



**THE CORPORATION OF THE TOWNSHIP OF HORTON
COUNCIL MEETING – JULY 19TH, 2022 – 4:00 P.M.
HORTON MUNICIPAL CHAMBERS
2253 JOHNSTON RD.**

1. CALL TO ORDER

2. LAND ACKNOWLEDGEMENT

“As we gather today, I would like to acknowledge, on behalf of Council and our community that we are meeting on the traditional territory of the Algonquin People. We would like to thank the Algonquin People and express our respect and support for their rich history, and we are extremely grateful for their many and continued displays of friendship. We also thank all the generations of people who have taken care of this land for thousands of years.”

3. DECLARATION OF PECUNIARY INTEREST

4. CONFIRMATION OF COUNCIL AGENDA

5. APPOINT ACTING CLERK

6. DELEGATIONS &/OR PUBLIC MEETINGS

- 6.1 Public Meeting – Zoning By-law Amendment – Michael Leblanc & Agatha Sebastian **PG.3**

7. MINUTES FROM PREVIOUS MEETINGS

- 7.1 July 5th, 2022 – Regular Council **PG.8**

8. BUSINESS ARISING FROM MINUTES

9. COMMITTEE REPORTS:

9.1 GENERAL GOVERNMENT COMMITTEE

▪ **CHAIR CAMPBELL**

- 9.1.1 Financial Departmental Report & Statement **PG.12**
- 9.1.2 Staff Report – Council Remuneration & Benefit Review **PG.22**
- 9.1.3 Staff Report – LED Lights Replacement – Municipal Office **PG.26**
- 9.1.4 Staff Report – Asset Management Plan **PG.28**

9.2 PLANNING COMMITTEE

▪ **CHAIR CLEROUX**

- 9.2.1 June 2022 Building Report **PG.112**
- 9.2.2 Planning Files Report **PG.113**
- 9.2.3 Planning Service Agreement – Verbal

9.3 TRANSPORTATION & ENVIRONMENTAL SERVICES COMMITTEE

▪ **CHAIR WEBSTER**

- 9.3.1 Staff Report – WM 2022-01 Extension Agreement **PG.116**
- 9.3.2 Thompsonhill Rehabilitation Update – Verbal

RETURN TO AGENDA

10. CORRESPONDENCE SUMMARY**10.1 INFORMATION CORRESPONDENCE**

10.1.1 CAO/Clerk Information Memo

PG.124**10.2 ACTION CORRESPONDENCE – NONE****11. BY-LAWS**

11.1 2022-39 Council Remuneration

PG.125**12. NOTICE TO FILE MOTION FOR NEXT COUNCIL MEETING****13. COUNCIL/STAFF MEMBERS CONCERNS****14. MOTION FOR RECONSIDERATION (debate on motion to reconsider only)****15. RESOLUTIONS****16. IN CAMERA (Closed) SESSION (as required) – NONE****17. CONFIRMING BY-LAW 2022-40****PG.127****18. ADJOURNMENT**

THE CORPORATION OF THE TOWNSHIP OF HORTON**PUBLIC MEETING****Zoning Amendment****Michael Leblanc & Agatha Sebastian**July 19th, 2022

4:00 p.m.

1. Call to Order
2. Declaration of Pecuniary Interest
3. CAO/Clerk – Purpose of Amendment
4. CAO/Clerk's Report on Notice
 - i) Reading of Written Comments
 - ii) Public Participation
 - a) Questions from Public
 - b) Comments in Support
 - c) Comments in Opposition
5. Information on who is entitled to appeal Council's decision to the Ontario Land Tribunal under Sections 34(11) and (19) of O.Reg 545/06
6. Council Members Comments/Questions
7. Adjournment

RETURN TO AGENDA

Memo



To: Council

From: Nikky Dubeau

Subject: Summary – Zoning By-law Amendment - Public Meeting – Michael Joseph Leblanc & Agatha Sebastian

Date: July 19th, 2022

This Zoning By-Law Amendment pertains to the subject lands: Part of Lots 2 & 3, Concession 10, Gagan Lane in the Township of Horton, as shown on the attached Key Map.

Purpose of this amendment:

The purpose and effect of this amendment is to rezone the severed lands in Consent Application File B120/22 from Rural (RU) Limited Service Residential (LSR), conditional upon the approval of the aforementioned consent application, to ensure that all the enlarged lands in the application are within the same zone.

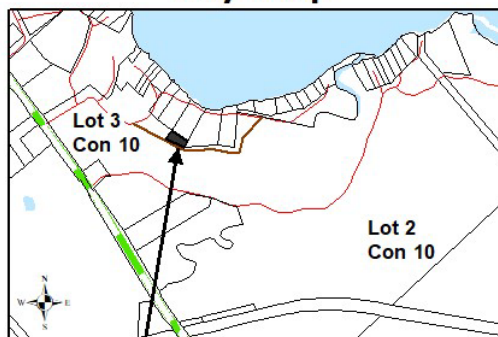
All other provisions of the Zoning By-law shall apply.

Notice of this Public Meeting was sent to the thirty-eight (38) property owners within the 120-meter radius in addition to ten (10) Provincial and County Agencies. Out of those, we received no written comments back by the prescribed deadline.

If a person or public body would otherwise have an ability to appeal the decision of the Township of Horton to the Ontario Land Tribunal but the person or public body does not make oral submissions at a public meeting or make written submissions to the Township of Horton before the by-law is passed, the person or public body is not entitled to appeal the decision.

If a person or public body does not make oral submissions at a public meeting, or make written submissions to the Township of Horton before the by-law is passed by the Township of Horton, the person or public body may not be added as a party to the hearing of an appeal before the Ontario Land Tribunal unless, in the opinion of the Tribunal, there are reasonable grounds to do so.

Township of Horton Key Map



RETURN TO AGENDA

TOWNSHIP OF HORTON
NOTICE OF APPLICATION AND PUBLIC MEETING

In the matter of Section 34 of the Planning Act, the Township of Horton hereby gives NOTICE OF THE FOLLOWING:

- i) Application to amend the Zoning By-law (By-law 2010-14) of the Township of Horton.*
 - ii) A public meeting regarding an application for an amendment to the Zoning By-law of the Township of Horton*
-

Subject Lands Part of Lots 2 & 3, Concession 10, in the Township of Horton, as shown on the attached Key Map.

Public Meeting A public meeting to inform the public of the proposed zoning amendment will be held on July 19th, 2022 at 4:00 p.m. at the municipal office of the Township of Horton.

Proposed Zoning By-law Amendment

The purpose and effect of this amendment is to rezone the severed lands in Consent Application File B120/22 from Rural (RU) Limited Service Residential (LSR), conditional upon the approval of the aforementioned consent application, to ensure that all the enlarged lands in the application are within the same zone.

All other provisions of the Zoning By-law shall apply.

Additional information regarding the Zoning By-law amendment is available for inspection at the Township of Horton Municipal Office during regular office hours.

If you wish to be notified of the decision of the Township of Horton on the proposed zoning by-law amendment, you must make a written request to the Township of Horton.

If a person or public body would otherwise have an ability to appeal the decision of the Township of Horton to the Ontario Land Tribunal but the person or public body does not make oral submissions at a public meeting or make written submissions to the Township of Horton before the by-law is passed, the person or public body is not entitled to appeal the decision.

If a person or public body does not make oral submissions at a public meeting, or make written submissions to the Township of Horton before the by-law is passed by the Township of Horton, the person or public body may not be added as a party to the hearing of an appeal before the Ontario Land Tribunal unless, in the opinion of the Tribunal, there are reasonable grounds to do so.

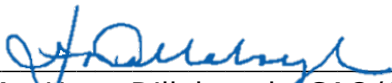
RETURN TO AGENDA

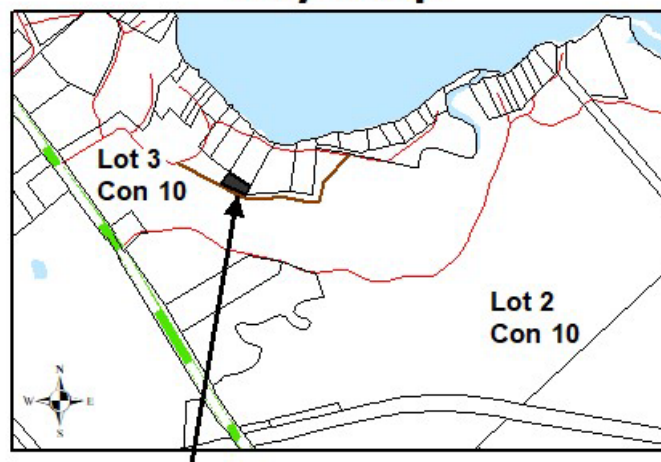
Other Applications

Consent application B120/22 is also being considered with this application.

NOTE: One of the purposes of the Planning Act is to provide for planning processes that are open, accessible, timely and efficient. Accordingly, all written submissions, documents, correspondence, e-mails or other communications (including your name and address) form part of the public record and will be disclosed/made available by the Municipality to such persons as the Municipality sees fit, including anyone requesting such information. Accordingly, in providing such information, you shall be deemed to have consented to its use and disclosure as part of the planning process.

Dated at the Township of Horton this 28th day of June, 2022.


Ms. Hope Dillabough, CAO/Clerk
Township of Horton
2253 Johnston Road
RENFREW, ON K7V 3Z8
Telephone: (613) 432-6271
Email: hdillabough@hortontownship.ca

**Township of Horton
Key Map**

Location of Amendment

RETURN TO AGENDA

TOWNSHIP OF HORTON
NOTICE TO PUBLIC BODIES

RE: APPLICATION FOR ZONING BY-LAW AMENDMENT (Leblanc and Sebastian)

TAKE NOTICE that the Council of the Corporation of the Township of Horton intends to consider a proposal to amend Zoning By-law 2010-14 of the Township of Horton.

An explanation of the proposed Zoning By-law Amendment is contained in the attached Notice of Application and Public Meeting. The following information is also attached to assist you in reviewing the applications:

- Application Sketch
- Proposed Zoning By-law Amendment

PURSUANT to Section 34(15) of the Planning Act, you are hereby requested to submit your comments or alternatively check off the appropriate response box provided below and return a copy to the Clerk by no later than July 12th, 2022. Additional information relating to the above is available during regular office hours at the Township office.

DATED at the Township of Horton this 28th day of June, 2022.

