Minutes of Regular Council Meeting
January 8, 2018
6:30 PM
Town Hall, Council Chambers

Present:
Mayor David Reid
Reeve Walter Stack
Councillor Ted Strike
Councillor Dan Lynch
Councillor Tom Burnette
Councillor Frank Dugal

Absent:
Councillor Lynn Grinstead

Also Present:
Michael Wildman, CAO
Maureen Spratt, Town Clerk
Jennifer Morawiec, GMCS/Treasurer
John Steckly, GM, Operations
Jeff Crawford, Fire Chief
Glenn Arthur, Director of Recreation
Deanna Nicholson, Environmental Engineering Officer
Gordon Gillespie, Engineering Officer, Facilities and Civil
Cassidy Marshall, Payroll/Finance Specialist

1. Call to Order
Mayor David Reid called the Council meeting to order at 6:30 PM and welcomed those present.

2. Roll Call
The roll was called, with all Members of Council being present with the exception of Councillor Lynn Grinstead.

3. Adoption of Agenda
Resolution No. 001-18
Moved by Dan Lynch
Seconded by Walter Stack
Be It Resolved That the agenda for the Regular Meeting of Council dated Monday, January 8, 2018 be adopted

Resolution CARRIED

4. Disclosures of Pecuniary Interest
None

5. Question Period
None

6. Adoption of Minutes of Previous Meetings
Resolution No. 002-18
Moved by Frank Dugal
Seconded by Ted Strike
That the Minutes of the Regular Meeting of Council dated Monday, December 11, 2017 be adopted.

Resolution CARRIED
7. **Awards/ Delegations/ Presentations**  
   a) **Presentations**  
      i) **Tabling Draft 2018 Budget - CAO**  
      The CAO and General Manager, Client Services/Treasurer provided a comprehensive PowerPoint presentation for the tabling of the 2018 Draft Budget, attached as Appendix A, and forming part of these minutes. The CAO and GMCS/Treasurer emphasized the draft 2018 budget is based on the guiding principles of the municipality’s Strategic Plan, Pay-As-You-Go Funding, Financial Controls, Supporting Studies and Council’s 2017 focus on Road Rehabilitation. Following an overview of impacts to the Operating Budget, projects identified in the Capital Budget, Contributions to Reserves, and the 2018 - 20-year draft Long Range Capital Forecast the CAO summarized the 2018 draft budget draft can be approved with a 0% Municipal Tax Rate Increase. However, given the increasing infrastructure gap over the next 20 years and the Council directed focus on Road Rehabilitation the staff recommendation is to implement a 1.5% Municipal Tax Rate increase.

      ii) **Females in Action – Director of Recreation**  
      The Director of Recreation provided a presentation on the proposed grant application to the 2018-19 Ontario Sport and Recreation Communities Fund (OSRCF) for grant funding to offer new and unique female recreation programs and responded to questions.

8. **Public Meetings**  
   None

9. **Matters Tabled/Deferred/Unfinished Business**  
   None

10. **Staff Reports**  
   a) **Asset Management Plan Update 2017 – General Manager, Operations and Engineering Officer, Facilities and Civil**  
   Resolution No. 003-18  
   Moved by Frank Dugal  
   Seconded by Ted Strike  
   THAT Council receive this report as a summary of the 2017 updates to the Town’s Asset Management Plan (AMP), and

   THAT Council, recognizing that the Asset Management Plan is a dynamic model, direct the General Manager, Operations, in the Asset Management Plan report annually and recommend updates to related documents such as the annual operating and capital budgets and the Long Range Capital Forecast.

   Report and Resolution CARRIED
The General Manager, Operations provided an overview of the report, attached as Appendix B and forming part of these minutes and responded to questions.

**b) Amended Blue Box Program Plan, Environmental Engineering Officer**  
Resolution No. 004-18  
Moved by Dan Lynch  
Seconded by Tom Burnette  
That Council receive Report # 18-01-08-02 - Amended Blue Box Program Plan, for information purposes; and

That Council review the Amended Blue Box Program Plan proposal and authorize the Environmental Engineering Officer to submit to Stewardship Ontario feedback received from Council at the January 8, 2018 meeting.

Report and Resolution CARRIED

The Environmental Engineering Officer provided a PowerPoint presentation on the Amended Blue Box Program Plan, attached as Appendix C and forming part of these minutes. Upon request of the Environmental Engineering Officer, Council provided the following feedback to convey to Stewardship Ontario:

- Agreement that the Blue Box Program should be transitioning to 100% producer responsibility.
- The Amended Blue Box Program needs to fully commit to, not only Residential Recycling, but also to Industrial, Commercial and Institutional (ICI) Recycling.

**c) Reserve and Reserve Fund Policy, GMCS / Treasurer**  
Resolution No. 005-18  
Moved by Frank Dugal  
Seconded by Ted Strike  
That Council approve the revised Reserve and Reserve Fund Policy; and

That Council adopt a by-law to repeal and replace By-Law 6349-14 with the revised Reserve and Reserve Fund Policy; and

That Council adopt a by-law to authorize the following:

(a) That the Grants to Organization reserve be eliminated and any remaining funds ($600) be transferred to the Levy Stabilization Reserve; and

(b) That the Baskin Drive Rehabilitation reserve be eliminated and any remaining funds ($16,900) be transferred to the Capital Expenditure Reserve Fund; and

(c) That surplus funds ($39,499) over the minimum balance from the Police Reserve be transferred to the Working Capital Reserve.

Report and Resolution CARRIED
The General Manager, Client Services/Treasurer provided a PowerPoint presentation on the revised Reserve and Reserve Fund Policy, attached as Appendix D and forming part of these minutes, and responded to questions.

11. Committee Reports and Minutes
None

12. Notice of Motions
None

13. Reeve’s Report From County Council
None

14. Correspondence & Petitions
   a) Correspondence Package No. I-18-JAN-01

Resolution No. 006-18
Moved by Tom Burnette
Seconded by Dan Lynch
That the Correspondence Package No. I-18-JAN-001 be received as information and filed accordingly.

Resolution CARRIED

Councillor Dan Lynch referred to various items from the Correspondence Package No. 1-18-JAN-001, noting the following:

- Item 6 (pg. 17) - Correspondence from the Renfrew County Youth Network thanking the municipality for our contribution to their successful “Amplify” Summit.
- Item 7 (pg. 18) – Notice – Ontario Energy Board – expressing concern with a “monopoly” as Enbridge Gas and Union Gas Limited have jointly asked the Ontario Energy Board to approve a new framework that would be used to set rates to the delivery of natural gas to customers form 2019 – 2028.
- Item 8 (pg. 29) – Ottawa Valley Business – December 19, 2017 Issue Join Arnprior Chamber – encouraging businesses in Arnprior to join the Greater Arnprior Chamber of Commerce.
- Item 8 (pg. 29)– Ottawa Valley Business – December 19, 2017 Issue Celebrating 10 Years – congratulating Danny Mac’s Pub and Eatery on their 10 year anniversary.
- Item 8 (pg. 30)– Ottawa Valley Business – December 19, 2017 Issue Town Invests in Cycling on CP Rail Corridor – advising that the Town of Arnprior will receive $25,000 for Arnprior’s portion of the Trail while the Town of Petawawa will receive $90,000 for community enhancements to the CP Rail between Airport and Murphy Road.
Reeve Stack advised that the County of Renfrew received $372,360 in Ontario Municipal Commuter Cycling (OMCC) funding. As well, there are nine (9) lower tier municipal recipients in Renfrew County of OMCC grant funding, two of the grants are earmarked for the K&P Trail and the other seven are for the Algonquin Trail. This funding will encourage active transportation on the trail and promote tourism.

- Item 10 (pg. 44) – Correspondence from the United Township of Head, Clara and Maria – asking if the Town of Arnprior has been consulted on the Use of the Algonquin Trail.
  - Reeve Stack advised that the United Township of Head, Clara and Maria has received the same information that all other municipalities involved with the 300 km trail that travels between Smiths Falls and Mattawa have received. Reeve Stack further advised that county representatives will be meeting with the United Township of Head, Clara and Maria on January 23rd.

- Item 11 (pg. 73) – AMO Communications – New Municipal Asset Management Planning Regulation thanking the General Manager, Operations for bringing these matters to Council’s attention, during his report this evening.

b) Correspondence Package No. A-18-JAN-01

Resolution No. 007-18
Moved by Tom Burnette
Seconded by Dan Lynch
That the Correspondence Package No. A-18-JAN-001 be received and that the recommendations outlined be brought forward for Council’s consideration.

Resolution CARRIED

a) Request from Arnprior Regional Health Foundation and Arnprior-Braeside-McNab Seniors At Home Program- Waive NSC Hall Fees

Resolution No. 008-18
Moved by Tom Burnette
Seconded by Dan Lynch
That Council of the Corporation of the Town of Arnprior receive the correspondence from Arnprior Regional Health Foundation and Arnprior-Braeside-McNab Seniors At Home Program, dated November 30, 2017; and
Further That Council waives the fees for the Nick Smith Centre Community Hall Rental (valued at approximately $350.00) for the annual fundraising Music Trivia event hosted by Arnprior Regional Health Foundation and Arnprior-Braeside-McNab Seniors At Home Program, on March 23, 2018; and
Further That the Arnprior Regional Health Foundation and Arnprior-Braeside-McNab Seniors At Home Program be advised that it is mandatory to carry sufficient liability insurance and have the Town of Arnprior added as an additional insured for the event.

