpected, due to wear and tear. Francois will provide a quote for repairs shortly. We have been getting a lot of user fees for tipping this year; therefore, it shouldn't be a problem to cover those additional associated costs.

Analysis: The compactor is a unit that works very hard pushing and stepping over all kinds of materials at the landfill. It was a used unit to begin with; therefore, extra expenses to keep up with repairs are something that we can expect from time to time moving forward.

Francis DeChamplain
Infrastructure Superintendent

Shelley B.Casey
CAO/Clerk

8.2

Council Report

From: Melanie Pilon, Economic Development Officer **Date:** August 28th, 2019

Subject: Algoma Kinniwabi Tourism Association (AKTA) Advertising Request

Algoma Sno-Plan Affiliation (ASPA) Trail Guide

Purpose: To begin annual advertising in the 2019-2020 ASPA Trail Guide.

The addition of a 3.5" w x 4" h print advertisement in the ASPA Trail Guide, which is produced and distributed annually by the AKTA will play a key role in continuing to build Dubreuilville's brand as a prime snowmobiling destination and continue to promote the "Mooseback Trail System". The ad will help to attract new customers and serve as a reminder to loyal customers that Dubreuilville is a premier winter destination. Consistently promoting brand identity is key as the tourism industry is very competitive. Please find attached the prepared advertisement that will appear in the trail guide.

Recommendation: To approve the request and add the ASPA Trail Guide advertising to the annual marketing budget.

Analysis: In 2018-2019, Harry Cummings & Associates prepared a report titled the Economic Impact of Snowmobiling in Ontario. The report was commissioned by Ontario Federation of Snowmobile Clubs (OFSC). The direct GDP impact was found to be $403,976,647. The top four industries impacted by snowmobiling in Ontario by direct GDP in 2018-2019 were: 1. Retail Trade: $78,827,805, 2. Other Services: $42,343,291, 3. Manufacturing: $27,658,465, 4. Food and Beverage Services: $$27,374,185. (Please find attached the Economic Impact of Snowmobiling in Ontario full report.)

By investing in the tourism industry, the Township of Dubreuilville is supporting each of the local businesses that participate in the above mentioned sectors and supporting the local workforce.

Financial Impact:

2019 – 2020 Advertising Rates - $550.00 + Taxes = $621.50 (Annually)

Additional Note: Please be advised that the Township currently has an arrangement where a half-page advertisement, 7.5" w x 4.5"h is purchased in the annual Travel Guide. The annual cost is $1,600 + tax ($1,808) and is split between the Township and the Relais Magpie Relay. This year, we have requested that the AKTA re-fresh the advertisement to give it a new clean, modern look. Please find attached.

Should the request be approved the total financial commitment to the advertising in AKTA publications would be **$1,525.50**.

Melanie Pilon
Economic Development Officer

Shelley B. Casey
CAO-Clerk

8,3.

Le 20 aout,2019,

Conseil municipal de Dubreuilville

Suite a une conversation avec Francis, j'aimerais apporter a votre attention une demande pour installer une station de vidage pour les egouts . L'endroit ideal serait a l'ancienne place de la Petite Patate.

Les services d'eau et d'egout sont deja disponible a cette endroit. Le stationnement serait plus facile d'acces a comparer a l'endroit pres du lave auto presentement.J'ai eu beaucoup de plaints a cause des odeurs pres du restaurant.

Je crois que les couts seraient minime et cela donnerait un meilleur service aux utilisateurs.Je sais que le canton songe a installer des toilettes publiques pour le terrain de jeux et baseball. Le tout pourait etre fait ensemble et serait un atout pour tous. Je suis pret a vous donner un peu de temps dans l'installation de la station de vidage.

Si vous avez besoin de plus d'informations, svp me contacter

Bien a vous,Mario

8.4

Wednesday, August 21, 2019

Attention: Shelly Casey, Mayor and Council

We would like to introduce ourselves. Our names are Chris Rancourt and Danielle DelGuidice. We are new business owners getting into the food industry for the first time. The name we have chosen for the food truck business is FRIES N MORE. We are hoping to begin operations on September 1st, 2019, should our application be accepted. We are applying for the property located at the baseball field where a previous food truck was located. Although we are a self-contained unit, hydro, water, sewer connection at the lot would benefit if available for long-term to eliminate having to use gas on site and transport grey water.

On site we will have a fully functional non-mobile food trailer that is 17ft long by 6.8w x 7ft tall in size. (Permits pending) The food trailer has a self-contained clean water/grey water tanks and we will run propane cooking equipment and use a generator for power. We will have 2 x 100lb or 1 x 420 lb. propane tanks. We are hoping to rent the land year round and the hours of operation for the public would be ; weekdays 11:00am-8:00pm, Friday, Saturday and Sundays from 11:00am until 11:00pm, and will be flexible on our hours for local events happening in the community. In terms of seasonal work we are hoping to offer regular food in the summer, possible catering in the winter and hot winter food for people out on their ski doo's. The summer set up will be three fryers and a grill. The winter set up will consist of one stove, one grill top and one small fryer.

We plan to stay the size we start as well as possibly adding a storage shed for freezer/supplies if needed. We also want to look into possibly adding picnic tables for seating

while customers wait but no deck or patio. Our plan is to stay in the community and hire local employees to help create employment in the area for many years.

Thank you for taking the time to review our application for land rental for our food truck business. For any further questions please contact:

- Chris Rancourt (807)-728-1034

- Danielle DelGuidice (705)-856-5850

The Corporation of the Township of
La Corporation du Canton de
Dubreuilville

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Asset Management Planning Program

Prepared For: Council Members	From: Asset Management Coordinator
Agenda Date: August 28, 2019	Report Date: August 27, 2019

Subject

The subject of this report is a staff recommendation for the development of the municipality's asset management planning program.

Background

Asset management refers to the policies, practices and procedures that combine to make the best possible decisions regarding the building, operating, maintaining, renewing, replacing and disposing of infrastructure assets. By using sound asset management practices, the Municipality can ensure that all infrastructure assets meet performance levels and continue to provide desired service levels in the most efficient and effective manner.

In December 2017, the Ontario government passed Ontario Regulation 588/17 Asset Management Planning for Municipal Infrastructure under the *Infrastructure for Jobs and Prosperity Act, 2015*. This regulation outlines specific requirements for each municipality in Ontario to have an asset management plan in respect of its core municipal infrastructure by July 1, 2021.

The current asset management plan in place for the Township of Dubreuilville was prepared in 2014 and requires updating with respect to the infrastructure assets in the plan, as well as additional requirements set out in Ontario Regulation 588/17.

With the approval of our recent Asset Management Policy (A-10), adopted in June 2019, we have made a commitment to ensure that we are documenting enough detailed information regarding the Municipality's infrastructure assets and setting up a

Respectfully Submitted By:	Prepared By:
Shelley B. Casey	Shelley B. Casey CAO-Clerk

comprehensive approach to asset management to enable the best possible decisions regarding these assets.

Summary of the Issues

The Municipality's current infrastructure asset inventory is maintained in several different formats and databases, including: the financial software system; the GIS system; and various Excel spreadsheets. The list of assets in the current asset management plan needs to be updated, and additional data is required to be added in order to fulfil our commitment to developing a comprehensive asset inventory.

There are also commitments in the Asset Management Policy (A-10) that the Municipality will implement continuous improvement protocols and adopt best practices regarding asset management planning, including:

- Condition Assessment Protocols
- Risk and Criticality Models
- Lifecycle Management
- Financial Strategy Development
- Level of Service Framework

Since none of our current systems can house the comprehensive asset inventory detail that is needed, a number of asset management software solutions were reviewed. The CityWide Asset Manager software with GIS capability was identified as one which will provide the features that we want, and that will enable us to set up and maintain the infrastructure asset database as a base for ongoing asset management planning activities.

The Public Sector Digest Inc. (PSD) has prepared a proposal that includes the implementation of the CityWide software with our asset data, assistance with gathering the additional data required, training on asset management practices, and assistance with set up of the models and frameworks which we have committed to document. The proposal also includes an Asset Management Plan that is compliant for the Ontario Regulation 588/17 deadline of July 1, 2021.

FCM Municipal Asset Management Program (MAMP) Grant

The Municipality has received approval for this grant application and we have been advised that the agreement contract will be sent for signing by the end of August 2019 or sometime at the beginning of September 2019. This grant provides reimbursement to the Municipality of up to $50,000 for asset management-related activities over an 11-month period, with the project to begin September 1, 2019.

The activities in the grant agreement are included in and align with the activities in the proposal submitted by PSD. By accepting PSD's assistance in completing this project, the Municipality will be able to minimize the staff time required for this phase of developing our asset management program. The time involved in setting up the database and some of the documentation required will be handled by PSD, which will allow us to maximize the time that will be needed for staff involvement in providing local information, data gathering and decision-making in the project.

Our partner communities in asset management, the Municipality of Wawa, the Township of Hornepayne, and the Township of White River, have each applied for their own grants of $50,000 and have received similar grant approvals and project proposals from PSD. All four communities have requested the same project timeline of September 1, 2019 to July 31, 2020.

The Regional Asset Management Planning Committee, comprised of the CAOs of the four partner communities, has reviewed the proposals submitted by PSD. The committee agreed that accepting PSD's proposals for this project is our best option to complete this project successfully and obtain the full benefit of the grant funding. All four partners indicated the intention to introduce the PSD proposal to their respective Councils in August with a recommendation to approve at the first Council meeting in September.

Recommendation

The staff recommendation is for Council to review and approve at the September 11th, 2019 Council meeting, the proposal from The Public Sector Digest Inc., *Asset Management Planning and Capacity Building*. This proposal will assist the Municipality in advancing our asset management program and bring us to the next milestone in complying with the requirements of Ontario Regulation 588/17.

Attachments

- *Asset Management Planning and Capacity Building*, submitted by The Public Sector Digest Inc. (PSD).

PSD RESEARCH CONSULTING SOFTWARE

Township of Dubreuilville

Asset Management Planning and Capacity Building

Dubreuilville

Prenez le temps de vivre *Experience the Freedom*

SUBMITTED BY:

The Public Sector Digest Inc.

148 FULLARTON ST, 9TH FLOOR

LONDON, ON N6A 5P3

CONTACT: ALEX ALCALA

ACCOUNT MANAGER

519-690-2565 EXT. 2730

aalcala@psdrcs.com

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CORPORATE PROFILE

PSD is a consulting firm specialized in enterprise asset management and budgeting. We provide our customers with strategic roadmaps, and a choice of software solutions to execute upon them.

We have completed over 250+ asset management plans in accordance with International standards, and over 375+ asset management and financial planning software implementations across Canada and the United States.

PSD's capacities can be summarized in its 3 departments:

RESEARCH	CONSULTING	SOFTWARE
Applied Research Case Studies Grant Applications Rate Studies & Financial Plans	***Professional Services*** Analysis Implementation Training	8 applications in ***Asset Management*** | ***Budget Management***

Leading practices and 15 years of experience have helped us build an integrated approach to maximize the impact of your projects: The **Asset Management RoadMap™**.

PSD's **Asset Management RoadMap™** is an organization-wide process that consists of a multi-year phased approach delivered through 8 key steps, all customizable to each organization's specific needs.

1. DIRECTION
State of Maturity Report
- Gap Analysis
- Critical Path to Improvement

2. FRAMEWORK
Asset Management Policy
- Review of Practices in Asset Management
- Accountability Chart with Council

3. ASSESSMENT
Data & Asset Performance Analysis
- Industry Standard for Asset Classes

4. RANK & RATE
Risk & Criticality Models

5. PRIORITIZATION
Lifecycle Activity Framework
- Cost benefit analysis
- Scheduled work model

6. BENCHMARK
Level of Service Framework
- Review of Delivery Key Factors
- KPI Generation

7. STRATEGY
Financial Strategies
- Cost Quantification
- Cost & Assets Tracking

8. EXECUTION
Asset Management Plan
- Requirements Tracking
- Guidance

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CONTACT LIST

Township of Dubreuilville ("Client")

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PURPOSE

This document contains a high-level project plan for Asset Management Planning and capacity building, which includes data work that will improve the consistency of information at the Township of Dubreuilville.

The Township of Dubreuilville has been successful in the application for the FCM MAMP program, which will allow the Township to prepare for the compliance of **Stage 1** the new Asset Management planning Ontario Regulation 588-17 deadline of 2021.