AGENCY RESPONSE

We have reviewed the information provided for the Zoning By-law Amendment application, and

- we have no comments or concerns.*
- we will provide more detailed comments and/or conditions after a more thorough review.*

Agency

Name (Print)

Signature



Ms. Hope Dillabough, CAO/Clerk
 Township of Horton
 2253 Johnston Road
 RENFREW, ON K7V 3Z8
 Telephone: (613) 432-6271
 Email:
hdillabough@hortontownship.ca

RETURN TO AGENDA

THE CORPORATION OF THE TOWNSHIP OF HORTON

REGULAR COUNCIL MEETING
JULY 5TH, 2022

There was a Regular Meeting of Council held in the Council Chambers on Tuesday July 5th 2022. Present were Mayor David Bennett, Councillor Doug Humphries, Councillor Tom Webster, and Councillor Lane Cleroux. Staff present was Hope Dillabough, CAO/Clerk, and Nichole Dubeau, Executive Assistant – Recording Secretary.

Deputy Mayor Glen Campbell was present at 4:34 p.m.

1. CALL TO ORDER

Mayor Bennett called the meeting to order at 4:00 p.m.

2. LAND ACKNOWLEDGEMENT

Mayor Bennett read the Land Acknowledgement in its entirety.

3. DECLARATION OF PECUNIARY INTEREST

There was no declaration of pecuniary interest.

4. CONFIRMATION OF COUNCIL AGENDA

Moved by Councillor Webster

RESOLUTION NO. 2022-169

Seconded by Councillor Humphries

THAT Council adopt the Agenda for the July 5th, 2022 Regular Council Meeting.

Carried

5. DELEGATIONS &/or PUBLIC MEETINGS – NONE

6. MINUTES

6.1 June 21st, 2022 – Regular Council

Moved by Councillor Humphries

RESOLUTION NO. 2022-170

Seconded by Councillor Cleroux

THAT Council approve the following Minutes:

- June 21st, 2022 – Regular Council

Carried

7. BUSINESS ARISING FROM MINUTES

There was no business arising from the minutes.

8. COMMITTEE REPORTS:

8.1 RECREATION COMMITTEE

8.1.1 Chair's Report – June 17th, 2022

Chair Humphries reviewed the report. Mayor Bennett and Chair Humphries thanked Receptionist/Clerk Amanda Ryan for her hard work preparing for Canada Day. Councillor Cleroux suggested having a booth at the Renfrew Fair for HRA recruitment. He also questioned if there were ways Council/Committee could make the bar more efficient, such as cans instead of bottles or having a fountain machine for pop and juice. This is to be placed on the upcoming Recreation Committee Agenda.

8.2 TRANSPORTATION & ENVIRONMENTAL SERVICES COMMITTEE

8.2.1 Staff Report – MTO Property Purchase Agreement

CAO/Clerk Hope Dillabough reviewed the report. There was Council discussion regarding notice to surrounding property owners and MTO contact information.

RETURN TO AGENDA

8.2.2 Staff Report – Producer Responsibility Delegation of Authority
Chair Webster reviewed the report.

8.2.3 Staff Report – Memorandum of Understanding – McNab/Braeside Follow-Up

Chair Webster reviewed the report. Deputy Mayor Campbell requested that Mayor Peckett from McNab/Braeside come to present to Council. Mayor Bennett stated that Sustane and Mayor Peckett should come as a delegation to Council in the Fall.

8.3 COMMUNITY COMMITTEES / COUNTY COUNCIL

8.3.1 Renfrew & Area Seniors Home Support
Councillor Humphries gave a brief update.

8.3.2 Community Safety & Wellbeing Plan Committee
Deputy Mayor Campbell gave a brief update.

8.3.3 Health Services Village
There was no update.

8.3.4 Chamber of Commerce
Councillor Humphries reviewed the update.

8.3.5 County Council
Mayor Bennett previously sent County information to Council Members for review.

9. CORRESPONDENCE SUMMARY

9.1 INFORMATION CORRESPONDENCE

9.1.1 CAO/Clerk Information Memo
Discussion went around the table with information previously distributed. Councillor Humphries suggested adding the programs offered in the Ottawa Valley Business News on the Township's website.

9.2 ACTION CORRESPONDENCE – NONE

9.2.1 Request for Support – Private Member's Bill C-233 – "Keira's Law"
CAO/Clerk Hope Dillabough reviewed the request. Council members were in agreeance to support.

9.2.2 Request to use Municipal Office Parking Lot
CAO/Clerk Hope Dillabough reviewed the request and there was Council discussion.

10. BYLAWS

10.1 2022-33 MTO Property Purchase Agreement

11. NOTICE TO FILE MOTION FOR NEXT COUNCIL – NONE

12. COUNCIL/STAFF MEMBERS CONCERNS

Deputy Mayor Campbell questioned if the roadside grass cutting contract also did the Millennium Trail as he was receiving calls. CAO/Clerk Hope Dillabough stated she would check with Public Works Manager Adam Knapp.

13. MOTION FOR RECONSIDERATION – NONE

RETURN TO AGENDA

14. RESOLUTIONS

Moved by Councillor Humphries **RESOLUTION NO. 2022-171**
Seconded by Councillor Webster
THAT Council accept the Recreation Chair's Report for June 17th as information.
Carried

Moved by Councillor Humphries **RESOLUTION NO. 2022-172**
Seconded by Councillor Webster
THAT Council forward By-Law 2022-33, as presented to the By-Law portion of the Regular Council Meeting of July 5th, 2022 for enactment;

AND THAT Staff retain contact information from the Ministry of Transportation for property owners adjacent to the Highway 417 corridor for the purpose of a contact point if there are any inquiries for concerns moving forward;

AND FURTHER THAT the funds received be put in the Recreation Reserves until the Recreation Committee and Council decide on how to utilize the funds along the Millennium Trail.

Carried

Moved by Councillor Cleroux **RESOLUTION NO. 2022-173**
Seconded by Councillor Webster
THAT Council deems it expedient to delegate authority to the Public Works Manager (Adam Knapp) to take action as it relates to the Township's Transition to Producer Responsibility, where necessary, during the "Lame Duck" period between Nomination Day and the commencement of the Council Term.

Carried

Moved by Councillor Cleroux **RESOLUTION NO. 2022-174**
Seconded by Deputy Mayor Campbell
THAT Council of the Township of Horton approve the entering into a Memorandum of Understanding with the Township of McNab/Braeside demonstrating their interest in diverting all curbside collected waste to an anticipated waste processing facility within McNab/Braeside.

Carried

Moved by Councillor Webster **RESOLUTION NO. 2022-175**
Seconded by Councillor Cleroux
THAT Council receive the reports for Community Committees and County Council as information.

Carried

Moved by Deputy Mayor Campbell **RESOLUTION NO. 2022-176**
Seconded by Councillor Humphries
THAT Council accept the CAO/Clerk's Information Memo for July 5th, 2022.

Carried

Moved by Councillor Cleroux **RESOLUTION NO. 2022-177**
Seconded by Councillor Humphries
THAT Council of the Township of Horton support the Town of Arnprior's and Town of Aurora's resolutions for Private Member's Bill C-233 – Keira's Law.

Carried

Moved by Councillor Webster **RESOLUTION NO. 2022-178**
Seconded by Deputy Mayor Campbell
THAT Council receive the request from Steve West as information.

Carried**RETURN TO AGENDA**

Moved by Councillor Webster
Seconded by Councillor Humphries
THAT Council enact the following By-law:

RESOLUTION NO. 2022-179

- 2022-33 MTO Property Purchase Agreement

Carried

15. IN CAMERA (Closed) SESSION

Moved by Councillor Webster
Seconded by Councillor Cleroux

RESOLUTION NO. 2022-180

THAT Council went into a Closed Session Meeting at 5:46 p.m. to discuss the following items pursuant to Section 239(2) (c) and (b) of the Municipal Act;

- (c) A proposed or pending acquisition or disposition of land by the municipality or local board – Concession 5, Lot 11.
- (b) Personal matters about an identifiable individual, including municipal or local board employees – CAO/Clerk Performance Appraisal.

Carried

Moved by Councillor Webster
Seconded by Councillor Humphries

RESOLUTION NO. 2022-181

THAT Council came out of Closed (In-Camera) Session at 7:01 p.m. and discussed items pursuant to Section 239(2) (c) and (b) of the Municipal Act pertaining to:

- (c) A proposed or pending acquisition or disposition of land by the municipality or local board – Concession 5, Lot 11
- (b) Personal matters about an identifiable individual, including municipal or local board employees – CAO/Clerk Performance Appraisal

Carried

16. CONFIRMING BYLAW

Moved by Deputy Mayor Campbell
Seconded by Councillor Webster

RESOLUTION NO. 2022-182

THAT Council enact By-law 2022-38 – Confirming By-Law.

Carried

17. ADJOURNMENT

Mayor Bennett declared the meeting adjourned at 7:02 p.m.

MAYOR David M. Bennett

CAO/CLERK Hope Dillabough

RETURN TO AGENDA

TOWNSHIP OF HORTON
Budget Variance Report



Budget Type : BUDGET

Fiscal Year : 2022 Period : 12
 Account Code : ?-4-?????-?????? To ?-8-?????-??????