Resolution CARRIED
b) Request from AMO – Resolution of support Local Share Proposal

Resolution No. 009-18

Moved by Dan Lynch
Seconded by Walter Stack

Whereas The Town of Arnprior through the Association of Municipalities of Ontario Local Share Proposal will receive $1,234,451 in annual sustainable funding and our county will receive a total of $26,541,120 which municipalities will be obligated to invest in planned improvement of valued municipal infrastructure;

And Whereas The Association of Municipalities of Ontario (AMO) estimates that municipal governments face an annual shortfall of about $4.9 billion dollars during the next 10 years as they struggle to maintain current services and address their local infrastructure gap;

And Whereas Our local municipal governments cannot try to close the $4.9 billion gap using property taxes alone, those bills might need to double over the next decade, this would have a negative impact on our economy, our seniors and low-income residents hardest of all;

And Whereas the Local Share proposal demonstrates a dedicated 1% sales tax could generate $2.5 billion annually for municipal infrastructure and services, the Local Share proposal would help to bridge the gap, while helping municipal governments manage the pressure on property taxes; And Whereas Municipal governments own more of Ontario’s infrastructure than the federal or provincial governments, our roads, bridges and other assets are in need of repair and investment, needed repair and work that has been delayed because of a lack of consistent and sustainable funding;

And Whereas Municipal governments across the County of Renfrew and the Province of Ontario need and will continue to need a variety of dependable, multi-year and sustainable funding sources to repair, maintain and build strong communities today and in the future;

And Whereas Municipal governments provide services such as police, fire, and ambulance services, roads and bridges, public transit, water and wastewater treatment; recreational programs, waste management, social housing, and public health, all of which is mandated by the senior levels of government in Ontario and Canada, these services are delivered while receiving only 9 cents of every tax dollar in Ontario;

And Whereas The Canadian and Ontario governments are almost wholly dependent upon municipal infrastructure for the generation of economic activity in our communities, economic activity from which they derive tax revenue and are reluctant to consistently and equitably invest in renewing or improving the municipal infrastructure they benefit from utilizing;

And Whereas The Local Share ensures that everyone who uses municipal services – residents, businesses, and tourists – helps to pay for them as they are renewed, expanded or repaired;

Now Therefore Be It Resolved That the Municipal Council of Arnprior strongly supports the Local Share Proposal developed by the Association of Municipalities of Ontario and believes it to be crucial to the economic well-being of our community as it will assist in the timely repair, replacement or renewal of municipal infrastructure which is utilized daily to support the local, provincial and national economy.
And Further That a copy of this resolution be sent to the Honourable Premier Kathleen Wynne, Mr. John Yakabuski, MPP Renfrew-Nipissing-Pembroke, Mr. Patrick Brown, Leader of the Progressive Conservative Party of Ontario, Ms. Andrea Horwath, Leader of the Ontario New Democratic Party, the Association of Municipalities of Ontario and our local municipal councils and the City of Pembroke.

Resolution LOST

Following discussion it was the consensus of Council that Council is not supportive of the Local Share Proposal developed by the Association of Municipalities (AMO) and referred the correspondence back to staff to bring a resolution to Council for consideration advising AMO that the Town of Arnprior is not supportive of their Local Share Proposal and that AMO needs to come up with a sustainable consistent formula based funding model for municipalities to help offset critical municipal services and infrastructure.

15. Bylaws/ Resolutions
   a) By-laws
      Resolution No. 09A-18
      Moved by Tom Burnette
      Seconded by Dan Lynch
      That the following by-laws be and are hereby enacted and passed:
      i) By-law No. 6779-18 – Reserve/Reserve Fund Policy
      ii) By-law No. 6780-18 – Contribution Agreement “Arnprior Public Library Building –Life Cycling Renovations Project

      Resolution CARRIED

b) Resolutions
   i) 2018-19 Ontario Sport and Recreation Community Fund
      Resolution No. 010-18
      Moved by Dan Lynch
      Seconded by Tom Burnette
      That Council authorize staff to make application to the 2018-19 Ontario Sport and Recreation Communities Fund (OSRCF) for grant funding to offer new and unique female recreation programs that supports implementation of physical literacy as a foundation for lifelong physical activity, and strengthens the community sport and recreation sector; and
      Further That subject to successfully obtaining the Grant funding, that Council authorize the town’s contribution from the Recreation Programs Operating Budget – New Programs cost center; and
      Further That the CAO be authorized to execute any agreement required as a condition of receiving funding relating to the OSRCF grant application.

      Resolution CARRIED
16. **Announcements**

   Councillor Dan Lynch made the following announcements:
   
   - Reminder that the Optimist Club are holding their “Winter Carnival” next weekend with a ton events to attend. Carnival buttons are $2.00.
   - Congratulations to A&W and Canadian Tire Gas Bar on their Opening
   - Congratulations to one of our local residents, Nigel Grinstead, who is now in the top 10 of the “Comics Watch List”.
   - Congratulations and thank you to Janet Carlile, Gordon Gillespie and Dwight Badham, for ensuring the 50-year closing of the time capsule met the deadline of 31 December. Councillor Lynch remarked, that unfortunately; of those in attendance only one person, a 6 year old named, Ethan, will likely be around when it is opened.
   - Congratulations to the Galilee Centre for another successful “Solstice March to the Light Walk”.

17. **Media Questions**

   None

18. **Closed Session**

   Resolution No. 011-18 (9:25 PM)
   Moved by Dan Lynch
   Seconded by Walter Stack
   That Council move into closed session regarding one (1) matter to discuss a personal matter about an identifiable individual including municipal or local board employees; labour relations or employee negotiations pursuant to Section 239 (2)(b)(d) of the Municipal Act, 2001 (Employee).

   Resolution CARRIED

   Resolution No. 012-18 (9:53PM)
   Moved by Walter Stack
   Seconded by Dan Lynch
   That Council resume to open session.

   Resolution CARRIED

   Resolution No. 013-18
   Moved by Frank Dugal
   Seconded by Ted Strike
   That Council authorize the CAO to proceed as directed in Closed Session.

   Resolution CARRIED

19. **Confirmatory By-Law**

   Resolution No. 014-18
   Moved by Dan Lynch
   Seconded by Walter Stack
   That By-law No. 6781-18 being a By-law to confirm the proceedings of the Regular Meeting of Council held on January 8, 2018 be and it is hereby enacted and passed.

   Resolution CARRIED
20. Adjournment

Resolution No. 015-18
Moved by Frank Dugal
Seconded by Ted Strike
That this meeting of Council be adjourned at 9:55 PM.

Resolution CARRIED

David Reid, Mayor

Maureen Spratt, Town Clerk
Tabling of 2018 Draft Budget and LRCF

Michael Wildman, CAO
Jennifer Morawiec, GMCS/Treasurer

Council Meeting – Monday, January 8th, 2018
Guiding Principles - Sustainable Financial Planning
Guiding Principles

• Arnprior Strategic Plan
• Pay-As-You-Go Funding Model
• Financial Controls
• Supporting Studies / Informed Data
• 2017 Council Directed Focus on Road Rehabilitation
Guiding Principles - Arnprior Strategic Plan

• **Vision: Sustainable financial model:** Measured by debt ratios and a sound long range financial plan in place

• **Vision: Improved infrastructure:** We have an implementable 20 year capital plan including a lifecycle strategy for all assets.
Guiding Principles - Pay-as-you-go

• The “Pay-as-you-go” principle continues to be the vanguard in order to avoid new long-term borrowing, pay down debt and to build reserves to fund future expenditures
Guiding Principles - Financial Controls

• Since 2013 several financial controls have been established
  – 80% rule applies to discretionary spending to mitigate cost center overages
  – CAO requires “earmarking” to be identified prior to allowing overages to ensure that there is either an offsetting revenue or cost savings wherever possible, pursuant to the Delegation of Authority By-law
Guiding Principles - Supporting Studies / Informed Data

• Reliance upon Town’s Asset Management Plan and Master Plans to inform budget

• Significant analysis and review of Operating Budget
  – Comprehensive review of every line item
  – 3 Year Trend Analysis of every line item
Guiding Principles - Focus on Road Rehabilitation

• June 2017 - Council provided direction to accelerate road projects through the 2017 Long Range Capital Forecast (LRCF)
  – Accelerated Road Rehabilitation (and collateral infrastructure renewal) continues to inform the 2018 LRCF and budget.
Draft 2018 Operating Budget
Operating Budget Format

• Column 1 – 2017 Actuals
  – **Note:** these are unaudited amounts and some invoices remain outstanding at point of printing
• Column 2 – 2017 Budget
• Column 3 – 2018 Draft Budget
• Column 4 - Budget Variance 2017 vs 2018
Operating Budget Impacts

- OMPF (increase)
- Salary Related & Benefits
  - COLA, Manulife, Bill 148 Impacts
- Utility (Hydro Program)
- Insurance
- Policing
- Winter Control
Operating Budget Impacts