In 2018-2019, PSD has had a 100% success rate helping over 80 communities across Canada secure the FCM MAMP funding for the development of Asset Management programs. Our team is currently working towards delivering all these programs on schedule to meet the FCM established deadlines.

For this project, PSD has reviewed the workplan submitted to FCM by the Township of Dubreuilville. This proposal has listed the recommended activities to successfully complete the activities listed. PSD is proposing the implementation of the CityWide Asset Manager Software system, which will be used by the Township to maintain its ongoing asset management planning activities. All asset information to be uploaded, will include amortization schedules, asset attribute data, and any other information relevant for TCA reporting and Asset Management.

As the Asset Management practices of the Township grow, it becomes increasingly important to have a centralized system that provides a tool to utilize this data. This application is a cloud-based Industry-leading Asset Management Solution that is GIS integrated. It provides the Township with a complete asset registry for all its asset types. The CityWide Asset Manager (AM) and GIS modules, provide customized metrics including accounting for all infrastructure assets, total replacement cost, age-based condition ratings, estimated life remaining of assets, and annual projected costs.

The proposed project will also provide an O.Reg 588-17 compliant Asset Management Plan for its Core Assets to meet the 2021 requirements. This plan and the Asset Management software will meet the requirements listed in the Activities submitted to FCM. PSD will provide reporting to the Township of Dubreuilville to be submitted as proof of completion for each Activity under the FCM grant. A proposed schedule, requirements and scope will be presented once client requirements, business and operational goals, and constraints are gathered throughout the project. These dates will align with the eleven (11) month completion requirement by FCM.

Building an asset management plan and program requires three critical variables: authoritative expertise in asset management, supplementary qualitative and quantitative research on asset management best practices, and empowering technology.

As part of the approach to complete the implementation of this program, PSD will work with the Township staff to implement this program in the CityWide Asset Management Software and train staff on all its functionalities. This system is designed to become a centralized repository for the Township's assets. All asset data collected will be uploaded to update each asset category where necessary. Our team will work with the staff to accelerate and coordinate interdepartmental meetings to improve and make the process of data uploads and sharing more efficient.

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PROPOSED DELIVERABLES FOR MAMP WORKPLAN

The following charts provide a brief description of how each activity will be completed by PSD. The activities listed in the workplan will be completed within eleven (11) months as specified by the FCM MAMP funding. The CityWide software system will be concurrently implemented with the Asset Management Plan as our staff utilizes the software system to produce the necessary data for the AMP.

For further details on each deliverable please see referenced pages included in the charts.

MAMP PROJECT ACTIVITIES	PSD DELIVERABLE
Activity 1: Synthesis of corporate wide information for asset management planning	**Compliant AMP and CityWide Software:**
1. Study of existing data structures used by subject matter experts, finance, and administrative staff	1. State of the Infrastructure Report. Completed through Data analysis/Gap Analysis **(Page 13)**
2. Determining location, format, and quantity of information necessary for processes development	2. State of the Infrastructure Report and Inventory Data analysis/Gap Analysis. **(Pages 13-14)**
3. Analyzing existing key performance indicators used for each asset class for all infrastructure owned	3. Level of Service Development. As part of the O.Reg. 588-17 requirements, municipalities must include their current levels of service as part of the Asset Management Plan. PSD will assist the Township in determining what data is needed in order to fulfill the current Levels of Service O.Reg. 588-17 requirement. **(Pages 27-30)**
4. Refining existing and developing new performance measures to increase their overall effectiveness	4. PSD will provide the required key performance measurers as indicated by the O.Reg. 588-17. **(Pages 27-29)**
5. Developing processes for centralized asset management analysis to support staff decision making	5. PSD will centralize all available information for Asset Management by uploading all asset data into the CityWide Asset Manager system. This will support staff in managing its information to be used for decision making. **(Pages 9-10)**

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MAMP PROJECT ACTIVITIES	PSD DELIVERABLE
Activity 2: Derivation of corporate data driven asset deterioration rates, treatment triggers, and performance measures	**Compliant AMP and CityWide Software:**
1. Deriving from engineering and subject matter expert data, asset deterioration trends for core assets	**1.** State of the Infrastructure Report. PSD will further review documentation that details infrastructure lifecycle analysis, status of the asset inventory and will provide the Township with a summary of the collected assets in each category, the replacement cost of the assets, the average age of the assets, and current condition assessment data and will consider asset deterioration rates. **(Pages 13-19)**
2. Deriving from corporate wide data, asset deterioration rates/trends for other non-core asset classes	2. PSD will take into account current lifecycle activities, deterioration rates, to document what is currently being done as well as will provide recommended activities of what the Township could consider doing in the future. **(Pages 13-19)**
3. Analyzing maintenance, rehabilitation, and replacement treatments' impacts on asset performance	**3.** This will be provided by the SOTI report as it takes into account all these activities. **(Pages 13-19)**
4. Determining impact of capital budget on asset network performance over short, mid, and long terms	4. PSD will develop a financial strategy and plan that fully integrates to the asset management plan and strategy, including expenditures and revenue forecasts for the delivery of the minimum 25-year infrastructure and general capital budget. **(Pages 34-36)**
5. Determining impact of operational budget on asset network performance for short, mid, long terms	5. PSD will develop a financial strategy and plan that fully integrates to the asset management plan and strategy, including expenditures and revenue forecasts **(Pages 26-29)**

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MAMP PROJECT ACTIVITIES	PSD DELIVERABLE
Activity 3: Establishing processes for 25-year asset performance and expenditure planning	**Compliant AMP and CityWide Software:**
1. Determine current asset performance (levels of service) of each asset classes separately and of all infrastructure as one whole	**1.** PSD will deliver a State of the infrastructure report which will provide summary reports of the performance of each asset category. **(Page 27-29)**
2. Determine impact of planned budget allocations on current and future asset performance over 25 years	**2.** Financial Strategy and Reporting. PSD will develop a financial strategy and plan that fully integrates to the asset management plan and strategy, including expenditures and revenue forecasts for the delivery of the minimum 25-year infrastructure and general capital budget. **(Pages 34-36)**
3. Produce alternative future spending scenarios and resulting asset performance projections for each asset class	3. PSD will provide training to the Township to aid the development of various reports within CityWide that can produce performance projections for each asset category. The accuracy of these reports will be dependant on the asset information available at the time. **(Pages 8-9 and pages 28-29)**
4. Develop processes and technical information system for updating of asset performance/expenditure scenarios	**4.** PSD will provide training to the Township to aid the development of various reports that can produce performance projections for each asset category. The accuracy of these reports will be dependant on the asset information available at the time. **(Pages 9-10)**
5. Develop asset management plan, and a strategy for incorporation into existing processes	5. PSD will produce an Asset Management Plan compliant with the O.Reg. 588-17 requirements for up to 2021 and will include considerations for stages 2 and 3 of the regulation. The Asset Management Plan includes an overview of asset management strategies and recommendations that the Township can consider for improving its asset management practices.

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CityWide Asset Manager Module

PSD will complete the activities of this program through a combination of the implementation of CityWide and the creation of the Asset Management Plan. PSD will deliver two separate databases to the municipality, one that will contain the Live Database and another one that will have the data used to create the Asset Management Plan.

MAMP PROJECT ACTIVITIES	PSD DELIVERABLE
Applicable to the following items: **Activity 1, Activity 2 and Activity 3**	**CityWide Software**
Developing processes for centralized asset management analysis to support staff decision making	PSD will centralize all available information for Asset Management by uploading all asset data into the CityWide Asset Manager system. This will support staff in managing its information to be used for decision making. **(Pages 9-10)**
Produce alternative future spending scenarios and resulting asset performance projections for each asset class	PSD will provide training to the municipality to aid the development of various reports within CityWide that can produce performance projections for each asset category. The accuracy of these reports will be dependant on the asset information available at the time. **(Pages 9-10 and pages 27-30)**
Develop processes and technical information system for updating of asset performance/expenditure scenarios	PSD will provide training to the municipality to aid the development of various reports that can produce performance projections for each asset category. The accuracy of these reports will be dependant on the asset information available at the time. **(Pages 9-10)**

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Project Deliverables

PSD will deliver the following items as it prepares data and strategies that will be incorporated into the Compliant Asset Management Plan for the Township of Dubreuilville. The work will include the following projects:

- ☑ Compliant Asset Management Plan for O.Reg 588-17 for 2021 Stage 1 requirements*.
- ☑ CityWide Asset Manager Module License and Implementation
- ☑ CityWide GIS Viewer
- ☑ Systems and Asset Management Training

*The Asset Management Plan to be delivered to the Township will include considerations for stages 2 and 3 of the O.Reg. 588-17 regulation, which are set to be completed within the 2023 and 2024 deadlines.

CITYWIDE ASSET MANAGER AND GIS VIEWER

CityWide Implementation*

For this project, PSD is recommending the implementation of this module to ensure all asset management data is correctly synchronized and balanced for the current reporting year. This implementation will include additional training hours so that staff can maintain the data going forward. The Township will be able to create its TCA reports as well as to do all amortization schedules straight from the software.

The AM module is the central repository for linear and standalone assets (including fleet, facilities and park assets) and allows for attachment of relevant digital documentation (permits, photos, reports, drawings) to individual assets. As the Asset Management practices of the Township grow, it becomes increasingly important to have a centralized system that provides a tool to utilize this data.

This application is a cloud-based Industry-leading Asset Management Solution that is GIS integrated. It provides the Township with a complete asset registry for all its asset types. The CityWide Asset Manager (AM) and GIS modules, provide customized metrics including accounting for all infrastructure assets, total replacement cost, age-based condition ratings, estimated life remaining of assets, and annual projected costs. In addition, asset management features include lifecycle planning, replacement costing, condition assessment, risk analysis, levels of service and project prioritization.

CityWide GIS*

The GIS capabilities allow users to access all the information stored within the central repository right from the GIS module. CityWide GIS is a versatile solution for an organization's emerging GIS needs. It serves as a repository for spatial data that is served up to an associated web-based "viewer", with potential to draw from and serve 3rd party systems. Key design principles include an intuitive interface with high visual impact, to produce demonstrable maps while maintaining the required internal functionality that an organization needs. It is designed to function as a standalone system or together with existing client systems. The viewer integrates with the other modules and allows for viewing of asset location through the TCA database. CityWide GIS is a versatile solution for an organization's emerging GIS needs.

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If the GIS files are housed within the Regional Database, we would recommend use of CityWide GIS to enhance the functionality of the asset management system. The viewer integrates with the other modules and allows for viewing of asset location through the TCA database, mapping work orders/service requests and project prioritization through filterable reporting and viewing.

ASSET MANAGEMENT SYSTEM TRAINING SESSIONS

Best Practice Asset Management Techniques

Continual training is provided throughout the course of the project and during each workshop session. Training on risk and criticality / lifecycle activity models and analysis are key elements of proper asset management practices and programs. Through their use, an asset manager can determine which infrastructure is critical to the organization and can also rank and rate the level of business risk associated with all the infrastructure stock. Proper lifecycle management of infrastructure assets will allow a Township to optimize budgets and make the best use of public funds. To accomplish this, data will be gathered around current maintenance and replacement activities including costs and timelines for application.

PSD is an end to end Asset Management consultant that has worked with municipalities of all sizes across Canada to help institute a regimented Asset Management program. As part of our commitment to deliver expertise in Asset Management, we develop software applications focused on delivering an Enterprise Asset Management software suite as well as budgeting software for municipalities.

We provide our customers with consulting services that include strategic Asset Management roadmaps and a choice of software solutions to execute upon them.

COMPLIANT ASSET MANAGEMENT PLAN FOR O.REG 588-17, 2021 DEADLINE

PSD acknowledges that this proposal requires the need to address the points stipulated in the MAMP application and as such, the proposed plan will meet those requirements and will deliver a Comprehensive Municipal Asset Management Plan (AMP) to be compliant with Ontario Regulation 588/17 requirements of 2021. The development of an O.Reg 588/17 compliant AMP will accommodate the Township's included capital asset categories of roadways, water, wastewater, storm sewers, bridges and culverts, equipment, rolling stock, facilities, and land improvements.