Acct Code	Acct Desc	Year to Date	Budget Amt	Variance	% Variance
11000 GENERAL GOVERNMENT					
1-4-11000-400010	TAXES - MUNICIPAL	-2,570,879.49	-2,569,541	1,338.49	-0.05
1-4-11000-400020	TAXES - COUNTY	-1,754,518.07	0	1,754,518.07	0.00
1-4-11000-400030	TAXES - EDUCATION	-1,000,703.18	0	1,000,703.18	0.00
1-4-11000-410710	Taxes Supplem. Municipal	-28,842.49	-25,000	3,842.49	-15.37
1-4-11000-410715	Taxes Supplem. County	-19,657.09	0	19,657.09	0.00
1-4-11000-410720	Taxes Supplem. Education	-3,054.48	0	3,054.48	0.00
1-4-11000-420105	PILS Canada Enterprise	0.00	-258	-258.00	100.00
1-4-11000-420110	PILS Ontario	0.00	-26,397	-26,397.00	100.00
1-4-11000-420120	PIL'S Municipalities	-614.08	-669	-54.92	8.21
1-4-11000-420121	PIL'S - County Share	-1,333.34	0	1,333.34	0.00
1-4-11000-430015	OMPF Funding	-119,500.00	-239,000	-119,500.00	50.00
1-4-11000-430021	ICIP FUNDING	0.00	-93,500	-93,500.00	100.00
1-4-11000-440300	Health (UDA) Surplus	0.00	-4,255	-4,255.00	100.00
1-4-11000-440350	Tax Certificates	-980.00	-3,000	-2,020.00	67.33
1-4-11000-440400	Oth Revenue Lottery Lic	-9.00	-100	-91.00	91.00
1-4-11000-440415	Oth Revenue Int Income	-3,695.87	-15,000	-11,304.13	75.36
1-4-11000-440420	Oth Revenue Int on Tax	-29,892.58	-53,000	-23,107.42	43.60
1-4-11000-440431	Other Rev Misc.	-267.25	-1,000	-732.75	73.28
1-4-11000-440608	Transfer from Reserves - Building	0.00	-95,120	-95,120.00	100.00
1-7-11000-700030	Committee Member/Meetings	0.00	1,000	1,000.00	100.00
1-7-11000-700040	Legal Expenses	8,294.69	12,000	3,705.31	30.88
1-7-11000-700060	Misc. Expenses	3,579.97	7,000	3,420.03	48.86
1-7-11000-700070	Insurance	21,991.43	22,775	783.57	3.44
1-7-11000-700080	Office Supplies	3,329.70	6,500	3,170.30	48.77
1-7-11000-700085	Postage/Courier	10,720.86	17,000	6,279.14	36.94
1-7-11000-700100	Telephone	1,110.25	2,500	1,389.75	55.59
1-7-11000-700110	Hydro	2,635.71	5,000	2,364.29	47.29
1-7-11000-700120	Heat	1,734.29	2,000	265.71	13.29
1-7-11000-700179	Health & Safety	839.33	750	-89.33	-11.91
1-7-11000-700180	Office Equip. & Maint.	2,641.60	9,250	6,608.40	71.44
1-7-11000-700190	Building Maintenance	4,823.97	9,000	4,176.03	46.40
1-7-11000-700191	Building Cleaning	244.18	6,000	5,755.82	95.93
1-7-11000-700250	Transfer to Capital - OFFICE HVAC	0.00	140,120	140,120.00	100.00
1-7-11000-700256	Transfer to Capital - AMP-FCM	26,762.88	0	-26,762.88	0.00
1-7-11000-700280	Advertising	460.89	2,500	2,039.11	81.56
1-7-11000-715010	Bank Charges & Interest	2,853.17	7,500	4,646.83	61.96
1-7-11000-715015	Computers & Program Maint.	8,998.74	20,000	11,001.26	55.01
1-7-11000-715085	Municipal Tax W/O	4,232.47	10,000	5,767.53	57.68
1-7-11000-715090	County Tax W/O	2,888.32	0	-2,888.32	0.00
1-7-11000-715095	Education Tax W/O	1,903.14	0	-1,903.14	0.00
1-7-11000-716020	Tax Sale Registration	2,874.72	100	-2,774.72	-2774.72
1-7-11000-718030	Gov Audit	0.00	25,000	25,000.00	100.00
1-7-11000-718040	Contracted Services	892.33	1,000	107.67	10.77
1-7-11000-718041	DOCUMENT SCANNING	757.35	0	-757.35	0.00
1-7-11000-718050	Accessibility	42.75	500	457.25	91.45
1-7-11000-789035	Transfer to Reserves - Office Equipment	0.00	8,000	8,000.00	100.00
1-7-11000-789038	Transfer to Reserves - Building	0.00	6,000	6,000.00	100.00

RETURN TO AGENDA

TOWNSHIP OF HORTON
Budget Variance Report



Budget Type : BUDGET

Fiscal Year : 2022 Period : 12
 Account Code : ?-4-?????-?????? To ?-8-?????-??????

Acct Code	Acct Desc	Year to Date	Budget Amt	Variance	% Variance
1-7-11000-789038	Transfer to Reserves - Building	0.00	6,000	6,000.00	100.00
1-7-11000-789041	Office - Principle Debt Payment	8,063.39	8,063	-0.39	0.00
1-7-11000-789042	Office - Interest on Debt	100.52	101	0.48	0.48
1-7-11000-799999	Transfer Expense to Building Department	0.00	-2,000	-2,000.00	100.00
1-8-11000-800010	Transfer to County	881,992.00	0	-881,992.00	0.00
1-8-11000-810001	Public School English	373,465.00	0	-373,465.00	0.00
1-8-11000-810002	Public School French	5,537.00	0	-5,537.00	0.00
1-8-11000-820001	Separate School English	108,772.00	0	-108,772.00	0.00
1-8-11000-820002	Separate School French	12,162.00	0	-12,162.00	0.00
GENERAL GOVERNMENT Revenue		-5,533,946.92	-3,125,840	2408106.92	-77.04
GENERAL GOVERNMENT Expense		1,504,704.65	327,659	-1177045.65	-359.23
Total GENERAL GOVERNMENT		-4,029,242.27	-2,798,181	1,231,061.27	-44.00
11010 COUNCIL					
1-7-11010-700010	Council Salaries	49,896.36	99,792	49,895.64	50.00
1-7-11010-700035	Conference/Travel Expenses	813.06	5,000	4,186.94	83.74
1-7-11010-700060	Council Misc. Expenses	386.68	2,500	2,113.32	84.53
1-7-11010-700100	Council Telephone	123.66	350	226.34	64.67
1-7-11010-700140	Council Benefits	8,313.29	10,311	1,997.71	19.37
1-7-11010-789040	Donations	500.00	1,000	500.00	50.00
COUNCIL Revenue		0.00	0	0.00	0.00
COUNCIL Expense		60,033.05	118,953	58919.95	49.53
Total COUNCIL		60,033.05	118,953	58,919.95	49.53
11011 ELECTION					
1-4-11011-440300	Nomination Fees	-400.00	0	400.00	0.00
1-4-11011-440461	Transfer from Reserve	0.00	-19,120	-19,120.00	100.00
1-7-11011-700010	Salaries	0.00	5,000	5,000.00	100.00
1-7-11011-700035	Conference/Travel Expenses	0.00	500	500.00	100.00
1-7-11011-700060	Misc. Expenses	1,490.30	5,000	3,509.70	70.19
1-7-11011-700080	Office Supplies	0.00	500	500.00	100.00
1-7-11011-700085	Postage	0.00	700	700.00	100.00
1-7-11011-700140	Employee Benefits	0.00	700	700.00	100.00
1-7-11011-700280	Advertising	222.58	1,500	1,277.42	85.16
1-7-11011-718040	Contracted Services	8,802.24	5,220	-3,582.24	-68.63
1-7-11011-789036	Transfer to Reserves - Election	0.00	6,370	6,370.00	100.00
ELECTION Revenue		-400.00	-19,120	-18720.00	97.91
ELECTION Expense		10,515.12	25,490	14974.88	58.75
Total ELECTION		10,115.12	6,370	-3,745.12	-58.79
11015 ADMINISTRATION					
1-7-11015-700010	Admin Salaries	157,539.16	352,985	195,445.84	55.37
1-7-11015-700035	Conference Expenses	1,766.72	8,500	6,733.28	79.22
1-7-11015-700140	Employee Benefits	55,214.18	82,807	27,592.82	33.32
ADMINISTRATION Revenue		0.00	0	0.00	0.00
ADMINISTRATION Expense		214,520.06	444,292	229771.94	51.72

RETURN TO AGENDA

TOWNSHIP OF HORTON
Budget Variance Report



Budget Type : BUDGET

Fiscal Year : 2022 Period : 12
 Account Code : ?-4-?????-?????? To ?-8-?????-??????

Acct Code	Acct Desc	Year to Date	Budget Amt	Variance	% Variance
Total ADMINISTRATION		214,520.06	444,292	229,771.94	51.72
12000 PROTECTIVE SERVICES					
1-4-12000-440220	Ontario - CSPT Program	0.00	-3,000	-3,000.00	100.00
1-4-12000-440360	Fees & Charges Dog Pound	0.00	-30	-30.00	100.00
1-4-12000-440395	Livestock - Revenue	0.00	-2,000	-2,000.00	100.00
1-4-12000-440405	Dog License Revenue	-2,495.00	-8,500	-6,005.00	70.65
1-4-12000-440430	Provincial Offences from County	0.00	-100	-100.00	100.00
1-4-12000-440475	9-1-1 Sign Revenue	-1,200.00	-1,500	-300.00	20.00
1-7-12000-700010	Salaries	817.84	1,500	682.16	45.48
1-7-12000-700060	Misc. Expenses	0.00	100	100.00	100.00
1-7-12000-700065	Dog Tag Collection	424.55	2,000	1,575.45	78.77
1-7-12000-700140	Employee Benefits	311.81	250	-61.81	-24.72
1-7-12000-700260	Agreements	1,670.00	1,670	0.00	0.00
1-7-12000-700300	9-1-1 Signs	289.00	1,000	711.00	71.10
1-7-12000-700310	Ontario Provincial Police	186,250.00	447,004	260,754.00	58.33
1-7-12000-718040	Contracted Services	1,831.68	10,000	8,168.32	81.68
1-7-12000-785010	Veternarian Committee	280.00	300	20.00	6.67
1-7-12000-785045	Emergency Management Plan	3,132.26	8,000	4,867.74	60.85
1-7-12000-785050	Livestock Valuation	76.57	1,500	1,423.43	94.90
PROTECTIVE SERVICES Revenue		-3,695.00	-15,130	-11435.00	75.58
PROTECTIVE SERVICES Expense		195,083.71	473,324	278240.29	58.78
Total PROTECTIVE SERVICES		191,388.71	458,194	266,805.29	58.23
12021 MUNICIPAL DISASTER					
1-7-12021-700060	Misc. Expenses	20.35	0	-20.35	0.00
1-7-12021-700061	Covid-19 Expenses - 2020	10,776.98	0	-10,776.98	0.00
MUNICIPAL DISASTER Revenue		0.00	0	0.00	0.00
MUNICIPAL DISASTER Expense		10,797.33	0	-10797.33	0.00
Total MUNICIPAL DISASTER		10,797.33	0	-10,797.33	0.00
13030 PUBLIC WORKS					
1-4-13030-440100	OSG Roadways MNR	0.00	-35,000	-35,000.00	100.00
1-4-13030-440320	Fees & Charges Roadways	-1,050.00	-2,000	-950.00	47.50
1-4-13030-440464	Ontario Grant	-4,725.00	-29,545	-24,820.00	84.01
1-4-13030-440465	Canada Grant	0.00	-2,000	-2,000.00	100.00
1-4-13030-440467	Gas Tax	0.00	-91,562	-91,562.00	100.00
1-7-13030-700010	Salaries	112,013.08	229,916	117,902.92	51.28
1-7-13030-700030	Com. Member Meeting	0.00	1,000	1,000.00	100.00
1-7-13030-700035	Conference/Travel Expenses	4,445.46	5,500	1,054.54	19.17
1-7-13030-700060	Misc. Expenses	1,454.91	1,000	-454.91	-45.49
1-7-13030-700070	Insurance	23,647.57	23,383	-264.57	-1.13
1-7-13030-700080	Office Supplies	293.69	500	206.31	41.26
1-7-13030-700090	Materials & Supplies	4,042.13	6,000	1,957.87	32.63
1-7-13030-700091	HAND TOOL MAINTENANCE	50.27	2,000	1,949.73	97.49
1-7-13030-700100	Telephone	1,833.59	1,800	-33.59	-1.87
1-7-13030-700110	Hydro	2,435.29	5,050	2,614.71	51.78

RETURN TO AGENDA

TOWNSHIP OF HORTON
Budget Variance Report



Budget Type : BUDGET

Fiscal Year : 2022 Period : 12
 Account Code : ?-4-?????-?????? To ?-8-?????-??????