• Ontario Municipal Partnership Fund (OMPF)
  – 2018 allocation amount is $1,275,100 which $166,800 higher than the 2017 budget of $1,108,300

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<th>2014</th>
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<td>OMPF Funding</td>
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<td>$1,008,500</td>
<td>$970,800</td>
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Salary & Benefit Impacts

• COLA increase as per resolution 122-17
• Benefit Premiums (Manulife)
  – Premiums for Life, AD&D, LTD, Extended Health Care and Dental Care - 1.0% overall increase equating to a $3,000 annual impact
  – Cowan’s negotiated increase of 1.0% with Manulife is reasonable and lower than the average increase of 1.4% across the Municipalities Benefits Committee
Salary & Benefit Impacts

• Review of Health Care coverage to ensure current program is adequate and comparable to other municipalities
  – In line with Council’s strategic plan for being a workplace of choice
  – 10 of 15 municipalities in the Municipal Benefit Committee (MBC) offer paramedical practitioner coverage and/or vision care under their extended health benefit plans
  – 5 of 15 municipalities offer a Health Care Spending Account
Salary & Benefit Impacts

• Options reviewed include:
  – Increase the annual cap of the Health Care Spending Account (HCSA) from $750 annually to $1,250; or
  – Add paramedical practitioner coverage under the extended health benefit plan for $500 per calendar year per family member

• Estimated budgetary impact of $15K allocated across applicable cost centers
Salary & Benefit Impacts

- Employment Standards Act (ESA) Amendments under Bill 148
  - Minimum wage increased from $11.60 to $14.00 on January 1, 2018 (+20% increase)
  - Vacation Pay increase from 4% to 6% for employees with over 5 years of service

- Estimated impact of minimum wage and vacation pay is $46K ($32K for summer students and $14K for part-time staff).
Salary & Benefit Impacts

• ESA Amendments under Bill 148 – con’t
  – Statutory Holiday Pay Calculation changes
    • Estimated annual impact $27K
• Statutory Deduction increases – WSIB, CPP, EI, EHT, etc. (approx. 2.0%)
• Job Evaluation and Pay Equity Review
  – Recommended adjustment to bring pay scale closer to market, impact of $56K
Salary & Benefit Impacts

• Organizational Structure Changes
  – Net savings with retirement of Director and structure change to Manager position (approx. $20K)
  – Director remains on contract for 2 days per week for 5 months for transition, knowledge transfer, event planning ($25K one time)
Salary & Benefit Impacts

• Salary Reallocations
  – Engineer (Facilities) salary allocated across Town Facilities and PW Administration (no net impact)
  – Recreation Manager allocation
    • Shift allocation from operations cost centers to programming cost centers only (no net increase)
Operating Budget Impacts

• Utility Charges
  – A number of Town hydro accounts will benefit from the Fair Hydro Program with savings of 10-20%
  – Larger hydro accounts (such as NSC) are over the set usage thresholds and are not eligible.
  – The Town is enrolled in various programs to help mitigate overall utility increases such as the LAS Electricity Billing program.
Operating Budget Impacts

• For Insurance & Risk Management Services Council approved a renewal with Frank Cowan Company for 2018
  – Premiums increases result in a $17K impact allocated across the operating budget
  – Given the recent claims-loss ratio, the premium is lower than the average premium over the last 7 years.
Operating Budget Impacts

• Policing Services
  – Based on the new policing billing model, the per unit cost for policing has increased from $398.85 in 2017 to $401.23 in 2018 and the total number of households for Arnprior has increased resulting in an increase to budget of $14,884.
  – Removal of Town funded administrative resources at the OPP building in spring of 2017 - savings of $54,450.
Operating Budget Impacts

• Winter Control
  – Increase $50K for Equipment Rental – Internal to better reflect the actual equipment costs for winter control
  – Forecast additional clearing efforts for John / Elgin from Downtown Revitalization and increased sidewalk clearing contract costs
  • Try to cover with current budget assuming less winter events than the 2016-2017 season
Operating Budget Impacts

• Downtown Maintenance
  – Include funding for part-time contract for Gardening Services

• Continue with Seasonal Market
  – Marketing Student to assist (as well as Downtown Student)

• Museum Pilot Projects
  – Weekend hours, PD days/holiday programming, community outreach
Operating Budget Impacts

• Fire Department
  – Increase in call services expense line from $8,500 to $30,000 to reflect additional cost of new dispatch services
    • Failing coverage identified as a serious concern in the draft FMP
  – Revenue line added for Fire Claims recoveries (Fire Marque)
  – Draft FMP Management Structure adjustments (almost no net increase)
Considerations
Self-Sustaining Cost Centers

• The following programs are established as self-sustaining cost centers:
  – Wastewater Services
  – Waterworks Services
  – Waste Management
  – Cemeteries
  – Protection, Inspection and Control (PIC)
Water / Wastewater Cost Centers

• The draft 2018 budget is set based on the current Water/Wastewater Rate Study (2015)
• Watson & Associates Economists Inc. are currently working on a new Rate Study
  – Additional new pressures on the Water cost center require an update to the Rate Study to ensure sufficient revenues.
Water / Wastewater Cost Centers

• Unplanned events in 2016-2017 have impacted the amount of annual contributions to water/wastewater reserves

  – 2016 Water/Wastewater Impacts
    • Clearwell Repairs, 2016 DWA
  – October 2017 Drinking Water Advisory
    • 400 mm River Crossing repairs, valve replacements
Water / Wastewater Cost Centers

• Rolling Water Meter Replacement
  – New cost center established in the operating budget to address the staggered lifecycling replacement of failing water meters.
  – New cost center will separate replacement meters from new meter installations which are cost recovery.
Waste Management

• Increased provincial grants (Stewardship Ontario) provides for an estimated additional $20K revenue

• Based on contract tendering in 2017 for Garbage & Recycling
  – $145 Garbage rate – no increase from 2017

• Estimated minor surplus of $31K into a new Waste Management Reserve to help cover fluctuations in revenues in future years.
Cemeteries

- The 2018 Draft Budget includes the increase in cemetery rates and reduction in OPSS Internal Equipment Rates, as approved by Council on November 28, 2016.

- The adjustments will assist with cost recovery of the cost center for 2018.
Protection, Inspection and Control (PIC)

- The PIC cost center is projected to generate a small surplus of $5,560 in 2018.
2018 Net Operating Expenses

- GENERAL GOVERNMENT: 13%
- FIRE / POLICE / BY-LAW: 20%
- PUBLIC WORKS: 16%
- PARKS AND RECREATION: 10%
- COMMUNITY SERVICES: 35%
- GRANTS & SUBSIDIES: 3%
- CONTRIBUTIONS TO RESERVES: 3%
Draft 2018 Capital Budget
Budget Approach

• 2018 Draft Capital Budget
  – Capital projects over $10,000 are taken from the Long Range Capital Forecast
  – Mandatory “M” projects have been included in the Capital Budget (Refer to Capital Tab)
  – “M” projects include mandatory or mission critical projects (required by law, based on Council direction or approved plans, etc.).
Capital

• In addition to projects pre-approved or identified in the LRCF for 2018, the draft Capital budget includes investment in:
  – Jaws of Life ($50K)
    • Replacement of aged jaws of life which have reached its life expectancy with enhanced model. (Draft FMP Recommendation)
  – Fire Communication Equipment ($75K)
    • Acquisition of infrastructure including radios for new dispatch system (Draft FMP Recommendation)
Capital

– Engineering Standards & Specs ($20K)
  • Develop standards and specifications to assist with future development applications and capital infrastructure renewal projects.

– Abandoned Rail Corridor Conversion to Cycling Commuter Route ($31K)
  • Brush, grade and apply stonedust to a section of the rail corridor to create a surface suitable for cycling.
  • OMCC grant for 80%, Upper Tier 20%
    – no net impact
Capital

– Library Roof ($40K)
  • Originally in LRCF for 2020; however asphalt shingled roof is showing increased signs of deterioration and is in need of replacement.

– DA Gillies Building Condition Assessment ($25K)
  • Originally in LRCF for 2019 however moved to 2018 as required for Elevator project.

– Asbestos Management Plan Update ($5K)
  • Complete required annual update for municipal buildings and facilities
Capital

– Landfill Trigger Mechanism and Financial Liability Estimate ($20K – LRCF 2021)
  • MOE requirement for leachate monitoring plan with deadline August 21, 2018.

– Emerald Ash Borer ($55K)
  • Increased project funding as impacts of EAB are reaching a peak and to address significant loss of trees in Caruso Park ($30K)
Capital

– Reverse-Osmosis Water System ($20K)
  • Replacement of reverse-osmosis (RO) system (1983) at NSC for ice flooding (beyond useful life)

– Arnprior “App” ($20K)
  • Development of an Arnprior specific "App" for smartphones - 2014 Gap Study recommended IT enhancements to promote growth and tourism in the commercial sector.
2018 Capital Projects by Department

- **Public Works**: $1,398,750, 55%
- **Environmental**: $200,000, 8%
- **Recreation**: $734,000, 29%
- **Community Services**: $20,000, 1%
- **Client Services**: $69,000, 2%
- **Fire Department**: $135,000, 5%
2018 Capital - Funding Sources

- Gas Tax, $258,439, 9.48%
- Federal / Provincial Grants, $73,250, 3%
- Development Charges, $277,500, 11%
- Reserve / Reserve Funds, $1,938,728, 76%
Works in Progress (WIP)

• 2017 Capital Projects
  – Some will carry over into 2018, or may yet to have final invoicing completed when the draft budget was prepared.