Initially, recipients of the Federal Gas Tax fund were required to have in place asset management plans that included all assets for eligible project categories as of December 31, 2016. Currently, Ontario Regulation 588/17: Asset Management Planning for Municipal Infrastructure, formerly Bill 6, was officially released in January 2018. Each requirement of O. Reg 588/17 and accompanying mandates have been established to promote sufficient asset management, some of the benefits of which are depicted below:

The first upcoming deadline for O.Reg. 588/17 is July 1, 2019 and requires the delivery of a strategic Asset Management Policy which, among other benefits, outlines the principles that the Township will follow for their asset management planning. It will also outline the Township's approach to continuous improvement and adoption of appropriate practices regarding asset management planning.

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In addition to the requirement for municipalities to deliver an asset management policy, O.Reg. 588/17 asks for updated Asset Management Plans, delivered in three stages. **Stage 1** of the AMP is due by **July 1, 2021** and requires an Asset Management Plan which addresses core infrastructure assets.

Stage 2 of the AMP is due by **July 1, 2023** and requires an Asset Management Plan which expands on Phase 1 by including all infrastructure assets.

PSD will provide an AMP that satisfies the requirements for Stage 1 and Stage 2. These stages include providing current levels of service for each asset category, establishing the lifecycle activities needed to maintain the current levels of service, and growth considerations.

Stage 3 of the AMP is due **by July 1, 2024** and requires an AMP which expands on Phase 2 by requiring more details for all infrastructure assets. Some of the requirements for Phase 3 include providing proposed levels of service, lifecycle management and financial strategies, identifying lifecycle activities, and growth considerations.

PSD's work for the Township will complete preparation for stage 1, in order to comply with the 2021 requirements of AMP development and will include considerations for stages 2 and 3 of the regulation.

Asset Management Plan Development

PSD consultants and implementation staff will work alongside Township staff and department heads in finance, public works, and other members of the senior management team to develop a tailored and manageable AMP. The Township's plan will align the current 2013 AMP and accompanying plans, documents, and broader asset management strategies and objectives to its strategic plan and establish asset management roles and responsibilities to be endorsed by council. This process will provide a framework for decision making, reduce uncertainties and enable corporate goals and objectives to be met now and into the future. The AMP will ensure that the community continues to meet legislated requirements and provides a guide to establishing future asset management protocols and making infrastructure investment decisions. The AMP will further serve as a strategic planning document that outlines key asset data and information about the Township's infrastructure portfolio, asset inventory and replacement costs, and identifies the resources and funding required to meet the organization's objectives. The AMP will also include a detailed analysis of this data to determine optimized asset management strategies, the current state of infrastructure, the Township's capital investment framework, and financial strategies to achieve fiscal sustainability while reducing (and eventually eliminating) funding gaps.

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High quality data is the foundation of an effective asset management program and the cornerstone of intelligent capital investment decisions, both of which have direct financial implications on the community. Ultimately, data determines deficits, and a practical Final Report, or AMP begins with robust, credible datasets that instill high confidence among the team. From our experience in advising hundreds of municipalities, there are generally two primary causes of poor decisions: inaccurate or incomplete data, and the misinterpretation of data. Each individual capital asset can have anywhere from several to dozens of attributes—from material type and replacement costs, to useful life and condition information. With tens of thousands of assets across the portfolio, there are many opportunities for errors to be introduced.

The process of data collection and analysis used by PSD is designed to ensure maximum confidence in the raw data itself, and the final project components that rely on this data. As data has such widespread implications across the asset management program, PSD will work with the Township to determine gaps and obtain all relevant infrastructure and general capital inventory data at the highest level of detail available, thereby eliminating those gaps. PSD will collaborate with staff to gather the relevant static (e.g., material type) and dynamic datasets (e.g., condition) for each asset class via templates tailored specifically for the Township.

We will then calculate, identify, and/or forecast other information necessary to complete the AMP. Examples include estimated replacement dates, estimated replacement costs, and condition (age-based if no assessed condition is known). Sources may include existing data from the Township's accounting fixed asset registers, insurance asset registers, PSAB asset registry, GIS information, Access or Excel files, schematics, engineering drawings, and plans. A summary of the assets in each category will be developed. Any new data pertaining to replacement costs, average age, and condition will be updated within the Township's database.

All information will be loaded and calculated using CityWide Asset Manager, the software PSD will use to analyze the Township's data. Following this an export of information from the software will be provided back to the Township in Excel format. PSD's data analysts will carry out an initial assessment through a systematic and exhaustive gap analysis to determine where the Township should focus its efforts to develop a strong asset management program. The results of this analysis will allow our team to identify any missing data on assets and ensure that all attributes required for asset management are appended to each asset.

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PHASE 1: STATE OF LOCAL INFRASTRUCTURE

Kickoff Meeting and Establishment of Roles and Responsibilities

To be able to ensure the proper tailoring of asset management practices throughout the AMP development process, PSD will review the Township's asset management plan and infrastructure documents. PSD will then host a kickoff meeting to establish an asset management working group made up of designated municipal staff with assigned roles and responsibilities, and then work with municipal staff to fully understand the project goals and history of the Township. We then collaborate further to develop strategies, workshops and training groups to ensure that our recommendations are tailored to the unique needs of the Township. Our approach and methodologies implemented in developing the AMP will enable strategic asset management decision-making, and we will ensure that all training material and the content of the workshops are specifically designed for the Township.

State of the Infrastructure (SOTI) Report

In order to address and complete the objectives set by the Township, PSD will further review documentation that details infrastructure assets and conduct an infrastructure lifecycle analysis, status of the asset inventory and an assessment of the Township's current data collection activities. PSD will use this information to complete a State of the Infrastructure (SOTI) report and data maturity assessment summarizing the usability, availability, and robustness of the Township's current asset data. The SOTI will provide the Township with a summary of the collected assets in each category, the replacement cost of the assets, the average age of the assets, and current condition assessment data.

The SOTI will also provide the Township with the needed information to ensure that the useful life within the PSAB 3150 policy is comparable with industry standards as the data collection process will highlight the gaps that exist within the current asset inventory. As the Township of Dubreuilville is also considering using CityWide Asset Manager software to manage its activities, conducting the comparison between the current practices of the Township and the industry best practices and requirements set by the Public Sector Accounting Board will be much easier as gaps within the data can be determined more efficiently and with better levels of confidence.

The report will be based on the seven key questions of asset management as outlined within the National Guide for Sustainable Municipal Infrastructure:

- What do you own and where is it? (Inventory)
- What is it worth? (valuation / replacement cost)
- What is its condition / remaining service life? (function & performance)
- What needs to be done? (maintenance, rehab, replace / capital & operating Plans)
- When do you need to do it? (risk analysis / capital and operating Plans)
- How much will it cost? (short/long-term financial plan)
- How do you ensure sustainability? (short- and long-term financial plan)

As a result of the information gathered in the SOTI, PSD will provide municipal staff training on how to further develop processes for maintaining consistent and detailed data for future asset management

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planning, and help this AMP comply with O.Reg. 588/17 and the Building Together Guide as well as other applicable regulations for Gas Tax funding. In addition to The National Guide for Sustainable Municipal Infrastructure (Canada), the SOTI is based on principles within such key industry best practices as; The International Infrastructure Management Manual (Australia / New Zealand); and American Society of Civil Engineering Manuals (U.S.A). The SOTI will cover what data needs to be collected for different asset types and how to incorporate that data into systems management.

In order to gain a sense of the current state of the Township's infrastructure, service levels and data completeness per asset category, as well as determine proposed lifecycle recommendations based on current funding levels and management practices and fully utilize the inventory databases, PSD will review the data currently available in the CityWide Asset Manager database alongside any other available sources to ensure completeness of data for each asset category. This step is to ensure the right information is being collected, and to manage the data collection processes. Along with these templates, a summary of the assets in each category will be developed and data pertaining to replacement costs, average age, and condition will be updated with the Township.

Inventory Data

Infrastructure and general capital inventory data sources will be obtained from the Township to the highest level of detail available. Sources could include existing data from the Township's CityWide Asset Manager module, PSAB asset registry, GIS, access or excel files, schematics, engineering drawings and plans. A summary of the assets in each category will be developed. Any new data pertaining to replacement costs, average age, and condition will be updated within the Township's CityWide database.

Data Maturity Rating

Once data has been compiled by the Township, PSD will perform a gap analysis on the state of the asset data inventory. This data analysis provides a detailed look at the available data and allows PSD to make recommendations concerning the data that should be collected to enable advanced analysis and stronger asset management decision making. The compilation of data and subsequent analysis results in a data maturity rating that is based on the average of three major factors in the data collection process.

1. **Assessed Condition** – the percentage of assets with assessed condition data available within the infrastructure database.
2. **Attributes** – the percentage of recommended asset attribute data available within the database
3. **Replacement Cost** – The weighted average percentage score of the replacement cost source.

The final Data Maturity Rating is then available for use within the Asset Management Plan to illustrate the overall Data Maturity of the Township. Below is a sample table of the Data Maturity Rating:

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Asset Category	Assessed Condition	Attributes	Replacement Cost	Overall Rating
Road Network	83%	97%	100%	**93%**
Bridges & Culverts	99%	-	100%	**100%**
Water Network	50%	95%	95%	**80%**
Sanitary Sewer Network	50%	100%	91%	**80%**
Storm Sewer Network	50%	99%	99%	**83%**
Buildings	50%	-	96%	**73%**
Machinery & Equipment	59%	-	51%	**55%**
Land Improvements	58%	-	50%	**54%**
Fleet	50%	-	50%	**50%**
	Overall Data Maturity Rating			**74%**
	Overall Data Maturity Rating – Core Assets Only			**87%**

Assessed Condition

As a factor of the Data Maturity Rating, assessed condition provides and overview of the source of condition data for major components within each Asset Category. The Data Maturity percentage:

- Segments with only age-based condition receive a baseline rating of 50%
- Segments with a mixture of age-based and assessed condition are calculated using a formula to assign additional weight to data sourced from condition assessments.

The resulting table provides an example of how data maturity is established from assessed condition:

Asset Category	Segment	Source of Condition Data	Data Maturity Percentage
Road Network	Paved	65% Assessed	83%
Bridges & Culverts	Bridges	97% Assessed	99%
Water Network	All	Age-based	50%
Sanitary Sewer Network	All	Age-based	50%
Storm Sewer Network	All	Age-based	50%
Buildings	All	Age-based	50%
Machinery & Equipment	All	18% Assessed	59%
Land Improvements	All	16% Assessed	58%
Fleet	All	Age-based	50%

Asset Attributes

While asset condition data is perhaps the most important piece of data to collect, asset attribute data is also helpful to collect in order to support asset management strategy development and decision-making. Asset attribute data provides greater context and clarity to the state of an asset and allows for the development of robust risk and lifecycle management strategies to prioritize projects and ultimately extend the life of assets. Asset attribute data is then collected, and gaps are recognized in

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this stage of the data maturity rating analysis. Data maturity established from Asset Attribute data is exemplified:

Asset Category	Asset Attribute	Percentage Completion in Asset Inventory
Road Network (Paved Roads)	Surface Width (m)	**100%**
	Length (m)	**100%**
	Road Class	**84%**
	Surface Material	**100%**
	Design Class	**100%**
Water Network (Water Mains)	Length (m)	**100%**
	Pipe Diameter (mm)	**87%**
	Material	**99%**
Sanitary Sewer Network (Sanitary Mains)	Length (m)	**100%**
	Material	**100%**
	Pipe Diameter (mm)	**100%**
Storm Sewer Network (Storm Mains)	Length (m)	**100%**
	Pipe Diameter (mm)	**97%**
	Material	**100%**
	Data Maturity Rating	**93%**

Replacement Cost

The third factor of the Data Maturity rating is based on a ranking of each replacement cost source based on accuracy and reliability. Where there are multiple replacement cost sources for an Asset Category, the resulting Data Maturity Percentage is a weighted average based on the following data sources.

1. Cost/Unit
2. User-Defined Cost
3. CPI/NRBCPI
4. Flat Rate Inflation

Asset Category	Asset Segment	Replacement Cost Source	Data Maturity Percentage
Road Network	Tar/Chip & Hot Mix	100% Cost/Unit	**100%**
Bridges & Culverts	Bridges	100% User-Defined Cost	**100%**
	Culverts	90% User-Defined Cost 10% CPI	**95%**
Water Network	Watermains	81% Cost/Unit 19% CPI	**91%**
Sanitary Sewer Network	Sanitary Sewer Mains	98% Cost/Unit 2% CPI	**99%**
Storm Sewer Network	Storm Sewer Mains	91% Cost/Unit 9% CPI	**96%**

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Buildings	All	98% CPI 2% User-Defined Cost	**51%**
Machinery & Equipment	All	100% CPI	**50%**
Land Improvements	All	100% CPI	**50%**
Fleet	All	100% CPI	**50%**
	Overall Data Maturity Percentage		**78%**

Infrastructure Report Card (Establish Current Performance)

Once physical condition information is known for assets within the Township, PSD will incorporate this data once it has been identified to which asset each belongs. Key information will include asset condition data and indexes, growth projections, transportation master plans, water/wastewater master plans, and staff surveys and interviews.