Acct Code	Acct Desc	Year to Date	Budget Amt	Variance	% Variance
1-7-13030-700110	Hydro	2,435.29	5,050	2,614.71	51.78
1-7-13030-700120	Heat	6,404.41	6,450	45.59	0.71
1-7-13030-700140	Employee Benefits	66,149.56	75,642	9,492.44	12.55
1-7-13030-700181	Clothing Allowance	203.52	2,000	1,796.48	89.82
1-7-13030-700190	Building Maintenance	6,939.63	10,000	3,060.37	30.60
1-7-13030-700191	Building Cleaning	50.84	1,350	1,299.16	96.23
1-7-13030-700240	Radio License	1,333.88	2,000	666.12	33.31
1-7-13030-700280	Advertising	2,176.48	1,200	-976.48	-81.37
1-7-13030-715015	Computer Programs & Maintenance	2,109.08	3,000	890.92	29.70
1-7-13030-718040	Contracted Services	1,226.20	2,500	1,273.80	50.95
1-7-13030-730130	EXCAVATOR - REPAIRS/MNT	3,590.74	15,000	11,409.26	76.06
1-7-13030-730155	Truck 11 - 2013 CHEV 3/4 TON	956.22	4,000	3,043.78	76.09
1-7-13030-730157	Truck #14 - 2018 Western Star	2,499.52	7,000	4,500.48	64.29
1-7-13030-730158	Truck #22 - 2021 International	1,627.51	5,000	3,372.49	67.45
1-7-13030-730159	Truck # 24 - 2021 Freightliner	5,595.74	7,000	1,404.26	20.06
1-7-13030-730160	GRADER - REPAIRS/MNT	2,023.60	15,000	12,976.40	86.51
1-7-13030-730161	Truck 21 - 2021 GMC 1 Ton	1,048.80	4,000	2,951.20	73.78
1-7-13030-730280	BACKHOE/LOADER - REPAIRS/MNT	2,037.27	5,000	2,962.73	59.25
1-7-13030-730291	WOOD CHIPPER	240.09	250	9.91	3.96
1-7-13030-730295	TRAILER/MOWER - REPAIRS/MNT	189.83	500	310.17	62.03
1-7-13030-730300	Machinery Fuel	37,319.17	63,255	25,935.83	41.00
1-7-13030-730490	A - Culverts	4,673.92	6,120	1,446.08	23.63
1-7-13030-730500	A- Culverts - Salaries	5,518.86	7,324	1,805.14	24.65
1-7-13030-730550	B - Roadside Maintenance	0.00	14,280	14,280.00	100.00
1-7-13030-730560	B- Roadside Maint. - Salaries	3,778.85	16,754	12,975.15	77.45
1-7-13030-730660	C - Road Maintenance - Paved	19,775.10	35,700	15,924.90	44.61
1-7-13030-730670	C - Road Main. - Salaries	14,660.96	27,086	12,425.04	45.87
1-7-13030-730780	D - Grading-Gravel-Dust	11,899.29	27,512	15,612.71	56.75
1-7-13030-730790	D - Grading etc. - Salaries	6,482.20	26,640	20,157.80	75.67
1-7-13030-730870	E - Winter Road Maintenance	17,937.98	59,250	41,312.02	69.72
1-7-13030-730880	E - Winter Rd. Maint.-Salaries	22,710.03	47,369	24,658.97	52.06
1-7-13030-730960	F - Safety Devices	4,264.04	10,000	5,735.96	57.36
1-7-13030-730970	F - Safety Devices - Salaries	2,203.89	9,895	7,691.11	77.73
1-7-13030-731023	Asset Management	0.00	5,000	5,000.00	100.00
1-7-13030-731030	Transfer to Reserves Rds Buildings	0.00	21,224	21,224.00	100.00
1-7-13030-731033	Transfer to Reserves Roads	0.00	166,658	166,658.00	100.00
1-7-13030-731034	Transfer to Reserves - Winter Maintenanc	0.00	1,040	1,040.00	100.00
1-7-13030-731035	Transfer to Reserves Gas Tax	0.00	91,562	91,562.00	100.00
1-7-13030-731039	Debt Principle Payment	26,142.50	38,393	12,250.50	31.91
1-7-13030-731040	Debt Interest Payment	2,813.03	5,222	2,408.97	46.13
1-7-13030-785040	Street Lights	1,176.76	2,000	823.24	41.16
PUBLIC WORKS Revenue		-5,775.00	-160,107	-154332.00	96.39
PUBLIC WORKS Expense		437,975.49	1,125,325	687349.51	61.08
Total PUBLIC WORKS		432,200.49	965,218	533,017.51	55.22

RETURN TO AGENDA

13031 ROADS - GRAVEL					
1-7-13031-730780	Annual Gravel Budget	0.00	28,000	28,000.00	100.00

TOWNSHIP OF HORTON
Budget Variance Report



Budget Type : BUDGET

Fiscal Year : 2022 Period : 12
 Account Code : ?-4-?????-?????? To ?-8-?????-??????

Acct Code	Acct Desc	Year to Date	Budget Amt	Variance	% Variance
1-8-13031-830050	Eady Road	4,147.13	0	-4,147.13	0.00
1-8-13031-830161	Pucker Street	1,936.70	0	-1,936.70	0.00
1-8-13031-830162	Pinnacle Road	1,219.40	0	-1,219.40	0.00
ROADS - GRAVEL Revenue		0.00	0	0.00	0.00
ROADS - GRAVEL Expense		7,303.23	28,000	20696.77	73.92
Total ROADS - GRAVEL		7,303.23	28,000	20,696.77	73.92
13033 ROADS - CAPITAL					
1-4-13033-440221	Ontario Grant - OCIF	-95,636.00	0	95,636.00	0.00
1-4-13033-440461	Transfer from Reserves - Roads Equipment	0.00	-1,629,052	-1,629,052.00	100.00
1-4-13033-440464	Ontario Grant	0.00	-161,728	-161,728.00	100.00
1-4-13033-440466	Transfer from Lot Dev Fund	0.00	-9,586	-9,586.00	100.00
1-4-13033-440550	Transfer from Reserves - Gas Tax	0.00	-40,000	-40,000.00	100.00
1-7-13033-700140	Employee Benefits	1,755.45	0	-1,755.45	0.00
1-7-13033-700250	CAPITAL EQUIPMENT	59,555.68	41,400	-18,155.68	-43.85
1-7-13033-700259	Capital - Buildings	0.00	40,000	40,000.00	100.00
1-7-13033-745040	Thompsonhill Streets	1,487.46	1,480,752	1,479,264.54	99.90
1-8-13033-830039	Cotieville Road	0.00	171,314	171,314.00	100.00
1-8-13033-830050	EADY ROAD	28,047.02	55,000	26,952.98	49.01
1-8-13033-830070	Golf Course Road	0.00	64,000	64,000.00	100.00
1-8-13033-830097	Johnston Rd	0.00	2,900	2,900.00	100.00
1-8-13033-830184	THOMPSON HILL STREETS	9,142.26	0	-9,142.26	0.00
ROADS - CAPITAL Revenue		-95,636.00	-1,840,366	-1744730.00	94.80
ROADS - CAPITAL Expense		99,987.87	1,855,366	1755378.13	94.61
Total ROADS - CAPITAL		4,351.87	15,000	10,648.13	70.99
13035 STORM SEWER					
1-7-13035-700400	Contracted Services	0.00	3,000	3,000.00	100.00
STORM SEWER Revenue		0.00	0	0.00	0.00
STORM SEWER Expense		0.00	3,000	3000.00	100.00
Total STORM SEWER		0.00	3,000	3,000.00	100.00
14000 ENVIROMENTAL SERVICES					
1-4-14000-440220	Ontario Grant	-34,851.01	-95,748	-60,896.99	63.60
1-4-14000-440380	Tipping Fees	-26,337.00	-55,000	-28,663.00	52.11
1-4-14000-440480	Blue Box & Composter	-30.00	-200	-170.00	85.00
1-4-14000-440482	Ontario Stewardship Tires	0.00	-100	-100.00	100.00
1-4-14000-440483	Electronic Waste	-323.18	-1,000	-676.82	67.68
1-7-14000-700010	Salaries	24,119.19	50,000	25,880.81	51.76
1-7-14000-700030	Committee Members Fees	0.00	1,000	1,000.00	100.00
1-7-14000-700035	Conference/Travel Expenses	2,306.73	1,400	-906.73	-64.77
1-7-14000-700060	Misc. Expenses	468.05	2,200	1,731.95	78.73
1-7-14000-700070	Insurance	3,295.11	3,196	-99.11	-3.10
1-7-14000-700080	Office Supplies	217.07	500	282.93	56.59
1-7-14000-700090	Material & Supplies	196.52	1,500	1,303.48	86.90
1-7-14000-700100	Telephone	30.60	150	119.40	79.60
1-7-14000-700110	Hydro	200.44	300	99.56	33.19

RETURN TO AGENDA

TOWNSHIP OF HORTON
Budget Variance Report



Budget Type : BUDGET

Fiscal Year : 2022 Period : 12
 Account Code : ?-4-?????-?????? To ?-8-?????-??????