• A WIP by-law with detailed listing will be provided for information during deliberations on February 20-21, 2018.
Contributions to Reserves
Reserve Contributions

• The Draft 2018 budget includes an $331,230 increase to Reserve and Reserve Funds contributions:
  – 2018 contributions of $4,441,851 versus 2017 budgeted contributions of $4,110,621.

• Contributions include:
  – Increases in levy based cost centers
  – Increases in grant funding - OCIF and Gas Tax
# Reserve Contributions

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<th>2018 DRAFT CAPITAL BUDGET</th>
<th>2018 Contributions</th>
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<td><strong>Reserves</strong></td>
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<td>Winter Control Reserve</td>
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<td>Election Reserve*</td>
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<td>Marketing &amp; Economic Development Reserve</td>
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<td><strong>Reserve Funds</strong></td>
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<td><strong>Total</strong></td>
<td>4,293,841</td>
</tr>
<tr>
<td><strong>Total Contributions to Reserve / Reserve Funds</strong></td>
<td>4,441,851</td>
</tr>
</tbody>
</table>

*as per draft Reserve and Reserve Fund Policy
Reserve Expenditures

• Total expenditures from Reserve / Reserve Funds are $3,723,793 which includes annual Financing payments of $1,249,126 for the Downtown Revitalization project.

• The draft 2018 budget includes a positive net contribution to Reserves of $718,058.
  – Begins the anticipated recovery of Reserves from the Downtown Revitalization project.
## Pay-as-you-go Expenditures

<table>
<thead>
<tr>
<th>Expenditures from Reserves</th>
<th>2018 Expenditures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marketing &amp; Economic Development Reserve</td>
<td>20,000</td>
</tr>
<tr>
<td>Election Reserve</td>
<td>28,000</td>
</tr>
<tr>
<td>Waste Management Reserve</td>
<td>20,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>68,000</strong></td>
</tr>
<tr>
<td>Expenditures from Reserve Funds</td>
<td></td>
</tr>
<tr>
<td>Gas Tax Reserve Fund</td>
<td>258,439</td>
</tr>
<tr>
<td>Development Charges Reserve Fund</td>
<td>652,238</td>
</tr>
<tr>
<td>Wastewater Reserve Fund</td>
<td>451,664</td>
</tr>
<tr>
<td>Water Reserve Fund</td>
<td>(103,203)</td>
</tr>
<tr>
<td>Capital Expenditure Reserve Fund</td>
<td>2,036,789</td>
</tr>
<tr>
<td>OCIF Formula Contribution</td>
<td>359,867</td>
</tr>
<tr>
<td><strong>Total Expenditures from Reserve / Reserve Funds</strong></td>
<td><strong>3,723,793</strong></td>
</tr>
</tbody>
</table>
Reserve Balances

• Reserve & Reserve Fund Balances
  – Balances provided herein are best estimates using information available at the time of preparing the draft budget and may not have been finalized and are unaudited.
  – Balances are estimates based upon a number of variables such as status of carry-over WIPs, progress payments yet invoiced, and offsetting grants applied to final project costs.
# 2018 Reserve Balances

<table>
<thead>
<tr>
<th></th>
<th>Opening Balance</th>
<th>Contributions</th>
<th>Grants</th>
<th>Financing</th>
<th>Expenditures</th>
<th>Closing Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>RESERVES</td>
<td>$1,301,246</td>
<td>$153,010</td>
<td>$</td>
<td>$</td>
<td>(68,000)</td>
<td>$1,386,256</td>
</tr>
<tr>
<td>RESERVE FUNDS</td>
<td>$5,029,068</td>
<td>$3,670,535</td>
<td>$618,306</td>
<td>(1,249,126)</td>
<td>(2,406,667)</td>
<td>$5,662,115</td>
</tr>
<tr>
<td>TOTAL</td>
<td>$6,330,314</td>
<td>$3,823,545</td>
<td>$618,306</td>
<td>(1,249,126)</td>
<td>(2,474,667)</td>
<td>$7,048,372</td>
</tr>
</tbody>
</table>
### Reserve & Reserve Fund Continuity Schedule

<table>
<thead>
<tr>
<th>Reserve &amp; Reserve Funds</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opening Balance</td>
<td>6,330,314</td>
<td>7,048,372</td>
<td>8,153,097</td>
<td>8,930,822</td>
<td>9,676,922</td>
<td>9,883,773</td>
</tr>
<tr>
<td>Add: Contributions</td>
<td>4,441,851</td>
<td>4,441,851</td>
<td>4,441,851</td>
<td>4,441,851</td>
<td>4,441,851</td>
<td>4,441,851</td>
</tr>
<tr>
<td>Less: Expenditures</td>
<td>(2,474,667)</td>
<td>(2,088,000)</td>
<td>(2,415,000)</td>
<td>(2,863,000)</td>
<td>(4,235,000)</td>
<td>(3,666,600)</td>
</tr>
<tr>
<td>Subtotal</td>
<td>8,297,498</td>
<td>9,402,223</td>
<td>10,179,948</td>
<td>10,509,673</td>
<td>9,883,773</td>
<td>10,659,024</td>
</tr>
<tr>
<td>Financing - Downtown Loan</td>
<td>(1,249,126)</td>
<td>(1,249,126)</td>
<td>(1,249,126)</td>
<td>(832,751)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Closing Balance</td>
<td>7,048,372</td>
<td>8,153,097</td>
<td>8,930,822</td>
<td>9,676,922</td>
<td>9,883,773</td>
<td>10,659,024</td>
</tr>
</tbody>
</table>

Estimated balances assuming contributions remain at 2018 levels and expenditures are as per the 2018 draft LRCF.
Water Reserve

• The Water Reserve will be monitored closely as the large investment in the Downtown along with a number of unplanned water expenditures (Clearwell, DWA, River Crossing, etc) currently has the reserve in a deficit position.
  – Apply grant funding where possible to water
  – Water/WW Rate study currently underway
  – Transfer from DC for past plant expansions
Minimum Balances

• All annual contribution requirements set out in the Reserve / Reserve Fund Policy are being met in the 2018 draft budget.

• Council approved minimum reserve balances are not yet achieved for some of reserve and reserves funds
  – 2018 surpluses and/or other funds should they become available will be recommended to be allocated to reserve & reserve fund accounts.
Minimum Reserve & Reserve Fund Balances

<table>
<thead>
<tr>
<th>RESERVES &amp; RESERVE FUNDS (w minimum balances)</th>
<th>2018 Estimated Balances</th>
<th>Minimum Limit Met</th>
<th>Minimum Balance</th>
<th>Amount Req’d For Min Balance</th>
<th>Reserve Policy Balance Limits</th>
</tr>
</thead>
<tbody>
<tr>
<td>WORKING CAPITAL</td>
<td>389,989</td>
<td>No</td>
<td>428,656</td>
<td>(38,667)</td>
<td>Approx. 5% min / 10% max of Levy</td>
</tr>
<tr>
<td>INSURANCE STABILIZATION</td>
<td>95,223</td>
<td>No</td>
<td>100,000</td>
<td>(4,777)</td>
<td>Not less than $100,000</td>
</tr>
<tr>
<td>BUILDING SERVICES</td>
<td>216,021</td>
<td>No</td>
<td>306,980</td>
<td>(90,959)</td>
<td>Not less than two years budget &amp; capital</td>
</tr>
<tr>
<td>LEVY STABILIZATION</td>
<td>239,743</td>
<td>No</td>
<td>450,000</td>
<td>(210,257)</td>
<td>Not less than $450,000</td>
</tr>
<tr>
<td>WINTER CONTROL</td>
<td>180,000</td>
<td>No</td>
<td>470,875</td>
<td>(290,875)</td>
<td>50% min / 100% max of budget</td>
</tr>
<tr>
<td>MARKETING &amp; ECON DEVELOP</td>
<td>61,842</td>
<td>No</td>
<td>100,000</td>
<td>(38,158)</td>
<td>Not less than $100,000</td>
</tr>
<tr>
<td>ALBERT/MALLOCH CEMETERY</td>
<td>39,721</td>
<td>No</td>
<td>100,000</td>
<td>(60,279)</td>
<td>Not less than $100,000</td>
</tr>
<tr>
<td>TOTAL</td>
<td>1,222,539</td>
<td></td>
<td>1,956,511</td>
<td>(739,517)</td>
<td></td>
</tr>
</tbody>
</table>

- 5 other Reserve & Reserve Funds meet the minimum balances set out in the R&RF Policy

  • Subject to approval of R&RF Policy tonight, the Working Capital reserve will also meet the minimum balance requirements.
Grant Opportunities

• A number of grant applications remain outstanding for the Town of Arnprior. Success on any of the applications will have varying impact on reserves
  – FCM Grant for AMP Software (up to $42K)
  – OCIF Top-Up for William St Reconstruction (up to $1.1M)
  – GHG Challenge Fund for NSC LED Lighting Replacement (up to $118K)
2018 Long Range Capital Forecast -20 Year Term
Background

• Long Range Capital Forecast (LRCF) is a snapshot in time of known future Budget & Infrastructure pressures.
  – Significant reliance upon Town Master Plans and the Asset Management Plan

• LRCF is a dynamic tool which is reviewed and updated annually.