Each asset category will be rated using three primary categories:

Condition and Performance: This category is used to determine the condition of an asset as it exists today and how well it performs its function.

Capacity versus Need: This category's function is to determine how the designed capacity of an asset compares to the needed capacity of an asset in order to meet current demand.

Funding versus Need: This category determines the actual investment requirements needed to properly maintain, rehabilitate and replace assets at the right time versus current spending levels for each asset group.

Once the State of the Infrastructure Report has been completed and provided to the Township, PSD will look to use the determined results from the SOTI to guide the implementation of proposed service levels and a financial strategy for the AMP.

All outputs for all municipal assets will be consolidated to produce one overall Infrastructure Report Card showing current condition and future projections for all municipal infrastructure and assign a grade to each asset category on an A – F scale in asset health (condition) and financial capacity. The next page depicts a suggested guideline for the Infrastructure Report Card, although this can be tailored to suit individual needs as required.

By the end of this phase the Township will have a more robust asset registry within their existing CityWide Asset Manager software system, further taking into consideration replacement costs, average age of assets, and condition information. Ultimately, the Township will have established current performance for each category, determined lifecycle activities and maintenance costs, as well as determined the impact of future growth on current levels of service.

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Sample Infrastructure Report Card

Overall Grade C	Infrastructure Report Card The Town			
Asset Class	**Asset Health (Condition)**	**Financial Capacity**	**Overall Grade**	**Comments**
Road Network	C	C	C	While more than 48% of the municipality's road network is in good to very good condition, 21% are in poor to very poor condition. The average annual revenue required to sustain the Town's road network - including lifecycle activities - totals approximately $857,000. Based on the Town's current annual funding of $440,000, there is an annual deficit of $217,000.
Water System	C	A	B	With nearly 64% of the municipality's water system is in good to very good condition The Town received an Asset Health grade of 'C'. The average annual revenue required to sustain the Town's water system - replacement only - totals approximately $559,000. Based on the Town's current annual funding of $524,000, there is an annual deficit of $35,000.
Sanitary System	C	A	B	Nearly 44% of the municipality's sanitary system is in good to very good condition. The average annual revenue required to sustain the Town's sanitary system - including lifecycle activities - totals approximately $509,000. Based on the Town's current annual funding of $565,000, there is an annual surplus of $56,000.
Storm System	B	F	D	With 87% of all storm system assets in very good condition the municipality received an asset health rating of 'B'. The average annual revenue required to sustain the Town's storm system totals approximately $264,000. Based on the Town's current annual funding of $0, there is an annual deficit of $264,000.
Buildings	C	F	F	With 76% of all buildings assets in good to very good condition the municipality received an asset health rating of 'C'. The average annual revenue required to sustain the Town's buildings totals approximately $851,000. Based on the Town's current annual funding of $204,000, there is an annual deficit of $647,000.
Machinery & Equipment	D	A	C	While 42% of all machinery and equipment is in good to very good condition, 41% is in poor to very poor condition. The average annual revenue required to sustain the Town's machinery and equipment totals approximately $387,000. Based on the Town's current annual funding of $358,000, there is an annual deficit of $29,000.

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PHASE 2: ASSET MANAGEMENT STRATEGY

The asset management strategy is a developed process of planned actions that will enable the Township's assets to provide the desired level of service in a sustainable way, while managing risk and benefit, at the lowest lifecycle cost. At a tactical level, it will develop an implementation plan to be applied to the needs identification and prioritization of renewal, rehabilitation and maintenance activities, including growth projections, to produce a 10-year plan to ensure the best overall health and performance of the Township's infrastructure and general capital.

Current levels of service, as they are determined throughout the AMP and broader asset management programming, provide the basis for the lifecycle management strategies and tactical implementation processes identified within the Asset Management Plan. They support the Township's strategic goals and are based on customer expectations, statutory requirements, standards and the financial capacity of the Township to deliver those levels of service. PSD will consult with Municipal staff, council, and other stakeholders in determining current levels of service.

This tactical process will influence and direct the short term, 1-to-3-year, infrastructure and general capital program and budget of the Township. The Asset Management Strategy will allow the Township to develop a long-term view of its program, and it will develop the strategies of how asset management objectives will be achieved to be fully compliant with the provincial requirements. The details within asset management strategies are tied to sustainable lifecycle projections from the State of the Infrastructure and established service levels from the Desired Levels of Service sections of this plan.

Priorities for the Asset Management Strategy:

- Ensure sustainability of existing assets
- Focus on options for each asset class to obtain the total lowest cost
- Focus on growth and demand projections
- Prioritize projects based on risk and benefit analysis

PSD will develop a long-term strategic plan for managing the Township's assets. The strategic plan will bring together all the needs and expectations of the stakeholders. The objectives of this Asset Management Plan and how these can be delivered in a sustainable manner will be delineated by the activities needed to maintain assets.

An Asset Management Strategy is a key component of a Township's planning process linking multiple other corporate plans and documents. For example:

- **The Strategic Plan:** The AM strategy/plan should link to key objectives outlined within the strategic plan.
- **The Official Plan:** The AM strategy/plan should utilize and influence the land use policy directions for long-term growth and development as provided through the Official Plan.
- **Long-Term Financial Plan:** The AM strategy/plan should utilize the financial forecasts within the long-term financial plan

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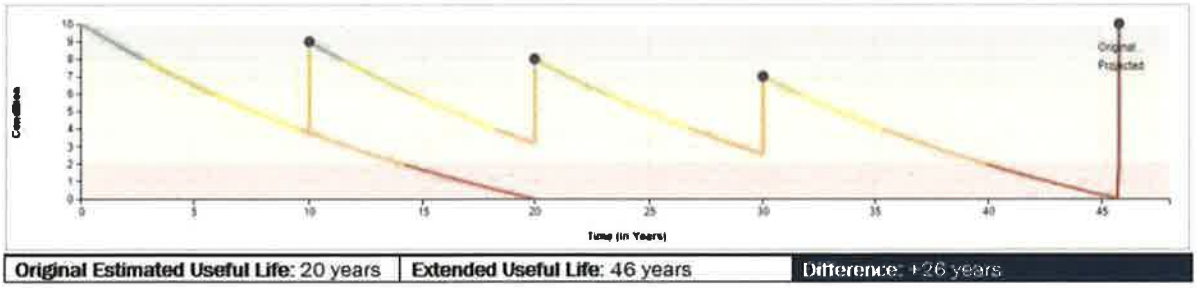
- **Capital Budget:** The decision framework and works identified in the asset management plan form the basis on which future capital budgets are prepared
- **Infrastructure Master Plans:** The AM strategy/plan will utilize goals and projections from infrastructure master plans and in turn will influence future master plan recommendations
- **By-Laws, standards and Policies:** The AM strategy/plan will influence and utilize policies and bylaws related to infrastructure management practices and standards
- **Regulations:** The AM strategy/plan must recognize and abide by industry regulations
- **Business Plans:** The service levels, policies, processes, and budgets defined in asset management plans are incorporated into business plans as activity budgets, management strategies, and performance measures

LIFECYCLE ANALYSIS

For PSD to establish an approach for maintaining and reporting on asset replacement processes, the consulting team will conduct a lifecycle assessment with Municipal staff where a best practice industry review will be undertaken for each asset category to determine the optimal lifecycle activities, costs and options available to maintain current levels of service. The assessments will also go over lifecycle planning, condition assessment, risk analysis, levels of service, and project prioritization moving forward. This step will ensure the long-term viability of the Township's infrastructure and general capital while achieving the lowest total cost.

Once the asset inventory data has been compiled and verified, the detailed information gathered will allow for lifecycle planning and modelling by asset type, and asset deterioration curves (pictured below) to be developed for each asset category. PSD will compile these results in a Lifecycle Analysis and Activity Report to help the Township understand the cost of lifecycle activities, and analyze which activities best contribute to the sustainability of their asset management program. Pictured below is a Deterioration Curve – LCB/Surface Treated Roads:



Lifecycle Management Strategy

For each asset category a best practice industry review will be undertaken to determine the optimal lifecycle activities and options available, to ensure the long-term viability of the Township's infrastructure and general capital while achieving the lowest total cost.

To further solidify an asset management strategy, the following will be reviewed:

- Ongoing Maintenance activities and costs

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- Renewal/Replacement activities, service thresholds and costs
- Rehabilitation activities, service thresholds and costs
- Disposal activities and costs.

Lifecycle Activity Types

Activity Type	Description	Example	Cost
Preventative Maintenance	Any activities that prevent defects or deteriorations from occurring	(Roads) Crack Seal	$
Rehabilitation	Any activities that rectify defects or deficiencies that are already present and may be affecting asset performance	(Roads) Mill & Resurface	$$
Reconstruction	Asset end-of-life activities that often involve the complete replacement of assets	(Roads) Surface Reconstruction	$$$

For each asset category of the AMP, the lifecycle events will be developed in CityWide Asset Manager, which will produce a listing of what assets will require work in which timeframe, the type of activity that should be undertaken, and the cost for the work. This analysis will also have the options to discount costs and/or add inflation and will provide an overall asset need projection for each category.

RISK ANALYSIS

Assignment of risk scores is essential to the development of the AMP, as it identifies a ranking system for vulnerable infrastructure assets. The accuracy of the risk ranking will rely on the assessment of the probability of failure and the consequence of failure of each asset in order to establish baseline risk. The reliability of both PoF and CoF will depend on the level of assessment, data, or expert knowledge applied to support the analysis.

The Probability of Failure (PoF) relates to the likelihood that an asset will fail at a given time. Possible parameters include current physical condition, service life remaining, known operational issues, asset attributes, and other parameters contributing to asset deterioration (e.g. traffic counts, soil types).

The Consequence of Failure (CoF) describes the overall effect that an asset's failure will have on an organization's asset management goals. Consequences of failure can range from noneventful to impactful: a small diameter water main break in a subdivision may cause several rate payers to be without water service for a short time. In this report, the CoF parameters will aim to align with the triple bottom line (economic, social, environmental) approach to risk management as well as other fields including operational, health and safety, and strategic.

Risk Labels can be generated to further qualify the PoF and the CoF, pictured on the next page.

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Risk Labels

Level	Probability of Failure	Consequence of Failure
1	Rare	Insignificant
2	Unlikely	Minor
3	Possible	Moderate
4	Likely	Major
5	Almost Certain	Severe

Triple Bottom Line impacts are summarized below:

Risk Impact	Description	Common Parameters
Economic	The impact of the asset's failure on financial resources	• Cost of rehabilitation or replacement • Asset type (e.g. road or pipe material) • Asset size (e.g. number of road lanes or pipe diameter) • Overall replacement cost
Social	The impact of the asset's failure on the general population and society	• Number of people or critical services affected • Land Use (e.g. industrial, commercial, residential) • Bus / truck / emergency route • Asset carrying capacity (e.g. traffic counts, pipe diameter)
Environmental	The impact of the asset's failure on the environment	• Overall area affected • Proximity to water bodies • Proximity to environmentally sensitive areas • Asset carrying capacity (e.g. traffic counts, pipe diameter)

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Risk Scoring

PSD will take the existing asset inventory and use a risk matrix (pictured below) to group the assets in their respective risk groups. The overall risk shown through the risk ranking speaks to the priority of a particular asset over others, allowing infrastructure maintenance to be accurately prioritized. All risk scoring will be entered into CityWide.