Acct Code	Acct Desc	Year to Date	Budget Amt	Variance	% Variance
1-7-14000-700110	Hydro	290.44	300	9.56	3.19
1-7-14000-700140	Employee Benefits	5,059.05	11,081	6,021.95	54.34
1-7-14000-700190	Building Maintenance	0.00	500	500.00	100.00
1-7-14000-700250	Transfer to Capital	8,755.47	0	-8,755.47	0.00
1-7-14000-700280	Advertising	543.62	1,000	456.38	45.64
1-7-14000-700400	Contracted Services	1,227.60	1,100	-127.60	-11.60
1-7-14000-731038	Blue Box Purchase	0.00	500	500.00	100.00
1-7-14000-745020	Promotion and Education	0.00	1,000	1,000.00	100.00
1-7-14000-745021	Recycling - Tires	0.00	50	50.00	100.00
1-7-14000-745025	Household Hazardous Waste Days	4,018.66	3,000	-1,018.66	-33.96
1-7-14000-745026	Recycling - Curbside Pickup	62,676.44	208,799	146,122.56	69.98
1-7-14000-745027	Waste - Curbside Pickup	55,938.56	148,438	92,499.44	62.32
1-7-14000-745031	Compaction & Covering	21,867.50	40,000	18,132.50	45.33
1-7-14000-745033	Landfill - Re-grind Waste	0.00	25,000	25,000.00	100.00
1-7-14000-745034	Material Transfers	0.00	500	500.00	100.00
1-7-14000-745040	Engineering Fees	4,977.70	15,590	10,612.30	68.07
1-7-14000-789020	Transfer to Reserves - Landfill	0.00	23,900	23,900.00	100.00
ENVIROMENTAL SERVICES Revenue		-61,541.19	-152,048	-90506.81	59.53
ENVIROMENTAL SERVICES Expense		195,988.31	540,704	344715.69	63.75
Total ENVIROMENTAL SERVICES		134,447.12	388,656	254,208.88	65.41
15051 PARK & REC ADMINISTRATION					
1-7-15051-700010	Salaries	6,447.04	10,000	3,552.96	35.53
1-7-15051-700030	Com. Member Meetings	0.00	2,000	2,000.00	100.00
1-7-15051-700035	Conference/Travel Expenses	137.38	500	362.62	72.52
1-7-15051-700060	Misc. Expenses	111.94	100	-11.94	-11.94
1-7-15051-700070	Insurance	13,004.71	12,784	-220.71	-1.73
1-7-15051-700090	Office Supplies	39.46	200	160.54	80.27
1-7-15051-700140	Employee Benefits	1,940.29	5,000	3,059.71	61.19
1-7-15051-700260	Agreements	0.00	34,000	34,000.00	100.00
1-7-15051-700280	Advertising	92.93	200	107.07	53.54
PARK & REC ADMINISTRATION Revenue		0.00	0	0.00	0.00
PARK & REC ADMINISTRATION Expense		21,773.75	64,784	43010.25	66.39
Total PARK & REC ADMINISTRATION		21,773.75	64,784	43,010.25	66.39
15052 PARK & REC OUTDOOR FACILITIES					
1-4-15052-440216	Boat Launch - Fines	-240.00	-400	-160.00	40.00
1-4-15052-440423	Volleyball Revenue	0.00	-500	-500.00	100.00
1-4-15052-440428	Soccer Registrations	0.00	-5,000	-5,000.00	100.00
1-4-15052-440431	Boat Launch Other Rev Misc.	-2,854.64	-5,000	-2,145.36	42.91
1-4-15052-440466	Transfer from Lot Dev Fund	0.00	-36,582	-36,582.00	100.00
1-7-15052-700010	Salaries	9,622.75	3,070	-6,552.75	-213.44
1-7-15052-700140	Employee Benefits	2,721.39	890	-1,831.39	-205.77
1-7-15052-700201	Trail Maintenance	0.00	1,000	1,000.00	100.00
1-7-15052-700215	Soccer Field Maintenance	178.08	3,000	2,821.92	94.06
1-7-15052-700220	Boat Launch Property Maintenance	1,295.25	2,000	704.75	35.24
1-7-15052-700250	Transfer to Capital	23,666.11	36,582	12,915.89	35.31

RETURN TO AGENDA

TOWNSHIP OF HORTON
Budget Variance Report



Budget Type : BUDGET

Fiscal Year : 2022 Period : 12
 Account Code : ?-4-?????-?????? To ?-8-?????-??????

Acct Code	Acct Desc	Year to Date	Budget Amt	Variance	% Variance
1-7-15052-700250	Transfer to Capital	23,666.11	36,582	12,915.89	35.31
1-7-15052-715071	Farrell's Landing Property	0.00	250	250.00	100.00
1-7-15052-785083	Volleyball Expense	0.00	200	200.00	100.00
PARK & REC OUTDOOR FACILITIES Revenue		-3,094.64	-47,482	-44387.36	93.48
PARK & REC OUTDOOR FACILITIES Expense		37,483.58	46,992	9508.42	20.23
Total PARK & REC OUTDOOR FACILITIES		34,388.94	-490	-34,878.94	7118.15
15053 PARK & REC COMMUNITY CENTER					
1-4-15053-440425	Rent	-9,413.41	-10,000	-586.59	5.87
1-4-15053-440429	Donations	-1,000.00	0	1,000.00	0.00
1-4-15053-440440	Sale of Equipment	-41.00	0	41.00	0.00
1-4-15053-440461	Transfer from Reserves	0.00	-48,000	-48,000.00	100.00
1-4-15053-440800	Bar Sales	-3,888.06	-5,000	-1,111.94	22.24
1-7-15053-700010	Salaries	8,374.93	16,660	8,285.07	49.73
1-7-15053-700095	Restock Bar	2,573.60	8,000	5,426.40	67.83
1-7-15053-700100	Telephone	1,425.77	800	-625.77	-78.22
1-7-15053-700110	Utilities	9,675.63	10,500	824.37	7.85
1-7-15053-700140	Employee Benefits	1,510.27	2,500	989.73	39.59
1-7-15053-700190	Building Maintenance	1,596.97	5,000	3,403.03	68.06
1-7-15053-700191	Building Cleaning	417.46	1,500	1,082.54	72.17
1-7-15053-700200	Equipment Repairs/Replacement	1,361.49	2,000	638.51	31.93
1-7-15053-700251	Transfer to Capital - Bldg Renos	0.00	48,000	48,000.00	100.00
1-7-15053-700280	Advertising	184.70	1,000	815.30	81.53
1-7-15053-715015	Computer Programs & Maintenance	300.50	500	199.50	39.90
1-7-15053-789000	Transfer to Reserves - Building	0.00	31,000	31,000.00	100.00
PARK & REC COMMUNITY CENTER Revenue		-14,342.47	-63,000	-48657.53	77.23
PARK & REC COMMUNITY CENTER Expense		27,421.32	127,460	100038.68	78.49
Total PARK & REC COMMUNITY CENTER		13,078.85	64,460	51,381.15	79.71
15054 PARK & REC RINK					
1-4-15054-440433	Rink - Ice Rentals	-1,820.00	-1,500	320.00	-21.33
1-7-15054-700010	Salaries	3,898.02	8,640	4,741.98	54.88
1-7-15054-700110	Utilities	0.00	1,500	1,500.00	100.00
1-7-15054-700140	Employee Benefits	860.33	3,000	2,139.67	71.32
1-7-15054-700190	Building Maintenance	1,974.51	6,600	4,625.49	70.08
1-7-15054-700191	Building Cleaning	20.33	500	479.67	95.93
1-7-15054-700200	Equipment Repairs/Maintenance	607.28	1,500	892.72	59.51
1-7-15054-700280	Advertising	0.00	100	100.00	100.00
1-7-15054-785069	Change Rooms	16.22	100	83.78	83.78
PARK & REC RINK Revenue		-1,820.00	-1,500	320.00	-21.33
PARK & REC RINK Expense		7,376.69	21,940	14563.31	66.38
Total PARK & REC RINK		5,556.69	20,440	14,883.31	72.81
15055 PARK & REC ANNUAL EVENTS					
1-4-15055-440426	Euchre Revenue	0.00	-4,000	-4,000.00	100.00
1-4-15055-440427	Country Dance Proceeds	-924.78	-8,000	-7,075.22	88.44
1-4-15055-440446	Aerobics & Drop In Sports Fees	386.00	500	114.00	23.80

RETURN TO AGENDA

TOWNSHIP OF HORTON
Budget Variance Report



Budget Type : BUDGET

Fiscal Year : 2022 Period : 12
 Account Code : ?-4-?????-?????? To ?-8-?????-??????

Acct Code	Acct Desc	Year to Date	Budget Amt	Variance	% Variance
1-4-15055-440446	Aerobics & Drop In Sports Fees	-386.00	-500	-114.00	22.80
1-4-15055-440570	Winter Carnival Revenue	0.00	-4,000	-4,000.00	100.00
1-4-15055-440575	Canada Day Revenue	-3,625.39	-4,500	-874.61	19.44
1-7-15055-785075	Canada Day Expenses	792.61	2,700	1,907.39	70.64
1-7-15055-785080	Winter Carnival Expenses	0.00	2,500	2,500.00	100.00
1-7-15055-785081	Country Dance Expenses	636.46	8,000	7,363.54	92.04
1-7-15055-785082	Aerobics & Drop In Sports	381.09	150	-231.09	-154.06
1-7-15055-786000	Euchres Expense	0.00	2,200	2,200.00	100.00
PARK & REC ANNUAL EVENTS Revenue		-4,936.17	-21,000	-16063.83	76.49
PARK & REC ANNUAL EVENTS Expense		1,810.16	15,550	13739.84	88.36
Total PARK & REC ANNUAL EVENTS		-3,126.01	-5,450	-2,323.99	42.64
15056 PARK & REC FUNDRAISING					
1-4-15056-440450	Easter Egg Hunt	0.00	-1,000	-1,000.00	100.00
1-4-15056-440452	Fruit Fundraiser	0.00	-9,010	-9,010.00	100.00
1-4-15056-440455	Murder Mystery	0.00	-3,200	-3,200.00	100.00
1-4-15056-440456	Fundraising Catering	-1,552.22	-5,000	-3,447.78	68.96
1-4-15056-440457	Harvest Dinner	0.00	-3,000	-3,000.00	100.00
1-4-15056-440458	Trivia Night	-843.38	-700	143.38	-20.48
1-7-15056-785100	Easter Egg Hunt	0.00	400	400.00	100.00
1-7-15056-785102	Fruit Fundraiser	0.00	7,500	7,500.00	100.00
1-7-15056-785105	Murder Mystery	0.00	1,500	1,500.00	100.00
1-7-15056-785106	Fundraising Catering	176.29	5,000	4,823.71	96.47
1-7-15056-785107	Harvest Dinner	0.00	1,800	1,800.00	100.00
1-7-15056-785108	Trivia Night	381.67	500	118.33	23.67
1-7-15056-789070	Transf to Reserves - Working for Hoedown	0.00	5,210	5,210.00	100.00
PARK & REC FUNDRAISING Revenue		-2,395.60	-21,910	-19514.40	89.07
PARK & REC FUNDRAISING Expense		557.96	21,910	21352.04	97.45
Total PARK & REC FUNDRAISING		-1,837.64	0	1,837.64	0.00
15057 PARK & REC HORTON HOEDOWN					
1-4-15057-440432	Christmas Craft Show	-312.89	0	312.89	0.00
PARK & REC HORTON HOEDOWN Revenue		-312.89	0	312.89	0.00
PARK & REC HORTON HOEDOWN Expense		0.00	0	0.00	0.00
Total PARK & REC HORTON HOEDOWN		-312.89	0	312.89	0.00
15100 LIBRARY					
1-4-15100-440464	PROV GOV LIBRARY	0.00	-5,050	-5,050.00	100.00
1-7-15100-750010	LIBRARY AGREEMENT	8,323.00	8,323	0.00	0.00
1-7-15100-750011	PROVINCIAL GRANT TO LIBRARY	0.00	5,050	5,050.00	100.00
LIBRARY Revenue		0.00	-5,050	-5050.00	100.00
LIBRARY Expense		8,323.00	13,373	5050.00	37.76
Total LIBRARY		8,323.00	8,323	0.00	0.00
16000 HEALTH SERVICES					
1-4-16000-440300	Doctor Recruitment - Fees & Charges	-10.00	0	10.00	0.00