• LRCF is in “today’s dollars”
20 Year Timeframe

• Given the nature and longevity of municipal infrastructure staff have developed a 20 Year long range capital forecast (previously 10 years)

• Year to year, LRCF is subject to changes in priorities, funding, emerging legislation or trends, etc.
  – Many factors can impact a LRCF including pace of growth, inflation, master plan updates
Shift To 20 Year LRCF

For planning purposes, varying levels of accuracy exists depending timeframes in the LRCF. Generally speaking:

- **1-5 Year Timeframe**
  - Projects are generally set, limited change in value/year

- **6-10 Year Timeframe**
  - Very probable to occur as forecasted – value/year may fluctuate somewhat

- **11-20 Year Timeframe**
  - Longer range and subject to adjustments as years draw closer
# 20 Year LRCF Summary

<table>
<thead>
<tr>
<th>Department</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
<th>Year 1-5 Total</th>
<th>Year 6-10 Total</th>
<th>Year 11-20 Total</th>
<th>Year 19-2038 Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Client Services</td>
<td>65,000</td>
<td>55,000</td>
<td>40,000</td>
<td>75,000</td>
<td>75,000</td>
<td>310,000</td>
<td>328,000</td>
<td>595,000</td>
<td>1,233,000</td>
</tr>
<tr>
<td>Fire</td>
<td>22,000</td>
<td>30,000</td>
<td>36,000</td>
<td>1,020,000</td>
<td>10,000</td>
<td>1,118,000</td>
<td>376,500</td>
<td>1,774,600</td>
<td>3,269,100</td>
</tr>
<tr>
<td>Operations - Public Works</td>
<td>1,380,000</td>
<td>1,475,000</td>
<td>2,180,000</td>
<td>1,075,000</td>
<td>1,493,000</td>
<td>7,603,000</td>
<td>19,858,000</td>
<td>26,203,000</td>
<td>53,664,000</td>
</tr>
<tr>
<td>Operations - Environmental</td>
<td>366,000</td>
<td>455,000</td>
<td>437,000</td>
<td>1,600,000</td>
<td>1,858,600</td>
<td>4,716,600</td>
<td>2,969,000</td>
<td>34,564,000</td>
<td>42,249,600</td>
</tr>
<tr>
<td>Operations - Recreation</td>
<td>105,000</td>
<td>400,000</td>
<td>115,000</td>
<td>425,000</td>
<td>220,000</td>
<td>1,265,000</td>
<td>1,321,000</td>
<td>2,081,000</td>
<td>4,667,000</td>
</tr>
<tr>
<td>Community Services</td>
<td>160,000</td>
<td>0</td>
<td>55,000</td>
<td>35,000</td>
<td>10,000</td>
<td>260,000</td>
<td>125,000</td>
<td>225,000</td>
<td>610,000</td>
</tr>
<tr>
<td><strong>TOTAL CAPITAL</strong></td>
<td>2,098,000</td>
<td>2,415,000</td>
<td>2,863,000</td>
<td>4,230,000</td>
<td>3,666,600</td>
<td>15,272,600</td>
<td>24,977,500</td>
<td>65,442,600</td>
<td>105,692,700</td>
</tr>
<tr>
<td>Downtown Financing</td>
<td>1,249,126</td>
<td>1,249,126</td>
<td>832,751</td>
<td>0</td>
<td>0</td>
<td>3,331,003</td>
<td>0</td>
<td>0</td>
<td>3,331,003</td>
</tr>
<tr>
<td><strong>TOTAL WITH DT FINANCING</strong></td>
<td>3,347,126</td>
<td>3,664,126</td>
<td>3,695,751</td>
<td>4,230,000</td>
<td>3,666,600</td>
<td>18,603,603</td>
<td>24,977,500</td>
<td>65,442,600</td>
<td>109,023,703</td>
</tr>
</tbody>
</table>

- **NOTE:** New Downtown bridge financing shown to illustrate short term impact on capital funding. Other long-term financing is embedded in operating budget.
LRCF Highlights

• The Budget Binder includes a listing of all additions and revisions from the previous LRCF under the LRCF tab.

• Highlights of the key additions / revisions are outlined by Department.
Fire Department

• Recommendations from the Draft FMP for vehicles / equipment are included within the LRCF:
  – Replacement of 9811 Rescue and 9930 Aerial Truck are removed and replaced with the addition of Quint vehicle ($1,000,000) in 2019
  • Benefits - overall net savings, reduces fleet, removes need for future additional bay, reduces on-going operational maintenance & licensing costs
Road Strategy

• One major road reconstruction project/year
• Given condition of underground infrastructure, often full reconstruction required versus shave and pave
• Adjusted Rolling Road Rehab to free up more funds for full reconstruction projects
  – Maintain Rolling Road Rehab for patch & repair work
400 MM River Crossing

- 400mm River Crossing Replacement Project ($1.7M) was added to 2021 (design) and 2022 (construction)
  - In order to accommodate this major addition to the current 1-5 year period, a number of other projects were adjusted
    - Daniel St WM Replacement (Charles to Staye Court) – moved from 2022 to 2023
    - Third Avenue Reconstruction (Riverview to McNab) – moved from 2023 to 2024
# Road & Environmental Strategy

<table>
<thead>
<tr>
<th>Project</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>2022 Total</th>
<th>2018-2022 Total</th>
<th>2023-2027 Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rolling Road Rehabilitation</td>
<td>100,000</td>
<td>250,000</td>
<td>250,000</td>
<td>250,000</td>
<td>500,000</td>
<td>1,350,000</td>
<td>2,500,000</td>
</tr>
<tr>
<td>William St W Reconstruction</td>
<td>925,000</td>
<td></td>
<td></td>
<td></td>
<td>925,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Alicia Street Reconstruction</td>
<td>865,000</td>
<td>860,000</td>
<td></td>
<td></td>
<td>1,725,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Craig Street (William St. W to Mary St)</td>
<td></td>
<td></td>
<td>575,000</td>
<td></td>
<td>575,000</td>
<td></td>
<td>0</td>
</tr>
<tr>
<td>Hugh St. S. (William St. W to Dead end)</td>
<td></td>
<td></td>
<td></td>
<td>700,000</td>
<td>700,000</td>
<td></td>
<td>0</td>
</tr>
<tr>
<td>Third Avenue (Riverview Dr. to McNab St)</td>
<td></td>
<td></td>
<td></td>
<td>125,000</td>
<td>125,000</td>
<td></td>
<td>1,525,000</td>
</tr>
<tr>
<td>Albert Street Reconstruction</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3,000,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Madawaska Street (Elgin to Daniel)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3,300,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>First Avenue (Bridge St to End)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1,000,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hugh St. N. (McGonigal to Saint Johns Way)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>740,000</td>
<td></td>
</tr>
<tr>
<td>Gary Cr (Edey St. to Second Bend)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0</td>
<td>600,000</td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL Road Reconstruction</strong></td>
<td>1,025,000</td>
<td>1,115,000</td>
<td>1,760,000</td>
<td>950,000</td>
<td>625,000</td>
<td>5,475,000</td>
<td>12,665,000</td>
</tr>
<tr>
<td>Field Watermain Replacement - Water Filtration Plant to Fairview Crescent</td>
<td>40,000</td>
<td>430,000</td>
<td></td>
<td></td>
<td>470,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>River Crossing 400mm Replacement</td>
<td></td>
<td></td>
<td>200,000</td>
<td>1,500,000</td>
<td>1,700,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Daniel Street WM Replacement (Pt 2) - Charles St. to Staye Court Dr. (400mm)</td>
<td>75,000</td>
<td></td>
<td>1,723,600</td>
<td>1,798,600</td>
<td>0</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL Road &amp; Environmental</strong></td>
<td>1,065,000</td>
<td>1,545,000</td>
<td>1,960,000</td>
<td>2,525,000</td>
<td>2,348,600</td>
<td>9,443,600</td>
<td>12,665,000</td>
</tr>
</tbody>
</table>
Water Meter Replacement

• Water Meter Replacement - originally included in the LRCF at $1.1M for lifecycle replacement (estimated 20 year life) has been reduced to $300K based on an additional $50K per year added into the operating budget for a rolling replacement program as meters fail over time.
  