Future Trends

For any single asset category there may be specific items that negatively or positively affect the future asset grade projection within the State of the Infrastructure report card. Such items could be lack of maintenance resources, extent of back log, effects of climate change, significant funding from grants no longer available, etc. These items must also be accounted for and brought forward as recommended adjustments to the short and long-term budget. One such example of a future trend is climate change. The International Institute for Sustainable Development identified the following impacts of climate change on municipal infrastructure in Canada:

	Greater frequency of freeze-thaw cycles leading to thermal cracking, rutting, frost heave and thaw weakening
	Soil instability, ground movement and slope instability
	Triggered instability of embankments and pavement structures
	Shortened life expectancy of highways, roads and rail
	Drier conditions affecting the lifecycle of bridges and culverts
	Reduced structural integrity of building components through mechanical, chemical and biological degradation
	Increased corrosion and mold growth
	Damaged or flooded structures
	Reduced service life and functionality of components and systems
	Increased repair, maintenance, reserve fund contingencies and energy costs
	Increased water demand and pressure on infrastructure
	Loss of potable water
	Increased risk of flooding; stormwater infrastructure more frequently exceeded
	Rupture of drinking water lines, sewage lines and sewage storage tanks
	Saltwater intrusion in groundwater aquifers

Project Prioritization

The above techniques and processes will supply a significant listing of potential projects. Typically, infrastructure needs exceed available resources and therefore project prioritization parameters must be developed to ensure the right projects come forward into the budget through a combination of risk and benefit analysis.

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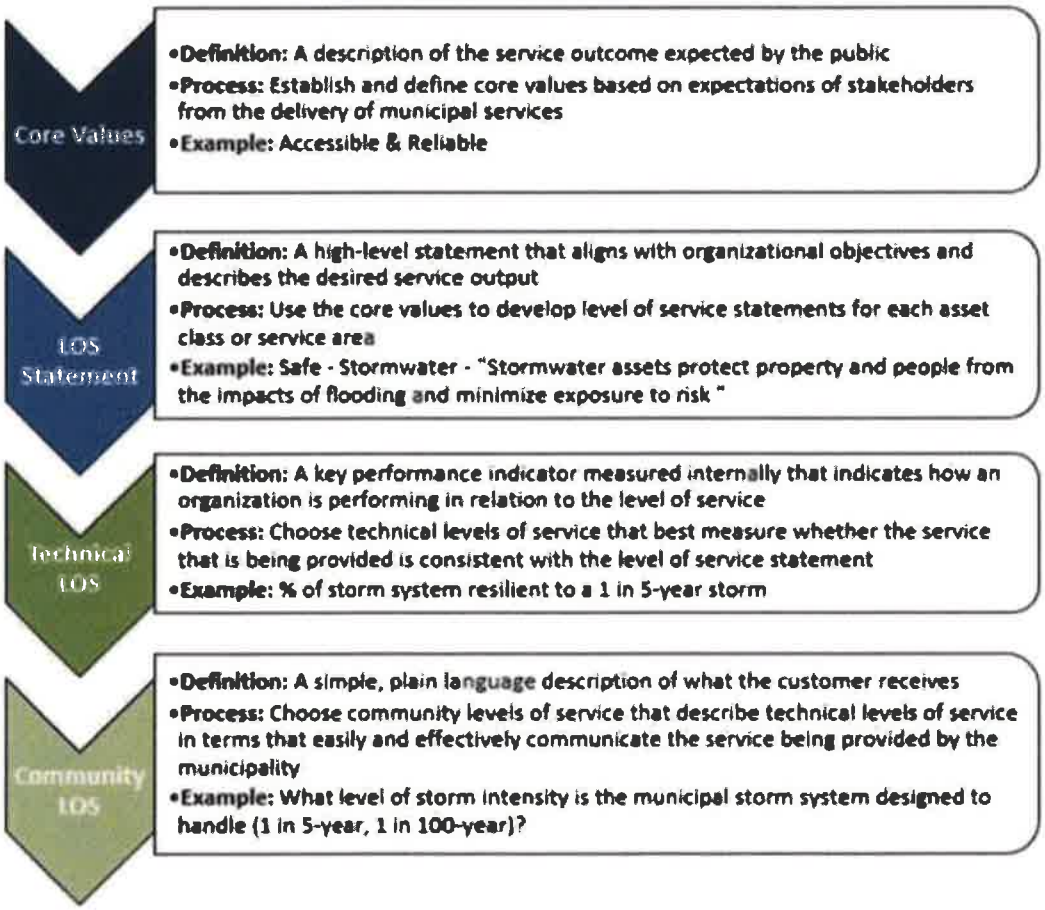
Benefit Factors

Another important factor in project prioritization is the project's overall benefit to the Township. Typically, within the strategic plan, a Township will allocate resources, ensuring alignment to strategic priorities and objectives. For instance, downtown revitalization, waterfront development, or addressing storm flooding issues may be strategic priorities. These projects should therefore be prioritized within the asset management strategy and plan. Other types of project benefits may be simple. For instance, with all else being equal, the road with a higher traffic volume will be reconstructed before the road with a lower traffic volume.

LEVELS OF SERVICE ANALYSIS

Current levels of service can be defined as a description of the service output for an activity or service area against which performance may be measured. To put it simply, a level of service is a measure of what a Township is providing to its community. PSD will work with Township staff to establish current levels of service being provided for each asset class. This will be conducted through workshops and/or teleconferencing. Depending on the Township's needs, service levels can be based on community expectations, strategic and corporate goals, legislative requirements, design standards and codes of practice. PSD will also incorporate the impact of future growth within the Township on the current level of service.

The process of establishing the current level of service is:



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A defined level of service is tracked through performance measures which supply targets and timeframes to establish progress. PSD will assist the Township of Dubreuilville in establishing current levels of service through the incorporation of three key factors: cost, performance and risk. Any decision to increase or decrease the provided levels of service will have an impact on each factor.

Levels of Service are used:

- To inform customers of the proposed type and level of service to be offered
- To identify the costs and benefits of the services offered
- To assess suitability, affordability and equity of the services offered
- As a measure of the effectiveness of the asset management plan
- As a focus for the AM strategies developed to deliver the required level of service

Sample *Road Network Levels of Service Framework*

Road Network			
Core Value	**Level of Service Statement**	**Community Level of Service**	**Technical Level of Service**
Accessible & Reliable	The road network is convenient and accessible to the whole community with minimal service disruptions; service requests are responded to promptly	Description, which may include maps, of the road network in the municipality and its level of connectivity	Lane-km of arterial roads (MMS classes 1 and 2) per land area in the municipality (km/km²)
			Lane-km of collector roads (MMS classes 3 and 4) per land area in the municipality (km/km²)
			Lane-km of local roads (MMS classes 5 and 6) per land area in the municipality (km/km²)
Safe & Regulatory	The network feels safe to use; traffic signs and markings are easy to see and understand	Description of minimum maintenance standards for road network (road surface and sidewalks).	% of sidewalks inspected annually
			# of reported incidents related to the road and sidewalk network
			# of winter events that required snow clearing as per MMS
			# of winter events that response time was met or exceeded
Affordable	The road network is managed at the lowest possible cost for the expected level of service	What is the O&M cost to maintain the road network per household?	O&M costs for roads / lane-km (excluding winter control)
Sustainable	There are long-term plans in place for the sustainability of the road network	When was the last time the Road Network AMP was reviewed?	Road Network AMP reviewed annually
		Description or images that illustrate the different levels of road class pavement condition	Average pavement condition index for paved roads in the municipality
			Average surface condition for unpaved roads in the municipality

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Key Performance Indicators

Depending on the Township's needs, service levels can be based on community expectations, strategic and corporate goals, legislative requirements, design standards and codes of practice. A suggested method in establishing an effective level of service framework, is the incorporation and usage of well- defined key performance indicators (KPIs).

The KPIs incorporate specific, measurable, achievable, relevant, and time-bound (SMART) criteria. The Township will be equipped with the necessary tools to collect data on their performance using the KPIs listed and establish targets that reflect its current fiscal capacity, corporate and strategic goals, and feasible changes in demographics that may place additional demand on their various asset categories. Recommendations will be given to the Township so that infrastructure classes follow respective KPIs. Guidelines will also be given to the Township so that staff can track their progress on an annual basis.

The level of service objectives are typically supported by many performance indicators that help quantify the services to be delivered such as how much, how frequently, and of what nature. Below are some examples of KPIs that PSD has developed for municipalities in the past.

Performance Measures	Description
Strategic Indicators	▪ Percentage of reinvestment vs. value of asset category ▪ Completion of strategic plan objectives (related to infrastructure)
Financial Indicators	▪ Annual revenues vs. annual expenditures ▪ Total cost of borrowing vs. Total cost of service ▪ Annualized depreciation (replacement value) vs. annualized expenditures ▪ Lost revenue from system outages
Asset Health Indicators	▪ Percent of network rehabbed/reconstructed annually ▪ Annual overall condition index vs. desired condition index ▪ Annual adjustment in condition index (up or down) ▪ Annual number of large system outages ▪ Percent of asset value spent on ops and maintenance annually
Operational Indicators	▪ Number of water main breaks per Km of pipe network ▪ Percent of network inspected ▪ Percent of pipes flushed and cleaned annually ▪ Percent of hydrants flow tested annually ▪ Cost of material for pot hole patching annually ▪ Water main breaks will be repaired within x hours ▪ Legislated requirements will be met

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PHASE 3 : FINANCIAL STRATEGY AND REPORTING

The last element of the proposed strategy section of the AMP 'Financial Strategies'. For the community, effective financial planning ensures that the infrastructure investments and programs of today do not place a disproportionate burden on future generations. This means that in order for asset management planning to be effective and meaningful, integration with financial planning and long-term budgeting is required.

The development of a comprehensive financial plan will allow the Township to identify the financial resources required for sustainable asset management based on existing asset inventories, desired levels of service and projected growth requirements. PSD will develop a financial strategy that fully integrates to the AMP, and which includes expenditures and revenue forecasts for the delivery of the minimum 25-year infrastructure and general capital budget.

To develop and optimize a long-term budget, PSD will analyze recommended lifecycle activities, asset management strategies, and level of service considerations; this can be accomplished in incremental phases, to reflect a maturing state of knowledge. Information will include current spending on capital and maintenance for each asset program, capital and operations budgets, and the cost of high-level field activities and works (maintenance, rehabilitation, replacement).
Additionally, as the Township develops capital and operating budgets through a collaborative process between staff and the senior management team, they will be able to utilize a greater understanding of short-term capital and operating/maintenance infrastructure requirements, premised on an understanding of overall asset condition outlined in this strategy, to make well-informed decisions. This work will occur as part of a later stage of the asset management programming project undertaken by the Township, of which this AMP is the first step. Collection of accurate, up-to-date condition assessment and other needs data will help optimize capital investment decisions such that they are based on detailed and strategic analysis of present and future needs instead of simply staff knowledge.

Yearly expenditures forecasts will be broken down as per the asset management strategy:

- Non-infrastructure projects
- Maintenance activities
- Renewal/Rehabilitation projects
- Replacement projects
- Disposal projects
- Growth related projects

The financial strategy and plan will include:

- A breakdown of yearly revenues by confirmed source
- Key assumptions and alternate scenarios where appropriate
- Identifies any funding shortfall (infrastructure deficit) relative to financial requirements (long term replacement needs) that cannot be eliminated by revising service levels, asset management and/or financial strategies.
- Discusses the impact of shortfalls and how the impact will be managed

Financial Data

To develop a robust financial strategy for the Township of Dubreuilville, existing financial information

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will be obtained from the city. Key information will include current spending on capital and maintenance for each asset program, capital and operations budgets, and the cost of high-level field activities and works (maintenance, rehabilitation, replacement). All information will be analyzed, and a gap analysis will be produced showing actual investment requirements versus current spending levels for each asset group.

Addressing Reserve Funding

The motivation behind establishing minimum reserve funding levels is to indirectly address O.Reg. 588/17 S.6.6.ii, which states that municipalities with a 25,000+ population must provide "the funding projected to be available, by source, as a result of increased population and economic activity." While reserve funding, in this instance, is not required of the Township under O.Reg. 588/17, PSD will identify current reserve funding levels, which will assist the Township in the future when looking to determine minimum reserve funding levels. Identification of the current reserve funding levels are established through discussions with the Township as well as a review of relevant financial information when developing the Financial Strategy.

Funding Objective

The funding objective section identifies the goal of the Township as it relates to the percentage of assets that will be fully funded at the end of the financial plan. If the goal of the Township is to have all asset classes fully funded, the timeline for this goal would be identified as well as an explanation of the scenarios available to the Township to reach their funding objective.