RETURN TO AGENDA

TOWNSHIP OF HORTON
Budget Variance Report



Budget Type : BUDGET

Fiscal Year : 2022 Period : 12
 Account Code : ?-4-?????-?????? To ?-8-?????-??????

Acct Code	Acct Desc	Year to Date	Budget Amt	Variance	% Variance
1-7-16000-700010	Salaries	0.00	350	350.00	100.00
1-7-16000-700140	Employee Benefits	63.49	100	36.51	36.51
1-7-16000-700221	Cemetery Maintenance - Martin Cemetery	287.73	0	-287.73	0.00
1-7-16000-750010	Golden Age Activity Centre	1,000.00	1,000	0.00	0.00
1-7-16000-750020	Soc Serv Home Supp Grant	1,230.00	1,230	0.00	0.00
1-7-16000-750030	Renfrew Sunshine Coach	1,050.00	1,050	0.00	0.00
1-7-16000-750040	Doctor Recruitment	31,705.53	31,706	0.47	0.00
1-7-16000-750050	Hospice Renfrew	250.00	250	0.00	0.00
HEALTH SERVICES Revenue		-10.00	0	10.00	0.00
HEALTH SERVICES Expense		35,586.75	35,686	99.25	0.28
Total HEALTH SERVICES		35,576.75	35,686	109.25	0.31
17000 PLANNING					
1-4-17000-440330	Fees & Charges Planning	-3,650.00	-5,800	-2,150.00	37.07
1-4-17000-440355	Fees & Charges Zoning Compl.	-1,410.00	-400	1,010.00	-252.50
1-4-17000-440461	TRANSFER FROM RESERVE (MODERNIZATION)	0.00	-10,000	-10,000.00	100.00
1-7-17000-700060	Com. Member Fees	796.76	1,700	903.24	53.13
1-7-17000-700090	Materials & Supplies	0.00	100	100.00	100.00
1-7-17000-780010	Contracted Services	1,700.00	2,000	300.00	15.00
1-7-17000-780100	Economic Development	0.00	10,000	10,000.00	100.00
PLANNING Revenue		-5,060.00	-16,200	-11140.00	68.77
PLANNING Expense		2,496.76	13,800	11303.24	81.91
Total PLANNING		-2,563.24	-2,400	163.24	-6.80
18000 FIRE					
1-4-18000-440110	Provincial Fees and Charges	0.00	-10,000	-10,000.00	100.00
1-4-18000-440215	POA - Fines	0.00	-500	-500.00	100.00
1-4-18000-440310	Fees & Charges Fire	0.00	-1,800	-1,800.00	100.00
1-4-18000-440461	Transfer from Reserve	0.00	-8,861	-8,861.00	100.00
1-7-18000-700010	Salaries	26,662.87	47,000	20,337.13	43.27
1-7-18000-700035	Conference/Travel Expenses	0.00	750	750.00	100.00
1-7-18000-700060	Misc. Expenses	4,079.73	1,000	-3,079.73	-307.97
1-7-18000-700070	Insurance	17,122.66	20,071	2,948.34	14.69
1-7-18000-700080	Office Supplies	0.00	1,000	1,000.00	100.00
1-7-18000-700090	Clothing Expense	0.00	1,200	1,200.00	100.00
1-7-18000-700100	Telephone	660.79	1,300	639.21	49.17
1-7-18000-700110	Utilities	6,033.94	6,410	376.06	5.87
1-7-18000-700140	Employee Benefits	5,389.64	4,700	-689.64	-14.67
1-7-18000-700180	Office Equip. & Maint.	1,816.66	2,500	683.34	27.33
1-7-18000-700190	Building Maintenance	0.00	2,000	2,000.00	100.00
1-7-18000-700191	Building Cleaning	17.24	1,000	982.76	98.28
1-7-18000-700200	Fire Equipment Maintenance	10,727.75	19,400	8,672.25	44.70
1-7-18000-700210	Fleet Maintenance	7,764.04	11,800	4,035.96	34.20
1-7-18000-700230	Fuel & Oil	0.00	1,000	1,000.00	100.00
1-7-18000-700240	Radio/Communications	913.21	2,000	1,086.79	54.34
1-7-18000-700250	Transfer to Capital	7,980.02	8,861	880.98	9.94
1-7-18000-700260	Extrication Agreement	1,000.00	5,000	4,000.00	80.00

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TOWNSHIP OF HORTON
Budget Variance Report



Budget Type : BUDGET

Fiscal Year : 2022 Period : 12
 Account Code : ?-4-?????-?????? To ?-8-?????-??????

Acct Code	Acct Desc	Year to Date	Budget Amt	Variance	% Variance
1-7-18000-700260	Extrication Agreement	1,000.00	5,000	4,000.00	80.00
1-7-18000-700261	Water Rescue Agreement	0.00	3,000	3,000.00	100.00
1-7-18000-715015	Computer/Program Maintenance	6,634.40	4,000	-2,634.40	-65.86
1-7-18000-721060	Training	3,136.52	4,500	1,363.48	30.30
1-7-18000-721070	Compressed Air	210.00	250	40.00	16.00
1-7-18000-721080	Extinguisher Recharges	0.00	300	300.00	100.00
1-7-18000-721210	Communications - County	4,121.88	4,200	78.12	1.86
1-7-18000-721230	Fire Prevention	1,288.32	2,850	1,561.68	54.80
1-7-18000-721240	Hydrant/Water Supply	0.00	300	300.00	100.00
1-7-18000-789005	Transfer to Reserves Fire Equipment	0.00	34,640	34,640.00	100.00
1-7-18000-789038	Transfer to Reserves - Building	0.00	2,875	2,875.00	100.00
FIRE Revenue		0.00	-21,161	-21161.00	100.00
FIRE Expense		105,559.67	193,907	88347.33	45.56
Total FIRE		105,559.67	172,746	67,186.33	38.89
19000 BUILDING DEPARTMENT					
1-4-19000-440385	Septic Permits	-5,800.00	-8,000	-2,200.00	27.50
1-4-19000-440410	Building Permits	-33,562.00	-48,985	-15,423.00	31.49
1-4-19000-440431	Misc. Revenue	-3,350.00	-2,000	1,350.00	-67.50
1-4-19000-440605	Transfer from Reserves	0.00	-8,735	-8,735.00	100.00
1-7-19000-700010	Salaries	22,500.00	49,500	27,000.00	54.55
1-7-19000-700035	Conference/Travel Expenses	0.00	350	350.00	100.00
1-7-19000-700060	Misc. Expenses	60.00	500	440.00	88.00
1-7-19000-700080	Office Supplies	76.32	800	723.68	90.46
1-7-19000-700100	Telephone	231.76	500	268.24	53.65
1-7-19000-700140	Employee Benefits	3,034.66	6,250	3,215.34	51.45
1-7-19000-700190	Building Maintenance - Partial Share	0.00	2,000	2,000.00	100.00
1-7-19000-718040	Contracted Services	0.00	2,000	2,000.00	100.00
1-7-19000-785066	Office Administration	0.00	5,820	5,820.00	100.00
BUILDING DEPARTMENT Revenue		-42,712.00	-67,720	-25008.00	36.93
BUILDING DEPARTMENT Expense		25,902.74	67,720	41817.26	61.75
Total BUILDING DEPARTMENT		-16,809.26	0	16,809.26	0.00
Total General Operating Fund		-2,764,476.68	-12,399	2,752,077.68	-22195.96
Report Total		-2,764,476.68	-12,399	2,752,077.68	-22195.96

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Township of Horton COUNCIL / COMMITTEE REPORT

Title: COUNCIL REMUNERATION AND BENEFIT REVIEW 2022	Date:	July 19, 2022
	Council/Committee:	Council
	Author:	Nathalie Moore, Treasurer
	Department:	General Government

RECOMMENDATIONS:

THAT the draft Council Remuneration By-law be forwarded to Council for the consideration and approved.

BACKGROUND:

At the end of each term of Council, the current Council reviews the remuneration and benefits for each position on Council in comparison to neighbouring municipalities. It's important that any remuneration is within range of our neighbours and complies with the Employment Standards Act and appropriate Provincial and Federal legislation.

It's also important to recognize that there needs to be a level of commitment to serve on Council and compensation should be considered given sacrifices such as financial and family life that are made when holding a seat on Council.

The Ad-Hoc Committee met on June 30th to review comparison information for surrounding municipalities. From that meeting the recommended changes are as follows:

- Increase Mayor salary from \$25,782 to \$26,500
- Increase Councillor salary from \$18,480 to \$19,000
- Change conference and convention to recommend Council Members attend at minimum one conference per year – One budget for all of Council.
- Wording change to clarify Committee Members do receive a minimum of 1 hour paid for attending meetings

ALTERNATIVES:

Alternative # 1: Status Quo

This is not recommended as the remuneration would end up being below the Renfrew County rural average.