  – 10 year full warranty on meter head, sliding scale warranty for remaining 10 years
NSC Structural Condition Assessment

• The 2017 NSC Structural Condition Assessment report indicated both arena slabs were in good condition.
  – Replacement of slabs have been moved out to year 19-20 in the LRCF
  – Report did identified other minor structural repairs required (block repointing, beam coating, etc) which are included in the LRCF in 2019 ($40K) and 2020 ($35K)
Investment in Linear Assets

• In 2015 Council approved service levels which set the recommended annual level of investment in linear assets at $2.610M.
  – 2016 AMP update – increased to $2.62M
  – 2017 AMP update – increased to $2.70M

• To maintain levels of service, Council committed to an annual investment increase of $75K in linear assets.
  – Recommend maintaining the additional $75,000 per year beyond 10 years
## Investment in Linear Assets

<table>
<thead>
<tr>
<th>Linear Asset Type</th>
<th>2017 AMP Recommended</th>
<th>2018 Draft Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Road</td>
<td>$1,900,000</td>
<td>$804,444</td>
</tr>
<tr>
<td>Sidewalk</td>
<td>$250,000</td>
<td>$51,638</td>
</tr>
<tr>
<td>Watermain</td>
<td>$350,000</td>
<td>$315,068</td>
</tr>
<tr>
<td>Sanitary Sewer</td>
<td>$200,000</td>
<td>$50,000</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$2,700,000</strong></td>
<td><strong>$1,221,150</strong></td>
</tr>
</tbody>
</table>

*2018 investment is lower than AMP recommended amounts however in 2016-2017 there was over investment due to the Downtown Revitalization*
## Investment in Linear Assets

<table>
<thead>
<tr>
<th>Year</th>
<th>Min. Investment (+ $75K per year)</th>
<th>Levels of Investment</th>
<th>Actual / Planned (LRCF)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>$2,095,000</td>
<td>$1,221,150</td>
<td>Draft Capital</td>
</tr>
<tr>
<td>2019</td>
<td>$2,170,000</td>
<td>$1,011,150</td>
<td>Planned LRCF</td>
</tr>
<tr>
<td>2020</td>
<td>$2,245,000</td>
<td>$1,844,973</td>
<td>Planned LRCF</td>
</tr>
<tr>
<td>2021</td>
<td>$2,320,000</td>
<td>$1,990,495</td>
<td>Planned LRCF</td>
</tr>
<tr>
<td>2022</td>
<td>$2,395,000</td>
<td>$2,200,522</td>
<td>Planned LRCF</td>
</tr>
<tr>
<td>2023</td>
<td>$2,470,000</td>
<td>$3,150,453</td>
<td>Planned LRCF</td>
</tr>
<tr>
<td>2024</td>
<td>$2,545,000</td>
<td>$2,148,154</td>
<td>Planned LRCF</td>
</tr>
<tr>
<td>2025</td>
<td>$2,620,000</td>
<td>$2,154,135</td>
<td>Planned LRCF</td>
</tr>
<tr>
<td>2026</td>
<td>$2,695,000</td>
<td>$2,297,409</td>
<td>Planned LRCF</td>
</tr>
<tr>
<td>2027</td>
<td>$2,700,000</td>
<td>$3,210,175</td>
<td>Planned LRCF</td>
</tr>
<tr>
<td>TOTAL</td>
<td>$24,255,000</td>
<td>$21,228,616</td>
<td></td>
</tr>
</tbody>
</table>
Investment Gap - Linear Assets

• For the 2018-2027 period the planned Levels of Investment equates to 88% of the AMP minimum investment levels (at +$75K per year)
  – Overall investment gap of $3,026,384 or average annual investment gap of $303K

• Increasing the Levels of Investment (in the LRCF) is impacted by limited resources / ability to fund
Discussion

• The impact of new pressures, on-going Down-town financing and AMP objectives may exceed our ability to fund additional projects to close the investment gap, which will require annual monitoring

• Adjustments to DC’s, increases in the Water & Wastewater Rate Study may assist in responding to potential shortfalls
  – Development Charge Study and Water / Wastewater Rate Study in-progress
Pay-As-You-Go Model

• Maintaining a strong commitment to the pay-as-you-go model will help address funding challenges
  – One of the key objectives of the pay-as-you-go model is retirement of debt.
Debt Retirement

• In 2018 the annual debt payments are $2,879,161*

<table>
<thead>
<tr>
<th>Year</th>
<th>Debt Payments</th>
<th>Available Funds</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year End 2018 (Current)</td>
<td>$2,879,161</td>
<td>$0</td>
</tr>
<tr>
<td>Year End 2023 (5yrs)</td>
<td>$1,630,035</td>
<td>$1,249,126</td>
</tr>
<tr>
<td>Year End 2028 (10yrs)</td>
<td>$1,177,732</td>
<td>$1,701,429</td>
</tr>
<tr>
<td>Year End 2033 (15yrs)</td>
<td>$0</td>
<td>$2,879,161</td>
</tr>
</tbody>
</table>

*Excludes Sewer Rate debt – funded separately
Infrastructure Investment Gap

• Annual average investments required to fund all LRCF projects increase over time.
  – Increasing shortfall when considering the annual reserve/reserve fund contributions

<table>
<thead>
<tr>
<th>Year</th>
<th>Planned Investment (LRCF)</th>
<th>Linear Asset Investment Gap (AMP)</th>
<th>Annual Reserve Contributions (Forecasted)</th>
<th>Investment Gap</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-5</td>
<td>$ 3,719,721</td>
<td>$ 458,390</td>
<td>$ 4,667,778</td>
<td>$ (489,668)</td>
</tr>
<tr>
<td>6-10</td>
<td>$ 4,996,500</td>
<td>$ 38,907</td>
<td>$ 4,715,801</td>
<td>$ 319,606</td>
</tr>
<tr>
<td>11-20</td>
<td>$ 6,545,260</td>
<td>-</td>
<td>$ 4,715,801</td>
<td>$ 1,829,459</td>
</tr>
</tbody>
</table>

ANNUAL AVERAGE
Closing the Investment Gap

• As debt retires, redirecting these funds into capital asset investments, will help cover the forecasted investment gap

<table>
<thead>
<tr>
<th>Year</th>
<th>Planned Investment (LRCF)</th>
<th>Linear Asset Investment Gap (AMP)</th>
<th>Annual Reserve Contributions (Forecasted)</th>
<th>Investment Gap</th>
<th>Debt Retirement</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Year 1-5</strong></td>
<td>$3,719,721</td>
<td>$458,390</td>
<td>$4,667,778</td>
<td>$489,668</td>
<td></td>
</tr>
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</tr>
<tr>
<td><strong>Year 11-20</strong></td>
<td>$6,545,260</td>
<td>-</td>
<td>$4,715,801</td>
<td>$1,829,459</td>
<td>$2,292,444</td>
</tr>
</tbody>
</table>

*Over contributions in year 1-5 necessary to recover reserve/reserve fund balances from Downtown Revitalization Project*
LRCF Summary

• Snapshot in time of known pressures
• Supported by master plans and studies
• Varying levels of accuracy and probability
  – 1-5 years, 6-10 years, 11-20 years
• May be impacted by grant opportunities
• Future debt retirement will help create available funds for capital investment
• Fluid document meant to help inform financial planning
Conclusions and Recommendations
Draft 2018 Budget

• MPAC “Phase In” is not a Municipal Tax Rate Increase, it is an increase or decrease in Assessment due to MPAC’s 4 Year current value assessment (CVA) phase-in.

• 2018 is Year 2 in MPAC’s CVA’s phase-in
  – Decreases in assessment were realized in full during Year 1 (2017) of the assessment cycle.
Draft 2018 Budget

• Currently the budget as presented could be approved as a 0% Municipal Tax Rate increase.
  – $259,852 in additional Tax revenues would be generated due to CVA Phase-in and Growth

• Each additional 1.0% Municipal Tax Rate increase would generate an additional $85,705 in tax revenue.
What Impacts the Levy

LEVY = CVA Phase-In + New Growth + Municipal Tax

- CVA Phase-In: Set by MPAC and is variable per property
- New Growth: Offsets expenses for new properties
- Municipal Tax: Set by Council

$259,852 = $103,038 + $156,814 + $0

3.16% = 1.30% + 1.86% + 0.00%

Note: CVA Phase-In of 1.3% includes all property classes (Residential, Commercial, Industrial, etc.)
Draft 2018 Budget

- Staff is recommending a **1.50% Municipal Tax rate increase** which results in additional reserve contributions of **$128,558** for levy cost centers.

- Inflation rates for consideration include:
  - **1.9% CPI (Ont. All items)**
    - November 2016 – November 2017
Impact of Municipal Tax Rate

• Additional taxation revenue will help:
  – Offset added costs from Bill 148 (ESA)
  – Bolster recovery of reserve fund balances related to the Downtown Revitalization project
  – Assist in bringing reserve and reserve fund balances to Council’s minimum balances
  – Help address the increasing gap between LRCF infrastructure requirements and funding over the 20 year forecast
  – Avoid the need for sharp increases in the future
What Impacts the Levy

LEVY = CVA Phase-In + New Growth + Municipal Tax

- CVA Phase-In: Set by MPAC and is variable per property
- New Growth: Offsets expenses for new properties
- Municipal Tax: Set by Council

$388,410 = $103,038 + $156,814 + $128,558

4.66% = 1.30% + 1.86% + 1.50%

Note: CVA Phase-In of 1.3% includes all property classes (Residential, Commercial, Industrial, etc.)
1.50% Municipal Tax Rate Increase

- 1.5% MTRI equates to a $6.66/month increase for the Average Home with an Assessed Value of $226,500.