Generally, the scenarios introduced are:

- End of life scenario: based on the assumption that assets deteriorate and -without regularly scheduled maintenance and rehabilitation – are replaced at the end of their service life.
- Lifecycles activities scenario: based on the assumption that lifecycle activities are performed at the optimal time to extend the estimated useful life of assets at the lowest cost; assets are replaced at the end of the extended estimated useful life.

Each scenario will include strategies, where applicable, regarding the use of cost containment and funding opportunities. PSD will establish a 10-year annual cash flow analysis which determines the long term investment requirement and develop and compare the 10-year cash flow models at end-of-life replacement and lifecycle strategies. This will be completed by integrating assumptions about asset condition, risk assessment, replacement cost, and funding sources.

As O. Reg. specifies, the Township must outline the process for using the asset management plan in developing its budget or any long-term financial plans that outline municipal infrastructure assets. To address these requirements, PSD will also review and incorporate documentation that aligns the Township's financial plans with its asset management practices to produce lifecycle management and financial strategies that will set out key information with respect to the assets in each asset category.

As this AMP would take into account the full lifecycle of all assets, our projections provide a forecast of at least 25 years so as to exceed the requirement set out by the Ontario regulations. However, using

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these projections, the Township will of course also be in possession of a capital plan forecast of 10 years. Therefore, the final deliverable of this process will be an AMP containing a minimum 10-year lifecycle and financial strategy that incorporates all elements listed above, which is compliant with O.Reg. 588/17 requirements.

Current Funding Position

PSD will generate a scenario detailing the current funding that the Township is allocating to each asset category. Included will be consideration of the funding source and the average annual investment required to operate. The resulting conclusion highlights the annual deficit/surplus that each asset category has been allocated, summarizing of the difference in average annual capital requirements of the Township to maintain the infrastructure.

Asset Category	Average Annual Investment Required	2018 Annual Funding Available					Annual Deficit/Surplus
		Taxes	Gas Tax	Provincial Grant	Taxes to Reserves	Total Funding Available	
Road Network	3,550,000	517,000	573,000	422,000	0	1,512,000	2,038,000
Storm Sewer System	998,000	145,000	0	0	0	145,000	853,000
Bridges	190,000	28,000	0	0	0	28,000	162,000
Social Housing	43,000	6,000	0	0	0	6,000	37,000
Machinery & Equipment	333,000	123,000	0	0	0	123,000	210,000
Total:	**5,114,000**	**819,000**	**573,000**	**422,000**	**0**	**1,814,000**	**3,300,000**

Full Funding Requirements

This scenario will detail the required tax and rate changes the Township would have to apply in order to address the annual deficit in infrastructure investment. The required tax changes are outlined in each asset category and a cumulative total is provided. Then the tax and rate changes are determined if spread out over a period of 5, 10, 15, and 20 years so that any significant tax / rate changes required are phased in.

This final scenario details the estimated total differences in annual requirements and corresponding recommended tax change required to close the infrastructure deficit gap. An example is provided below.

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Annual Tax Change Required							
Scenario	Annual Requirement	Current Annual Funding	Current Annual Deficit	5 Years	10 Years	15 Years	30 Years
Scenario 1	5,499,000	1,945,000	3,554,000	6.2%	3.1%	2.1%	1.5%
Scenario 2	5,215,000	1,945,000	3,270,000	5.6%	2.8%	1.9%	1.4%
Change:	**284,000**	**0**	**284,000**	**0.6%**	**0.3%**	**0.2%**	**0.1%**

Within the final scenario, recommendations will be offered to the Township as to which financial scenario provides the highest potential to close the infrastructure gap, along with the appropriate tax / rate change schedule all bearing in mind the municipalities financial capacity.

Financial Strategy Development for the Asset Management Plan

PSD will utilize all information mentioned above to prepare the financial strategy for the Township of Dubreuilville. The interactive financial strategy will define the relationships between maintenance and capital requirements, debt strategy, reserve strategy, and annual revenue opportunities and strategies. PSD consultants will provide recommendations on the necessary short-term steps that need to be taken to manage the long-term budget requirements. Council will be engaged as the financial strategy is developed for review. At a high level the financial strategy will include:

- An understanding of the various costs associated with investing in assets such as: new, renewal, maintenance and operations for a minimum of 10 years
- An understanding of the various costs associated with accounting for assets: historical, replacement and depreciated
- Metrics to track assets & costs for both operational & management purposes
- The ability of all asset management plan financial requirements to be based on replacement costs and desired levels of service
- An analysis of the Township's financial capacity
- A comparison of how the Township's numbers relate to existing trends
- Development of scenarios for consideration

From the culmination of the previously established components of the AMP outlined in phases 1, 2, and 3, PSD will establish a 10-year annual cash flow analysis which determines the long term investment requirement and develop and compare the 10-year cash flow models at end-of-life replacement and lifecycle strategies. This will be completed by integrating assumptions about asset condition, risk assessment, replacement cost, and funding sources.

As O. Reg.. specifies, the Township must outline the process for using the asset management plan in developing its budget or any long-term financial plans that outline municipal infrastructure assets. To address these requirements, PSD will also review and incorporate documentation that aligns the Township's financial plans with its asset management practices to produce lifecycle management and financial strategies that will set out key information with respect to the assets in each asset category.

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Cost Breakdown

Supply of an Asset Management Plan and Software System	
CityWide Software System – Asset Manager Module with GIS viewer	**Amount**
Kickoff Meeting	
License	$7,990.00
Total	**$7,990.00**
Phase 1: State of the Local Infrastructure	
Existing Inventory Data Analysis	
Data Gap Analysis	
Data Formatting and Upload	
Develop SOTI	
Phase 2: Asset Management Strategies	
Initiation and Analysis	
Assessment Kick-off	
Lifecycle Management Strategy Development	
Risk Analysis	
Levels of Service Analysis	
Phase 3: Financial Strategy and Reporting	
Review Financial Plan & Templates	
Financial Data Analysis	
Financial Strategy Development	
Phase 4: Asset Management Plan Development	
AMP Draft & Internal Review	
Client Draft Review & Comments	
Final Asset Management Plan Development	
Asset Management Systems Training	
O.Reg. 588-17 , 2021 Compliant Asset Management Plan	**$42,810.00**
Software Support and Maintenance	**$2,190.00**
CityWide Asset Manager with GIS Viewer Annuity	
Total	**$52,990.00**

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Appendix A. PSD Deliverables Workflows

PHASE 1: STATE OF THE INFRASTRUCTURE WORKFLOW

Milestone 1: Project Initiation

Responsibility: PSD Project Manager

Description: This stage of the project establishes expectations, timelines, stakeholders, a full project plan and sets the project team up and the Township up for success. It is important to ensure everyone is on the same page, working from the same information and mandating that all parties have thoroughly discussed project scope and expectations.

Once the project is initiated:

1. **PSD**'s **Project Manager (PM)** will reach out to the main contact at the Township to schedule the intro call, ensuring all parties know who will be involved in this call.
2. **PM** assigns a Data Analyst (DA) to review the client's database in AM.
3. **PM** creates a tentative schedule to review.
4. **PM** creates a project register.

Milestone 2: Introduction Call

Responsibility: PSD Project Manager is responsible for scheduling and running this call

Description: Prior to the meeting, the PM will send out an agenda, so the client has a copy of each prior to the meeting. The goal of this call is to identify stakeholders on the Township's end and to discuss the timelines with the primary client contact. This call is to set the stage for the wider kick off meeting with staff. Depending on the needs of the Township, factoring in considerations regarding size or capacity, the intro call and data review meetings may be combined.

During this call, the PM will introduce PSD's staff that will be involved with the project, discuss the overall approach and review project documentation including tentative project schedule and project register. Post-intro call, the client will review the project schedule and suggest any adjustments they feel are necessary. Once the schedule is approved, the schedule will be monitored closely, and schedule control methods will be initiated prior to any deviations. This call will also establish a communications schedule that will allow for regular check-ins to keep the project on track.

Milestone 3: Gap Analysis

Responsibility: PSD's data analyst (DA) is responsible for completing this milestone and reviewing it with PSD's PM.

Description: The data analyst will review the client's current CityWide Asset Manager database to review:

2. What data is currently in CityWide – what are the categories that exist?

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Are there condition assessments on any data & how old are they?

1. Does the client have replacement costs? If yes, how old are they and what is their source?
2. How is the data structured? Is the data structure going to work for the purposes of an AMP?
3. Is any data provided contrary to industry standards? I.e.: estimated useful lives, replacement costs or cost methods, etc.

The Data Analyst will be looking at asset fields including category/segment structure, valuation, in-service date, estimated useful life, quantity, user-defined attributes, replacement cost, condition data & any anomalies such as duplicate assets. The data analyst will compile all this information in a summary report as well as exporting the data to excel and highlighting missing fields. The data analyst will review this with the PM prior to the data review meetings.

Milestone 4: Data Review Meetings

Responsibility: PSD's PM is responsible for scheduling these data review meetings. PSD's PM, DA & asset management consultant may all be involved, depending on the scope.

Description: PSD will review with each stakeholder from the Township's the data we currently have, and how it is currently structured. We will review if there is any data missing with the correct stakeholders and review the best way to visualize the data in the AMP so it makes sense for each service area – this will be tailored to each section based on the stakeholders' input but with a view of standardization across the document. PSD will also create a schedule for collecting any outstanding data at this time.

The PM will record all items in the project register to ensure all stakeholders are aware of what the next steps are.

Milestone 5: Outstanding Inventory Data Collection

Responsibility: The DA is responsible for following up on and receiving outstanding inventory data.

Description: PSD will provide the Township with recommendations & timelines for compiling any new data sets or outstanding data PSD has yet to receive. This data will be reviewed for completeness by a data analyst and a determination will be made about how it will be used for the AMP by the client project lead, the PM & the asset management consultant. The data analyst will be responsible for uploading, categorizing and ensuring the new data is used within CityWide as was determined by the client and the PM.

Milestone 6: Populating Tables & Graphs

Responsibility: The DA is responsible for creating the tables and graphs.
Description: The DA will compile all inventory data information, restructure & synthesize it into the tables and graphs that will be presented in the State of the Infrastructure. The DA will review for completeness, data errors or any abnormalities that may need to be brought to the client's attention at this time. The DA will also export all inventory that will be included in the AMP that was used to

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create the tables and graphs. The asset management consultant will review all items prior to sending to the client to ensure they are complete and correct.

Milestone 7: Client Review of Tables & Graphs

Responsibility: The client lead is responsible for their team confirming the inventory tables graphs.

Description: The client lead will include all relevant stakeholders in the review of their data. The client is responsible for confirming the completeness of the data set and the accuracy of the tables, graphs and inventory that will be used in the AMP document. At this time, if any inventory changes are needed, the PM/client lead will be notified for their approval. Once the final inventory is confirmed, changes to it will be limited and must be reviewed by the PM/client lead for approval. PSD staff will be available during this review period to answer any questions or to schedule calls to do an in-depth review with stakeholders.

Milestone 8: Client Confirmation of Inventory Data

Responsibility: The Municipal lead is responsible for their team confirming the inventory tables/graphs.

Description: The client lead will formally approve of the final inventory once the review period has passed and all stakeholders have approved their data.

Milestone 9: Development of Content for the State of the Infrastructure and Draft Report

Responsibility: The asset management consultant is responsible for the development of this content.

Description: The asset management consultant will use the confirmed inventory, tables and graphs to create a State of the Infrastructure section that summarizes what the Township owns, how much it will cost to replace it, what condition it is in, what service life it has remaining and approximately when it will need to be replaced. This section will take into consideration all data the client has provided and will include recommendations based on best practices related to next steps to improve this data.

Milestone 10: Internal Draft Review

Responsibility: The asset management consultant is responsible for ensuring the draft is reviewed.

Description: The asset management consultant will provide the draft to the account manager, and the general manager – asset management strategy and performance for a preliminary review – this review will focus on completeness of the required sections for O.Reg. 588/17. The asset management consultant will adjust the draft as necessary based on the feedback received. The asset management consultant will then send the draft for a final review by an editor who will review for consistency, styling, spelling, and grammar. The editor will suggest improvements and the asset management consultant will make them as needed.

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Milestone 11: Client Draft Review

Responsibility: The client lead is responsible for ensuring all stakeholders review and provide comments on the draft.

Description: The asset management consultant will provide the draft to the client for their review. The client lead will ensure all stakeholders review relevant sections of the draft and provide any comments. At this time, they will be looking for small changes or content updates as the data provided has been through the confirmation stage. The asset management consultant will be available for meetings questions or concerns any stakeholders may have during this draft review period. The client lead will compile all draft feedback and provide it back to the PM & AM consultant.