RETURN TO AGENDA

FINANCIAL IMPLICATIONS:

The 2023 budget must reflect the recommendations within the attached draft by-law.

ATTACHMENTS:

Draft Council Remuneration By-Law

CONSULTATIONS:

Ad-Hoc Committee (Mayor, Chair of General Government, Public Advisory Members, CAO/Clerk & Treasurer)

*Prepared By: Nathalie Moore, Treasurer
Reviewed By: Hope Dillabough, CAO/Clerk*

THE CORPORATION OF THE TOWNSHIP OF HORTON

BY-LAW NO. 2022-XX

BEING A BY-LAW TO PROVIDE FOR THE REMUNERATION OF MEMBERS OF THE COUNCIL OF THE TOWNSHIP OF HORTON DURING THE 2022-2026 TERM OF COUNCIL.

WHEREAS Section 283 of the Municipal Act 2001, S.O.2001, and its amendments, provides that the Council may establish by by-law, the remuneration and expenses for members of Council for attendance at meetings of Council or for attendance at Committee meetings of Council and that such remuneration and expenses may be determined in any manner that Council considers advisable;

THEREFORE, the Council of the Corporation of the Township of Horton enacts as follows:

1. That this by-law be implemented by Council and come into effect as of December 1, 2022.
2. THAT Horton Council Members shall receive a Group Life Insurance Benefit Package in the amount of \$100,000 per member.
3. THAT Horton Council Members can choose to receive an Extended Health Benefit and Dental Benefit package. If any Council Member chooses to participate in these benefit programs, the cost of the premiums would be deducted from their remuneration.
4. THAT Horton Township Council establishes the following salary for the Council positions:

Annual Salary:

Mayor	\$ 26,500
Councillor	\$ 19,000

The cycle of payment of Council remuneration will remain at the discretion of Council.

5. THAT no additional per diem be paid to Horton Township Committee Chair or Vice Chair of a Standing Committee of Council.
6. THAT Horton Council ensure the proper maintenance of the Council Member remuneration model by passing a resolution that may provide an annual increase to the base compensation using either a 12-month annual Consumer Price Index (CPI) increase (December 12 month rate), or the annual Cost of Living Adjustment (COLA) provided to non-union staff, AND THAT this adjustment be effective January 1 of each year passed.
7. THAT each Elected Official is recommended to attend at minimum one conference or convention each year.

All expenses for the conference/convention, including travel, parking, lodging, meals while travelling or at the conference/convention are to be reimbursed upon the submission of a claim form and upon submission of a written executive report of the conference/convention at the next regular Council Meeting.

8. That when a Council Member is attending a conference or convention, they shall be entitled to receive the following:

Per Diem	\$ 160.00
Half Day Per Diem	\$ 80.00

RETURN TO AGENDA

9. THAT Horton Township Elected Officials adopts the mileage rate as per the Horton Township Employment By-Law.
10. THAT Horton Township does not have Elected members participate in the Ontario Municipal Employees Retirement System (OMERS) until such time that any of the Elected positions are deemed by Council to be a full-time position.
11. That if the Acting Mayor, or any other Council Member, is designated by Council to assume the role of Mayor for a period of 30 days or more, that person assuming the role would receive the Mayor's Remuneration while the Mayor is absent.
12. That Council carry out a full compensation review during the last year of each Council Term and that any recommendations from that review be implemented at the commencement of the next term of Council.
13. THAT Horton Township Council establishes the rate of pay for Non-Council Committee Members at:
 - \$25.00 per hour – minimum of 1 hour, but not to exceed 7 hours

THAT the CAO/Clerk shall be paid at the hourly rate as prescribed by the Horton Township Employment By-Law.

Read a First and Second Time this 19th day of July, 2022.

Read a Third Time and Passed this 19th day of July, 2022.

MAYOR David M. Bennett

CAO/CLERK Hope Dillabough



Township of Horton COUNCIL / COMMITTEE REPORT

Title: LED Lights Replacement Municipal Office	Date:	July 19 th , 2022
	Council/Committee:	General Government
	Author:	Hope Dillabough, CAO/Clerk
	Department:	General Government

RECOMMENDATIONS:

THAT Council agree with Staff recommendation to sole source LED Light Upgrades for the Municipal Office to R&R Electric at a total cost of \$7,571.00 including HST.

AND THAT this be funded from the General Government Building Reserve.

BACKGROUND:

Staff requested a quotation from R&R Electric for the replacement of fluorescent lighting in the Municipal Office to LED fixtures. Due to the fact that R&R Electric had been awarded PW-2022-05 to both the Public Works Garage and the Firehall, staff felt it prudent to request a quotation for the Municipal Office while they're onsite and familiar with the Township's infrastructure.

Ultimately, the conversion from fluorescent to LED will prove to be more cost efficient in the long run and staff feel that it will pay for itself in savings in terms of electricity and replacement costs.

ALTERNATIVES:

Not upgrade the lighting in the office by sole source to R&R and issue an RFP.

FINANCIAL IMPLICATIONS:

\$7,571.00 including HST. There are sufficient funds in the General Government's Building Reserve.

ATTACHMENTS:

Quotation received from R&R Electric – June 28th, 2022

CONSULTATIONS:

Adam Knapp, Public Works Manager

Prepared by:

Hope Dillabough, CAO/Clerk

Reviewed by:

Nathalie Moore, Treasurer

Adam Knapp, Public Works Manager

RETURN TO AGENDA



QUOTATION

Date: June 29, 2022

To: Township Of Horton
Att: Adam Knapp, Hope Dillabough
Project: Horton Township Office LED Lighting Upgrade
Address: 2253 Johnston Rd Renfrew, On

REF	QTY	DESCRIPTION	UNIT PRICE	TOTAL PRICE
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		Supply and install (33) new 2 by 4 led flat panel lay in fixtures to replace existing 2 by 4 fluorescent fixtures.		\$6,700.00
		Supply and install (6) new 1 by 4 led flat panel lay in fixtures to replace existing 1 by 4 fluorescent fixtures.		
		Dispose of old fluorescent fixture		
		1 by 4 LED Flat Panel 40 watt 4000K		
		2 by 4 LED Flat Panel 60 watt 4000K		

Scott Reid
C: 613-312-1275

Subtotal	\$6,700.00
H.S.T	\$871.00
TOTAL	\$7,571.00



Township of Horton COUNCIL / COMMITTEE REPORT

Title: Asset Management Plan	Date:	July 19 th , 2022
	Council/Committee:	General Government Committee / Council
	Author:	Hope Dillabough, CAO/Clerk
	Department:	General Government

RECOMMENDATIONS:

THAT upon recommendation of the General Government Committee, Council approve the 2022 Asset Management Plan prepared by PSD Citywide, effective July 1st, 2022.

BACKGROUND:

On September 7th, 2021 Council approved the award of Request for Proposal Admin 2021-01 Asset Management Plan to PSD Citywide Inc. to complete the mandated Asset Management Plan to ensure compliance under Ontario Regulation 588/17 for all core assets, meeting the criteria for the 2022 and 2024 deadlines. The Asset Management Plan is meant to help in minimizing life cycle costs of delivering infrastructure services, manage associated risks while maximizing the value ratepayers receive from the asset portfolio.

July 1st, 2022 was the deadline for municipalities to have a Council approved Asset Management Plan for core assets. We received the final draft of the AMP July 8th, 2022 from PSD Citywide. Core assets are defined as roads, bridges, culverts, and stormwater management systems. The objective of this Plan is to identify current Levels of Service and the cost to maintain that Level of Service. The following deadline is July 1st, 2024 which Council must approve an asset management plan for all municipal infrastructure relating to the levels of service and the cost to maintain that level of service. The final deadline is July 1st, 2025 which Council must approve an asset management plan that identifies proposed levels of service and a strategy for funding.

The goal of asset management is to minimize the lifecycle costs of delivering infrastructure services, manage the associated risks, while maximizing the value residents receive from the asset portfolio. An asset management plan is a living document that should be updated regularly to inform long-term planning.

RETURN TO AGENDA

Community Profile

Census Characteristic	Horton Township	Ontario
Population 2021	3,182	14,223,942
Population Change 2016-2021	10.2	5.8
Total Private Dwellings	1,486	5,929,250
Population Density	20.1/km ²	15.9/km ²
Land Area in Square Kilometers	158.02 km ²	892,411.76 km ²

The Township has experienced significant growth from 2016 till 2021. Over this period the population grew by 10.2% or 1.7% per year. Since 2016 the Township has also seen a 7.3% increase in private dwellings from 1385 to 1486. With the twinning of Hwy 17 forecasted to be completed to Castleford Road in 2025 to 2027 Horton will continue to grow as a desirable destination for those seeking a rural lifestyle with the benefits of working in the urban center in neighbouring Ottawa.

Key Findings

- The overall replacement cost of the Township's asset categories total \$40 million.
- The Township's target re-investment rate is 3%, and the actual re-investment rate is 1.11%, contributing to an expanding infrastructure deficit.
- 85% of all assets analyzed are in fair or better condition.
- Assessed condition data was available for 88% of the assets.
- The Township's average annual capital requirement totals \$1.19 million annually.
- The Township is committing approximately \$443,500 towards capital projects or reserves per year.
- As a result, there is currently an annual funding gap of \$744,000.