<table>
<thead>
<tr>
<th>Municipal Tax Rate Increase</th>
<th>Additional Revenue</th>
<th>Annual Cost / Avg Home Value</th>
<th>Monthly Cost / Avg Home Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.50%</td>
<td>$42,853</td>
<td>$61.18</td>
<td>$5.10</td>
</tr>
<tr>
<td>1.00%</td>
<td>$85,705</td>
<td>$70.56</td>
<td>$5.88</td>
</tr>
<tr>
<td>1.50%</td>
<td>$128,558</td>
<td>$79.94</td>
<td>$6.66</td>
</tr>
<tr>
<td>2.00%</td>
<td>$171,410</td>
<td>$89.33</td>
<td>$7.44</td>
</tr>
</tbody>
</table>
## What Impacts the Levy

### 2018 Municipal Tax Impact

<table>
<thead>
<tr>
<th></th>
<th>0% with CVA Phase-In</th>
<th>1.50% Increase</th>
<th>1.50% with CVA Phase-In</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Increase over 2018 Taxes</td>
<td>$51.79</td>
<td>$28.15</td>
<td>$79.94</td>
</tr>
<tr>
<td>Monthly Increase over 2018 Taxes</td>
<td>$4.32</td>
<td>$2.35</td>
<td>$6.66</td>
</tr>
</tbody>
</table>

* Calculated based on Assessed Value Avg Home of $226,500 and assumes a 1.30% Residential CVA Phase-In for 2018
# Overall Tax Rate

## 2018 Impact Applying CVA Phase-In and 1.50% Municipal Tax Rate

<table>
<thead>
<tr>
<th></th>
<th>Town</th>
<th>County¹</th>
<th>Education²</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Levy Rate</td>
<td>0.00841022</td>
<td>0.0036213</td>
<td>0.001700</td>
<td>0.01373152</td>
</tr>
<tr>
<td>% Impact</td>
<td>1.50%</td>
<td>0.88%</td>
<td>-5.00%</td>
<td>0.31%</td>
</tr>
<tr>
<td>Annual Increase³</td>
<td>$79.94</td>
<td>$29.59</td>
<td>-$9.20</td>
<td>$100.33</td>
</tr>
<tr>
<td>Monthly Increase³</td>
<td>$6.66</td>
<td>$2.47</td>
<td>-$0.77</td>
<td>$8.36</td>
</tr>
</tbody>
</table>

1 - County Rates are based on estimated rate  
2 - Education rates are based on the 2018 Rates.  
3 - Increases are calculated based on Assessed Value Avg Home of $226,500 and assumes a 1.3% Residential CVA Phase-In for 2018
# Schedule of Deliberations

<table>
<thead>
<tr>
<th>TUESDAY, FEBRUARY 20, 2018 at 5:00 PM</th>
<th>WEDNESDAY, FEBRUARY 21, 2018 at 5:00 PM</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>2018 Draft Operating Budget</td>
<td>Carry-Over from Prior Night</td>
</tr>
<tr>
<td>2018 Draft Capital Budget</td>
<td>2018 Long-Range Capital Forecast</td>
</tr>
<tr>
<td>Supporting Documents</td>
<td></td>
</tr>
</tbody>
</table>
Next Steps

• Deliberations – February 20 & 21, 2018
• Budget Approval – February 26, 2018
• LRCF – February 26, 2018
• County Sets Tax Ratios – by April 30, 2018
• Municipal Tax Rates – May, 2018
Questions?
2017 Asset Management Plan Update

John Steckly, GM, Operations
Gordon Gillespie, Engineering Officer, Facilities & Civil

Council Meeting - Monday, January 8, 2018
Background

• In the Fall of 2012, Ministry of Infrastructure initiated a strategy that included a requirement that a detailed Asset Management Plan (AMP) be submitted as part of the provincial grant application process.

• In 2013, the Town of Arnprior developed a multi-year AMP using Dillon Predictive Scenario Software (DPSS).
Background

- December 2013, Council adopted the AMP with the recommendation that staff update the AMP annually.
  - Staff have subsequently updated the AMP in 2014, 2015, 2016 and now 2017.
2017 AMP Update

2017 AMP Update:

1. Updated linear assets in GIS following completion of 2017 Capital Budget Program.

2. Using updated GIS data, re-ran DPSS scenarios for all linear assets for 20 year period.

# AMP Update Results

## 2016 Updated Results:

<table>
<thead>
<tr>
<th>Asset Type</th>
<th>Average PI Before 20 Years</th>
<th>Average PI After 20 Years</th>
<th>Annual Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Road</td>
<td>0.74</td>
<td>0.76</td>
<td>$1,900,000</td>
</tr>
<tr>
<td>Sidewalk</td>
<td>0.70</td>
<td>0.69</td>
<td>$200,000</td>
</tr>
<tr>
<td>Water</td>
<td>0.77</td>
<td>0.76</td>
<td>$310,000</td>
</tr>
<tr>
<td>Sanitary</td>
<td>0.85</td>
<td>0.81</td>
<td>$200,000</td>
</tr>
<tr>
<td>Storm</td>
<td>0.97</td>
<td>0.91</td>
<td>$0</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td>$2,610,000</td>
</tr>
</tbody>
</table>

## 2017 Updated Results:

<table>
<thead>
<tr>
<th>Asset Type</th>
<th>Average PI Before 20 Years</th>
<th>Average PI After 20 Years</th>
<th>Annual Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Road</td>
<td>0.69</td>
<td>0.75</td>
<td>$1,900,000</td>
</tr>
<tr>
<td>Sidewalk</td>
<td>0.67</td>
<td>0.61</td>
<td>$250,000</td>
</tr>
<tr>
<td>Water</td>
<td>0.82</td>
<td>0.81</td>
<td>$350,000</td>
</tr>
<tr>
<td>Sanitary</td>
<td>0.79</td>
<td>0.76</td>
<td>$200,000</td>
</tr>
<tr>
<td>Storm</td>
<td>0.96</td>
<td>0.90</td>
<td>$0</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td>$2,700,000</td>
</tr>
</tbody>
</table>
Looking Back

• Historic levels of investment for “replacement” of linear assets were as follows (excludes first time constructed):
  – 2010: $363,238 - 2014: $1,417,393
  – 2011: $184,591 - 2015: $1,816,377
  – 2012: $807,424 - 2016: $4,170,686
  – 2013: $1,103,122 - 2017: $3,255,793

• Town has made considerable progress to increase annual levels of investment.
Minimum Levels of Investment

• In 2015 Council approved a directive to incrementally increase the annual level of investment towards the Town’s linear assets by $75,000 per year with a goal of reaching a total investment of $2.6M per year.
  – Staff have increased this goal to $2.7M to meet 2017 AMP Update.
## Financial Considerations

<table>
<thead>
<tr>
<th>Year</th>
<th>Min. Investment (+ $75K per year)</th>
<th>Levels of Investment</th>
<th>Actual / Planned (LRCF)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>$2,095,000</td>
<td>$1,221,150</td>
<td>Draft Capital</td>
</tr>
<tr>
<td>2019</td>
<td>$2,170,000</td>
<td>$1,011,150</td>
<td>Planned LRCF</td>
</tr>
<tr>
<td>2020</td>
<td>$2,245,000</td>
<td>$1,844,973</td>
<td>Planned LRCF</td>
</tr>
<tr>
<td>2021</td>
<td>$2,320,000</td>
<td>$1,990,495</td>
<td>Planned LRCF</td>
</tr>
<tr>
<td>2022</td>
<td>$2,395,000</td>
<td>$2,200,522</td>
<td>Planned LRCF</td>
</tr>
<tr>
<td>2023</td>
<td>$2,470,000</td>
<td>$3,150,453</td>
<td>Planned LRCF</td>
</tr>
<tr>
<td>2024</td>
<td>$2,545,000</td>
<td>$2,148,154</td>
<td>Planned LRCF</td>
</tr>
<tr>
<td>2025</td>
<td>$2,620,000</td>
<td>$2,154,135</td>
<td>Planned LRCF</td>
</tr>
<tr>
<td>2026</td>
<td>$2,695,000</td>
<td>$2,297,409</td>
<td>Planned LRCF</td>
</tr>
<tr>
<td>2027</td>
<td>$2,700,000</td>
<td>$3,210,175</td>
<td>Planned LRCF</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$24,255,000</strong></td>
<td><strong>$21,228,616</strong></td>
<td></td>
</tr>
</tbody>
</table>
Financial Considerations

• Lower investment levels during 2018-2021 is in part due to the overinvestment made over 2016-2017 in the Downtown Revitalization.

• Linear asset investment from the LRCF reach $21.2M or 88% of AMP minimum investment levels (2018-2027).
  – The investment gap between AMP levels and LRCF levels is $3,026,384/10yrs. or $303K/yr. average.

• The Town will need to continue to address methods of bridging the gap to meet the required funding for linear assets.
Moving Forward

• Ontario government is looking to introduce more aggressive targets for municipal asset management capacity building.
• Several infrastructure funding programs now requiring the submission of a robust Asset Management Plan (AMP)
• Impending provincial regulation (Bill 6) will make municipal asset management planning a legal requirement in Ontario.
Moving Forward

• These additional asset management requirements will require municipalities to take asset management to the next level including:
  – developing a comprehensive asset management policy, risk analysis, capital planning prioritization of projects and integration with tangible capital asset reporting.
Moving Forward

• Staff obtained support from Council on Nov. 27, 2017 to submit a grant application to FCM for funding to purchase Citywide (PSD) software and develop asset management policy.