Milestone 12: Revisions and Final Draft

Responsibility: The project manager is responsible for reviewing all draft revisions and providing the client with a final draft.

Description: The project manager and asset management consultant will review all client feedback and propose revisions based on the feedback. They will schedule a draft revisions email with the client lead & any relevant stakeholders to review specific comments. Once the revisions are determined, the asset management consultant will make the agreed-upon revisions. The draft will be reviewed by the project manager to ensure all revisions have been completed. The project manager will provide the client with the finalized SOTI document.

PHASE 2: ASSET MANAGEMENT STRATEGY WORKFLOW

Lifecycle Activities Section Development

Milestone 1: Lifecycle Data Collection

Responsibility: The PM is responsible for following up on and receiving lifecycle data.

Description: PSD staff will work with municipal staff to get a clear picture of the approach to lifecycle management of the Township's assets. Key stakeholders will be asked to provide data on or descriptions of the lifecycle strategies for all asset categories.

Milestone 2: Gap Analysis

Responsibility: The DA is responsible for completing this item.

Description: The DA will review all data received from the client for completeness and identify any areas that require additional data or discussion. The DA will review this with the PM and the asset management consultant as well as the relevant client staff and establish timelines for receiving the additional data.

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Milestone 3: Additional Data Collection

Responsibility: The DA is responsible for following up on and receiving outstanding lifecycle data.

Description: The client stakeholders will review PSD's recommendations and collect the outstanding data to provide back to PSD in the requested format. This data will be provided to the DA and the PM. Once it has been sent to PSD, the DA will conduct a final review for completeness.

Milestone 4: Development of Strategy

Responsibility: The asset management consultant is responsible for this item.

Description: The asset management consultant will use the data collected to build profiles and lifecycle strategies for the relevant asset categories. They will provide written descriptions of the lifecycle activities and their impacts on the useful life of the assets. The AM consultant is responsible for ensuring all lifecycle activities and their descriptions reflect client practices.

Milestone 5: Client Confirmation of Lifecycle Strategy

Responsibility: The asset management consultant is responsible for scheduling this item; the client lead is responsible for approving the strategy.

Description: The asset management consultant will review the proposed asset strategies for each asset category with client stakeholders. Client stakeholders and ultimately the client lead will be responsible for confirming that the wording and strategy reflect current practices. The asset management consultant will be responsible for any adjustments to be made to the strategy and will work with the client to ensure the lifecycle strategy is approved.

Financial Data Gathering

Milestone 1: Financial Data Collection

Responsibility: The client is responsible for providing PSD with the necessary financial data

Description: The data analyst will review the financial data PSD will need to produce the financial strategy. This will include data on the client's sustainable sources of funding for its capital program, information on capital reserves, tax revenue, waste/wastewater revenue, current debentures. It may include additional financial information, depending on the client's sources of revenue. The client will collect this data and provide it to the data analyst for review. PSD will provide a data template to the Township.

Milestone 2: Gap Analysis & Additional Data Collection

Responsibility: The data analyst is responsible for reviewing the financial data and identifying gaps.

Description: The data analyst will review the financial data provided by the client, ensure it is complete and that there are no areas that require supporting documentation or questions that will need to be answered. The DA will review any gaps with the client and establish timelines for receiving the additional data if required. The client will provide any additional data or supporting

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documentation requested

Milestone 3: Financial Data Review & Approval

Responsibility: The data analyst is responsible for compiling the financial data for client review and approval.

Description: The data analyst will compile a summary of the financial data provided for the client to review and approve. The data analyst will set up a meeting to review this summary and the implication of it on the AMP. The DA will send the summary to the client for their review and approval.

Risk Strategy Development

Milestone 1: Define Risk Parameters

Responsibility: The asset management consultant is responsible for defining the initial risk parameters.

Description: The asset management consultant will review the client's available data and determine the most appropriate data to use for both the probability and consequence of failure. They will develop a proposed risk framework based on the available data for presentation to the client.

Milestone 2: Review Risk Framework with Client

Responsibility: The asset management consultant is responsible for reviewing the preliminary risk framework with the client

Description: The asset management consultant will review the preliminary risk framework, including the parameters and data used to determine the probability of failure and the consequence of failure for all asset types with the relevant client stakeholders. The client stakeholders will provide feedback on the risk framework and any necessary adjustments will be done by the asset management consultant.

Milestone 3: Risk Strategy Finalization

Responsibility: The asset management consultant is responsible for reviewing the preliminary risk framework with the client

Description: The asset management consultant will implement the finalized risk strategy across all asset categories and assets included in the AMP. They will create the necessary tables, wording and risk matrices for inclusion in the AMP, based on the final version of the risk strategy. All risk strategies will be entered into CityWide.

LEVELS OF SERVICE DEVELOPMENT (LOS)

Milestone 1: Define Current Levels of Service

Responsibility: The asset management consultant is responsible for reviewing the preliminary risk

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framework with the client

Description: The asset management consultant will work with the client to determine their current approach to determining levels of service. The AM consultant will review the O.Reg. 588 compliant LoS Key Performance Indicators (KPIs) with the client. The client and the AM consultant will work together to determine the optimal LoS KPIs to u

Milestone 2: Development of Levels of Service Section

Responsibility: The asset management consultant is responsible for developing content about the client's current levels of service.

Description: The asset management consultant will collect data from the client on their existing LoS determined by their selected KPIs. The AM consultant will use this information to develop content surrounding the client's current KPI performance and next steps for determining desired LoS.

GROWTH STRATEGY DEVELOPMENT

Milestone 1: Identification of Growth Assumptions

Responsibility: The asset management consultant is responsible for reviewing all relevant growth documentation.

Description: The asset management consultant will review any relevant documentation relating to growth, which could include: the official plan, multi-year capital plans, water and wastewater master plans, development charge studies, parks & recreation master plans, housing stability plans, transportation master plans or any additional plans the Township may have that include assumptions about growth. The asset management consultant will compile these assumptions and review with the client lead.

Milestone 2: Confirmation of Growth Assumptions

Responsibility: The client is responsible for confirming the growth assumptions to be included in the AMP.

Description: The client lead will review the growth assumptions provided by the asset management consultant & suggest any changes. The client lead is responsible for approving the final growth assumptions to be included in the AMP.

Milestone 3: Integration of Growth Assumptions

Responsibility: The asset management consultant is responsible for integrating the growth assumptions in the relevant AMP sections.

Description: The asset management consultant will review how growth affects the assets, categories and requirements in the asset management plan and determine how to best integrate the growth assumptions confirmed by the client. This may include adjustments to the financial strategy, a listing of growth assets, additional information by category on how growth will affect the category or an overall picture of growth at a high-level.

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PHASE 3: FINANCIAL STRATEGY AND REPORTING WORKFLOW

Milestone 1: Financial Information Compiled & Reviewed

Responsibility: The data analyst is responsible for compiling all relevant financial information. PSD's CFO to review.

Description: The data analyst will compile the client-approved financial information along with the data on growth and annual requirements and any supporting documents for review by the CFO. If the CFO has any questions, the data analyst will work with the client to get them answered.

Milestone 2: Financial Information Compiled & Draft Strategies Developed

Responsibility: PSD's CFO is responsible for creating financial scenarios to achieve the client's funding goals.

Description: The CFO will review all information and propose multiple financial scenarios for achieving the client's funding goals. These scenarios will consider what the client will need to do to achieve full funding for both tax-funded & rate-funded categories. It will also include discussion of reserves & debt.

Milestone 3: Client Draft Review

Responsibility: The client lead is responsible for ensuring all stakeholders review and provide comments on the draft.

Description: PSD's CFO will provide the draft to the client for their review. The client lead will ensure all stakeholders review relevant sections of the draft and provide any comments. At this time, they will be looking for small changes or content updates as the data provided has been through the confirmation stage. The CFO will be available for meetings, questions or concerns any stakeholders may have during this draft review period. The client lead will compile all draft feedback and provide it back to the CFO.

Milestone 4: Revisions and Final Strategy

Responsibility: The project manager is responsible for reviewing all draft revisions and providing the client with a final draft.

Description: The project manager and CFO will review all client feedback and propose revisions based on the feedback. They will schedule a draft revisions email with the client lead and any relevant stakeholders to review specific comments. Once the revisions are determined, the asset

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management consultant will make the agreed-upon revisions. The draft will be reviewed by the project manager to ensure all revisions have been completed. The project manager will provide the client with the finalized Financial Strategy document.

PHASE 4: ASSET MANAGEMENT PLAN DEVELOPMENT WORKFLOW

Milestone 1: Draft Content Development

Responsibility: The asset management consultant is responsible for compiling all information for the draft.

Description: The asset management consultant will compile all information that has been drafted throughout Phases 1, 2 and 3 and synthesizing it into the AMP document. They will develop additional content as needed and ensure all tables, graphs, figures & additional information is up-to-date.

Milestone 2: Internal Draft Review

Responsibility: The asset management consultant is responsible for ensuring the draft is reviewed.

Description: The asset management consultant will provide the draft to the account manager, and the general manager – asset management strategy and performance for a preliminary review – this review will focus on completeness of the required sections for O.Reg. 588/17. The asset management consultant will adjust the draft as necessary based on the feedback received. The asset management consultant will then send the draft for a final review by an editor who will review for consistency, styling, spelling, and grammar. The editor will suggest improvements and the asset management consultant will make them as needed.

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Milestone 4: Revisions and Final Draft

Responsibility: The project manager is responsible for reviewing all draft revisions and providing the client with a final draft.

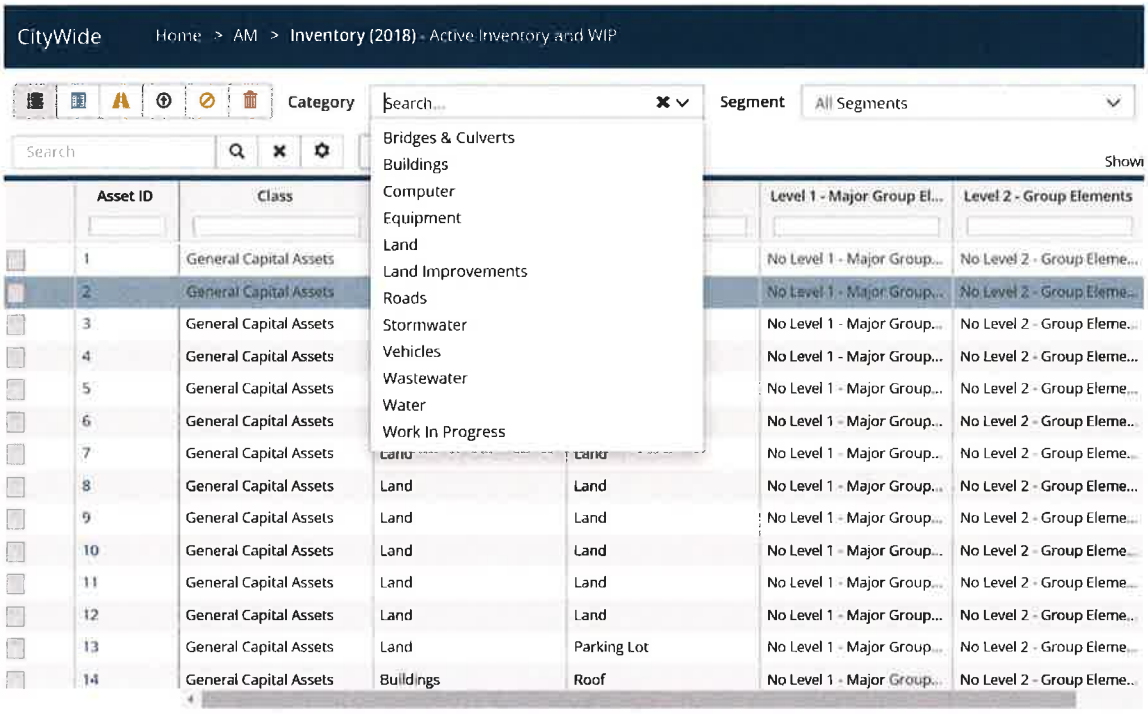
Description: The project manager and asset management consultant will review all client feedback and propose revisions based on the feedback. They will schedule a draft revisions email with the client lead and any relevant stakeholders to review specific comments. Once the revisions are determined, the asset management consultant will make the agreed-upon revisions. The draft will be reviewed by the project manager to ensure all revisions have been completed. The project manager will provide the client with the finalized AMP document.

CITYWIDE ASSET MANAGER SYSTEM SAMPLE REPORTS AND SCREENSHOTS

MAMP Program Deliverables Addressed by CityWide Asset Manager

- ☑ Develop process for centralized Asset Management analysis to support staff decision-making
- ☑ Derive asset deterioration rates/trends for other non-core asset classes from corporate-wide data
- ☑ Analyze maintenance, rehabilitation, and/or replacement impacts on asset performance
- ☑ Determine impact of capital budget on asset network performance over short, mid, and long terms
- ☑ Determine impact of operational budget on asset network performance for short, mid, long terms

Centralized Asset Management Data for Analysis



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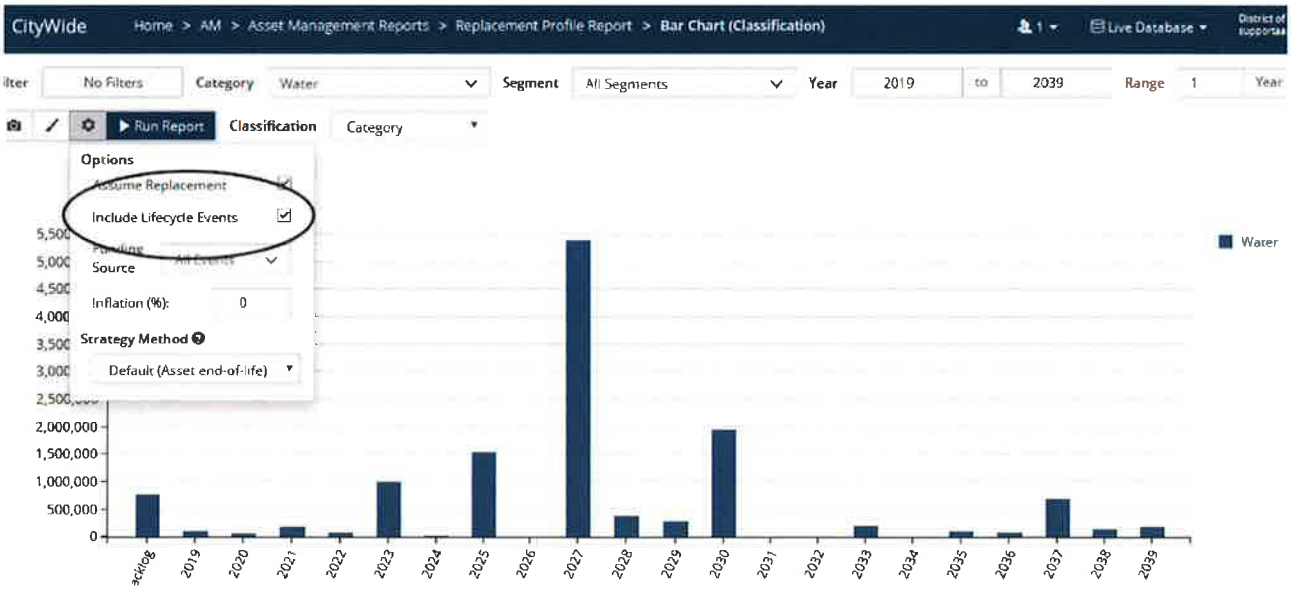
Derive asset deterioration rates/trends for other non-core asset classes from corporate-wide data

Analyze maintenance, rehabilitation, and/or replacement impacts on asset performance



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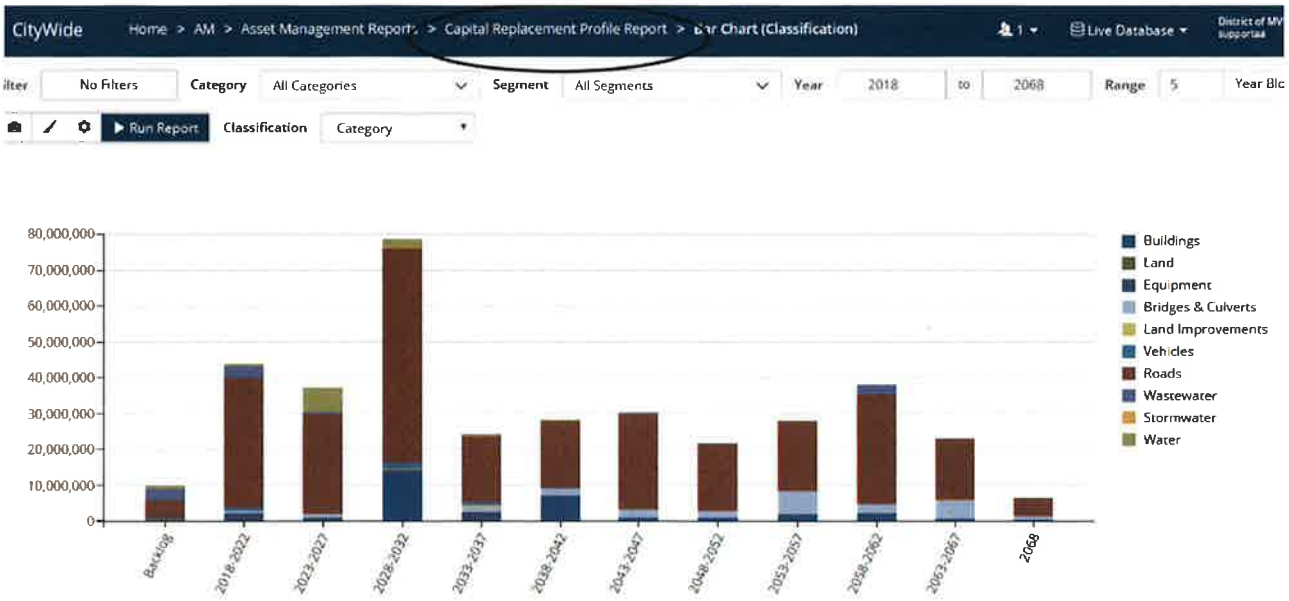
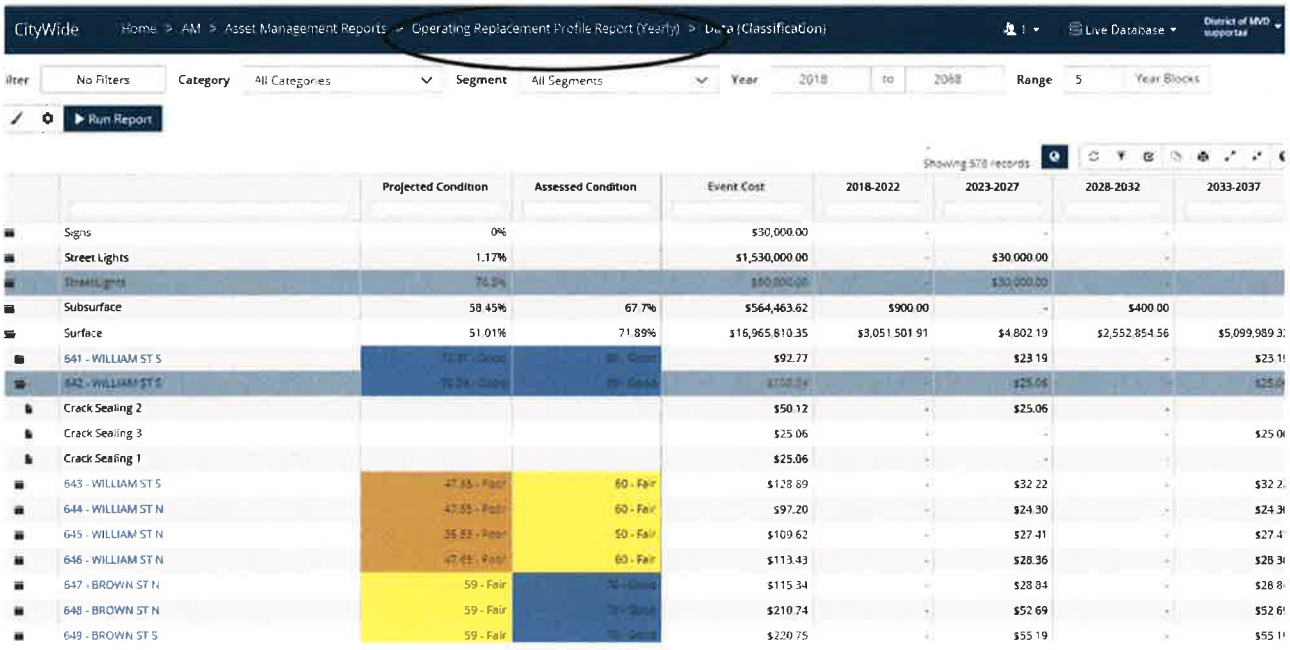
Determine impact of capital budget on asset network performance over short, mid, and long terms



Determine impact of operational budget on asset network performance for short, mid, long terms



	Projected Condition	Assessed Condition	Event Cost	2018-2022	2023-2027	2028-2032	2033-2037
Signs	0%		$30,000.00	-	-	-	
Street Lights	1.17%		$1,530,000.00	-	$30,000.00	-	
[illegible]	[illegible]		[illegible]	-	[illegible]	-	
Subsurface	58.45%	67.7%	$564,463.62	$900.00	-	$400.00	
Surface	51.01%	71.89%	$16,965,810.35	$3,051,501.91	$4,802.19	$2,552,854.56	$5,099,989.3
641 - WILLIAM ST S	[illegible]	[illegible]	$92.77	-	$23.19	-	$23.1
642 - WILLIAM ST S	[illegible]	[illegible]	[illegible]	-	$25.06	-	$25.0
Crack Sealing 2			$50.12	-	$25.06	-	
Crack Sealing 3			$25.06	-	-	-	$25.0
Crack Sealing 1			$25.06	-	-	-	
643 - WILLIAM ST S	[illegible]	60 - Fair	$128.89	-	$32.22	-	$32.2
644 - WILLIAM ST N	[illegible]	60 - Fair	$97.20	-	$24.30	-	$24.3
645 - WILLIAM ST N	[illegible]	50 - Fair	$109.62	-	$27.41	-	$27.4
646 - WILLIAM ST N	[illegible]	60 - Fair	$113.43	-	$28.36	-	$28.3
647 - BROWN ST N	59 - Fair	[illegible]	$115.34	-	$28.84	-	$28.8
648 - BROWN ST N	59 - Fair	[illegible]	$210.74	-	$52.69	-	$52.6
649 - BROWN ST S	59 - Fair	[illegible]	$220.75	-	$55.19	-	$55.1

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Council Board Report

Visa List A 9.1

Vendor : 1372101 to ZOOCAS01
Fund : 1 GENERAL FUND

Date Range: 29-Aug-2019 to 29-Aug-2019
Sequence by: Cheque No
Fund No. Masked: No

Vendor Name	Cheque No.	Cheque Date	Purpose	Amount Allocated to Fund
Amazon.ca	944	29-Aug-2019	Strongman - Lithuania Flag	89.13
Bell Canada	945	29-Aug-2019	Monthly Service - Jul 22 to Aug 21/2019 - Admin	904.47
Canada Post Corporation	946	29-Aug-2019	Admin - Supplies Postage - Bubble Envelope	45.08
CTRL2MARKET (1887486 Ontario Inc.)	947	29-Aug-2019	Public Work Truck - Supplies Gas - Jul17/2019	1,069.31
JONES POWER SPORTS	948	29-Aug-2019	Parks - Buying Parts - Spring & Cable Drive Trin	40.66
Kobo.com	949	29-Aug-2019	Library - Purchase books	55.32
MINISTRY OF FINANCE	950	29-Aug-2019	OPP Service - June 2019	9,286.00
Northern Light Ford Mercury	951	29-Aug-2019	Recreation Truck - Supplies - Mud Flaps	482.50
ONTERA	952	29-Aug-2019	A/R - Library - Internet Service - August 2019	73.39
Park N Play Design Company Ltd	953	29-Aug-2019	Parks - Buying - Swing - Deposit	690.70
TBAYtel	954	29-Aug-2019	Cell Phone Usage - August 10 to September 9/2(	22.60
ViaNet	955	29-Aug-2019	Monthly Fees - August 2019	116.27
			Total:	12,875.43