• The new software will help consolidate both the tangible capital assets, capital planning, AMP updates, and integrate with the Town’s GIS ESRI system for assets.
Questions?
Amended Blue Box Program Plan

Deanna Nicholson, Environmental Engineering Officer

January 8, 2018
Background

• In November 2016 the Province passed new legislation that will have a major impact on the way municipal solid waste is managed.

• The *Waste Diversion Act, 2002* (WDA), was repealed and replaced by the *Waste-Free Ontario Act, 2016* (WFOA).

• Blue Box Program Costs (PPP) are paid roughly 50/50 between municipalities and the companies that produce recyclable products.

• ‘Producers’ include Pepsi, Loblaw's, Wal-Mart, ect…are represented by Stewardship Ontario.
Full Producer Responsibility

• The new legislation will transfer full responsibility, both operational and financial, for these programs to producers.

• Producers should be paying 100% of the costs upon implementation of a Full Producer Responsibility system.
Ministers Directive

• In August 2017, the Minister of Environment and Climate Change sent a letter to M3RC (Municipal Interest Group, includes AMO) and SO requesting that the RPRA and SO, draft and submit an amended Blue Box Program Plan as had been requested by Municipalities and SO

• The amended Blue Box Program Plan be sent to the Minister for approval by February 15, 2018.
SO Consultation with Municipalities

• This fall SO began to present their proposed transition path to Full Producer Responsibility to M3RC through various consultation sessions.

• M3RC and Town Staff provided feedback to SO based on the details of our current recycling program, such as when our collection and processing contracts expire and preliminary details that staff feel would be problematic.
Consultation Timeline

• In order to ensure that the a-BBPP is completed and approved by the current provincial government before the next election, the timeline to design and implement the plan is extremely compressed.

• Due to the extreme timelines, staff encourage feedback from Council tonight, as comments are due to SO early next week.
What is in the Amended BBP

- Cost containment will be removed so that municipalities are actually paid 50%
- In Arnprior this results in an estimated increase to $107,489 from $89,567.43 (2017)
- Most municipalities actually receive less than 50% funding. In 2017, Arnprior was reimbursed about 44%.
- Catchment areas
What is in the Amended BBP?

Continued....

• Stewardship Ontario will canvass municipalities on whether they:
  – wish to transition,
  – how they will manage their existing contracts and assets
  – if they wish to deliver collection contract management services, or
  – directly deliver collection services.
Transitioning

• SO will prioritize catchments based on notification by municipalities regarding their desired transition timing and will be driven by the following planning considerations:
  – The volume of collected PPP in a catchment area,
  – For the remaining municipalities in the same catchment that are not ready to immediately transition, the timing of their desired transition.
Transitioning Continued

• A municipality must be unencumbered by collection and post collection contracts, either by expiry, self-delivery and/or termination to transition.
  – Arnprior contracts expire on April 1, 2022

• Municipal councils would retain autonomy to decide whether they want to transition responsibility to stewards.
Transitioned vs. Non-Transitioned

- Non-transitioned: continues to operate their own blue box collection and processing program under the existing system (status-quo)
  - Must continue to report to Datacall
  - Funding increase to 50% from 44%

- Transitioned: Once a municipality is transitioned into the Full Producer Responsibility, theoretically, 100% of costs are to be borne by producers / SO.
Transition Paths

A transitioned municipality will follow one of three paths:

1. The municipality may choose to act as an agent to tender collection and manage contracts on behalf of Stewardship Ontario

2. A community self-delivers collection using its own capital and labour; or

3. A community hands over collection tendering and contract management to Stewardship Ontario
Costs after Transition

- If a community self-delivers or act as an agent on behalf of SO, payment for services provided by the municipality could be paid based on benchmarking against other similar municipalities.
- Contract penalties if SO’s exact conditions are not met would be levied.
  - Residue (7.86% currently, 1 – 3% requirement)
Notification to SO

• SO requires one year’s notification if a Municipality plans to act as an agent to tender collection and manage contracts on behalf of Stewardship Ontario.

• Municipalities that wish to opt-out and hand over collection tendering and contract management to SO must provide SO with a minimum of two years notice

• Notification by 2020 or 2021
Residential vs. Industrial/Commercial/Institutional

• SO pays the % of eligible blue box costs for residential and multi-residential properties only.
• ICI properties are not subject to the 50% reimbursement from SO
• This condition appears to remain under the new regulations.
• In Arnprior Res collection currently costs $2.00 per stop with 44% rebate ($1.12)
• ICI properties cost $4.01 with no rebate.
ICI under FPR

• If a transitioned municipality chooses to continue to act as a service provider, SO will reportedly work with municipalities to continue collection at ICI locations; however the municipality would be required to reimburse SO for collection costs.

• If a municipality chooses to opt-out and hand over collection to SO, SO has stated that they will not work with municipalities to collect ICI PPP

• SO has stated that the a-BBPP will not manage ICI waste, only Residential
Downtown Businesses

• The Town would need to set up a new system to manage ICI PPP or require the business to manage their waste privately.
• Small businesses are well integrated into our current residential collection system (small volumes that use curbside blue boxes), which is much more efficient and cost effective.
• A separate municipally run system for ICI locations, would likely be more costly than the current system.
THE FUTURE OF THE BLUE BOX

Current Blue Box Program Plan (BBPP)
Waste Diversion Transition Act, 2016

Producers provide funding up to 50% of net cost of the Blue Box Program.

In-kind contribution by newspapers is part of the 50% funding, which impacts the amount that municipalities receive.

There is a 60% recycling target based on a basket of goods (i.e., combined material target).

Minister to receive the amended BBPP by February 15, 2018 for approval.

Non-transitioned Municipalities
Waste Diversion Transition Act, 2016

Municipalities continue to operate or to contract for collection and processing services. The amended BBPP will determine eligible sources of Blue Box materials, how program costs will be calculated and verified, and a percentage of these costs to be paid by producers.

Municipality transitions upon completion of collection and processing contracts or upon agreed terms. (full details to be confirmed)

Transitioned Municipalities
Waste Diversion Transition Act, 2016
(Changes required to Regulation 101994 for transitioned municipalities)

Stewardship Ontario is required to consult and amend the BBPP. The amended BBPP could improve service accessibility and result in an expanded list of paper products and packaging. There will likely be a 75% recycling target based on a basket of goods and the move to material-specific targets.

Municipalities will have options:
- a. act as service providers to producers who are required to pay for these programs
- b. work with private service providers
- c. opt out from providing service altogether

Minister to provide direction for Stewardship Ontario to wind down.

Minister to pass a new regulation under the Resource Recovery & Circular Economy Act.

Consultation and formal approval is required.

NEW Regulation

Producers (collectively or individually) to collect and manage Blue Box materials based on requirements in new regulation.

Municipalities will have the following options:
- a. act as service providers to producers who are required to pay for these programs
- b. work with private companies that may use existing municipal infrastructure
- c. opt out from providing service altogether

The new regulation could improve service accessibility and result in an expanded list of paper products and packaging with material-specific targets.

RPRA will have greater power to oversee and enforce.
Additional Information

• Diversion Targets
• AMO’s Assessment of the a-BBPP
  – Opportunities
  – Challenges
Questions?
Reserve & Reserve Fund Policy

J. Morawiec, GMCS / Treasurer

Meeting - Monday, January 8, 2018
Background

• Robust and sound Reserve and Reserve Fund (R&RF) Policy:
  – Vital component to “pay-as-you-go” program
  – Ensures sufficient funding for infrastructure needs
  – Assists in avoiding long-term debt
  – Protects the rate payers from significant increases in municipal taxes, rates or fees.
Policy Revisions

• Housekeeping items
  – Revised position titles
  – Commitment to debt retirement

• Police Reserve
  – Amend limit to not less than $125K
  – Reallocation of surplus

• Insurance Stabilization
  – Expand to include potential outstanding claims in addition to the reciprocal agreement
Policy Revisions

• Grants to Organizations
  – Removed as addressed through operating
  – Transfer $600 balance to Levy Stabilization

• Election Expense
  – Increased to $30,000 to reflect increasing population and costs

• Winter Control
  – Increased minimum annual contribution from $15K to $50K
Policy Revisions

• Baskin Drive Rehabilitation
  – Consolidate $16,900 balance into CERF

• Waste Management & Collection
  – New reserve created for WM to address variable revenues / expenses shortfalls
  – Supports self-funded cost center
  – Surpluses over max limit can be transferred to Landfill Reserve Fund
Policy Revisions

• Municipal Parking Reserve Fund
  – Changed name from Parking Development Reserve Fund
  – Removes references to “cash-in-lieu”
  – Holding account for municipal parking lot levies

• Cemetery Reserve Fund
  – Consolidated Albert and Malloch for greater flexibility
By-Law

- Revisions in-line with Strategic Plan vision for a sustainable financial model
- By-law to adopt the revised policy is included on tonight’s agenda for Council consideration.
Questions?