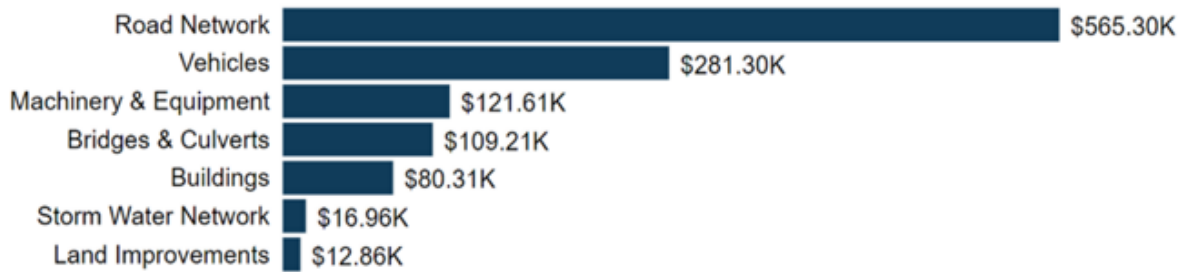
Funding Requirements

Asset Category	Tax Change Required for Full Funding
Road Network	14.6%
Vehicles	9.9%
Bridges & Culverts	4.4%
Buildings	0.6%
Equipment	0.0%
Storm Sewer System	0.7%
Land Improvements	-0.3%
	29.9%

RETURN TO AGENDA

Average Annual Capital Requirements

\$1,187,561

**Infrastructure Report Card**

Asset Category	Replacement Cost (millions)	Asset Condition	Financial Capacity	
Road Network	\$23.5	Good (79%)	Annual Requirement:	\$565,300
			Funding Available:	\$200,200
			Annual Deficit:	\$365,100
Bridges & Culverts	\$5.46	Fair (55%)	Annual Requirement:	\$109,200
			Funding Available:	\$0
			Annual Deficit:	\$109,200
Stormwater Network	\$1.27	Very Good (84%)	Annual Requirement:	\$16,955
			Funding Available:	\$0
			Annual Deficit:	\$16,955
Buildings	\$4.68	Good (62%)	Annual Requirement:	\$80,313
			Funding Available:	\$66,223
			Annual Deficit:	\$14,090
Machinery & Equipment	\$1.83	Poor (55%)	Annual Requirement:	\$121,613
			Funding Available:	\$121,494
			Annual Deficit:	\$119
Vehicles	\$2.79	Good (65%)	Annual Requirement:	\$281,303
			Funding Available:	\$34,640
			Annual Deficit:	\$246,663
Land Improvements	\$0.39	Very Good (98%)	Annual Requirement:	\$12,864
			Funding Available:	\$20,890
			Annual Deficit/Surplus:	\$(8,526)
Overall	\$40	Good (71%)	Annual Requirement:	\$1,187,561
			Funding Available:	\$443,491
			Annual Deficit:	\$744,070

RETURN TO AGENDA

Recommendation

A financial strategy was developed to address the annual capital funding gap. The annual tax/rate change required to eliminate the Township's infrastructure deficit based on a 15-year plan is 2%. Note that this increase does not factor in inflation.

	Without Capturing Changes				With Capturing Changes			
	5 Years	10 Years	15 Years	20 Years	5 Years	10 Years	15 Years	20 Years
Infrastructure Deficit	744,070	744,070	744,070	744,070	744,070	744,070	744,070	744,070
Change in Debt Costs	N/A	N/A	N/A	N/A	-	(28,798)	(28,798)	(28,798)
Change in OCIF Grants	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Resulting Infrastructure Deficit	744,070	744,070	744,070	744,070	744,070	715,272	715,272	715,272
Tax Increase Required	29.8%	29.8%	29.8%	29.8%	29.8%	28.6%	28.6%	28.6%
Annually	6.0%	3.0%	2.0%	1.5%	6.0%	2.9%	1.9%	1.4%

Strategy

- Reallocating the debt cost reductions of \$28,798 to the infrastructure deficit as outlined in the AMP.
- Increasing tax revenues by 2% each year for the next 15 years solely for the purpose of phasing in full funding to the asset categories.
- Allocating the current CCBC and OCIF revenue as outlined in AMP.
- Increasing existing and future infrastructure budgets by the applicable inflation index on an annual basis in addition to the deficit phase-in.

ALTERNATIVES: N/A

FINANCIAL IMPLICATIONS: The AMP was partially funded through FCM and the remainder to be funded by the Asset Management Reserve and the Modernization Reserve.

ATTACHMENTS: 2022 Asset Management Plan

CONSULTATIONS:

PSD Citywide worked in conjunction with Township staff over the past several months to develop the plan.

Prepared by: Adam Knapp, Public Works Manager

Reviewed by: Hope Dillabough, CAO/Clerk

RETURN TO AGENDA

Asset Management Plan

Township of Horton

2022

This Asset Management Program was prepared by:



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

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Key Statistics

Replacement cost of
asset portfolio

\$40 million

Replacement cost of
infrastructure per
household

\$26,892 (2021)

Percentage of assets in fair
or better condition

85%

Percentage of assets with
assessed condition data

88%

Annual capital
infrastructure deficit

\$744 thousand

Recommended time frame
for eliminating annual
infrastructure deficit

15 Years

Target reinvestment
rate

3%

Actual reinvestment
rate

1.11%

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Executive Summary

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

Scope

The current practices and strategies that are in place at the Township to manage public infrastructure and makes recommendations where further refinement is possible. Through the implementation of sound asset management strategies, the Township can ensure that public infrastructure is managed to support the sustainable delivery of municipal services.

The following asset categories are detailed in the further sections:



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

Findings

The overall replacement cost of the Township's asset categories total \$40 million. 85% of all assets analysed are in fair or better condition and assessed condition data was available for 88% of the assets. For the remaining 12% of assets, assessed condition data was unavailable, and asset age was used to approximate condition – a data gap that persists in most municipalities. Generally, age misstates the true condition of assets, making assessments essential to accurate asset management planning, and a recurring recommendation throughout.

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

To meet capital replacement and rehabilitation needs for existing infrastructure, prevent infrastructure backlogs, and achieve long-term sustainability, the Township's average annual capital requirement totals \$1.19 million. Based on a historical analysis of sustainable capital funding sources, the Township is committing approximately \$443,500 towards capital projects or reserves per year. As a result, there is currently an annual funding gap of \$744,000.

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

Recommendations

A financial strategy was developed to address the annual capital funding gap. The annual tax/rate change required to eliminate the Township's infrastructure deficit based on a 15-year plan is 2%.

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

- Review data to update and maintain a complete and accurate dataset
- Develop a condition assessment strategy with a regular schedule
- Review and update lifecycle management strategies
- Development and regularly review short- and long-term plans to meet capital requirements
- Measure current levels of service and identify sustainable proposed levels of service

1 Introduction & Context

1.1 Key Insights

- The goal of asset management is to minimize the lifecycle costs of delivering infrastructure services, manage the associated risks, while maximizing the value residents receive from the asset portfolio
- The Township's asset management policy provides clear direction to staff on their roles and responsibilities regarding asset management
- An asset management plan is a living document that should be updated regularly to inform long-term planning
- Ontario Regulation 588/17 outlines several key milestone and requirements for asset management plans in Ontario between July 1, 2022 and 2025

1.2 Horton Township Community Profile

Horton Township is in the Eastern Ontario region west of Ottawa along the Ontario-Quebec border. It spans across the Ottawa River and the Bonnechere River. The table below shows the census characteristics of Horton and the province.

Census Characteristic	Horton Township	Ontario
Population 2021	3,182	14,223,942
Population Change 2016-2021	10.2	5.8
Total Private Dwellings	1,486	5,929,250
Population Density	20.1/km ²	15.9/km ²
Land Area in Square Kilometers	158.02 km ²	892,411.76 km ²

The Township surrounds the neighbouring Town of Renfrew, which was originally part of Horton Township, and is now part of Renfrew County.

The region was settled in the early 1820's and was incorporated as a Township in 1850. The first road in Horton Township was called Opeongo Line and provided the opportunity for cargo and passengers to disembark from boats towards the interior of the Ottawa Valley.

The Ottawa River, several large lakes and Bonnechere River create a natural tourist attraction for cottagers and day trippers from the City of Ottawa. Due to its proximity to the city, Horton Township has also become a popular residence for retirees and commuters.

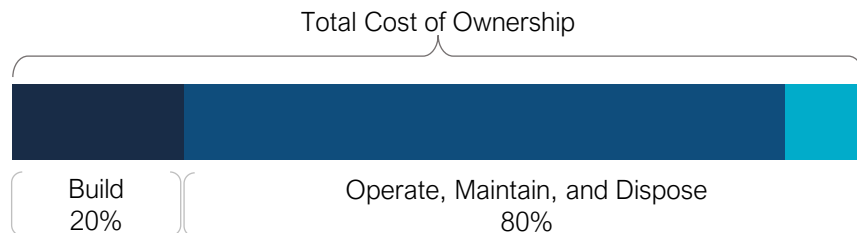
Horton is a small yet strong agricultural community, and with cultural roots from Holland, there are a variety of niche products available. The number of home-based businesses has increased in the Township recently.

With the completion of Hwy #17, a four-lane highway running to Arnprior, Horton will continue to grow as a desirable destination for those seeking a rural lifestyle with the benefits of working in the urban center in neighbouring Ottawa.

1.3 An Overview of Asset Management

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

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



These costs can span decades, requiring planning and foresight to ensure financial responsibility is spread equitably across generations. An asset management plan is critical to this planning, and an essential element of a broader asset management program. The industry-standard approach and sequence to developing a practical asset management program begins with a Strategic Plan, followed by an Asset Management Policy and an Asset Management Strategy, concluding with an Asset Management Plan.

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

1.3.1 Asset Management Policy

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

The Township adopted By-law No. 2019-26 "A By-law to Adopt an Asset Management Strategy Policy" on April, 2019 in accordance with Ontario Regulation 588/17. The objectives of the policy include:

- To provide leadership and commitment to the development and implementation of the Township's asset management program.
- To guide the Township by using a consistent framework across the organization, to facilitate logical and evidence-based decision-making for the management of assets and to support the delivery of services now and in the future.
- To demonstrate to all stakeholder's transparency and accountability of the decision-making processes of strategic plans, budget, service levels and risks.
- To meet legislative requirements
- To endeavour to align with the Township's Strategic Policy.

1.3.2 Asset Management Strategy

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

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

1.3.3 Asset Management Plan

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

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

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

1.4 Key Concepts in Asset Management

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

1.4.1 Lifecycle Management Strategies

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

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

There are several field intervention activities that are available to extend the life of an asset. These activities can be generally placed into one of three categories: maintenance, rehabilitation, and replacement.

The following table provides a description of each type of activity and the general difference in cost.

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

Depending on initial lifecycle management strategies, asset performance can be sustained through a combination of maintenance and rehabilitation, but at some point, replacement is required.

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

1.4.2 Risk Management Strategies

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

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

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

1.4.3 Levels of Service

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

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

Community Levels of Service

Community levels of service are a simple, plain language description or measure of the service that the community receives. For core asset categories (Roads, Bridges & Culverts, Water, Wastewater, Stormwater) the province, through O. Reg. 588/17, has provided qualitative descriptions that are required to be included. For non-core asset categories, the Township has determined the qualitative descriptions that will be used to determine the community level of service provided. These descriptions can be found in the Levels of Service subsection within each asset category.

Technical Levels of Service

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

For core asset categories (Roads, Bridges & Culverts, Water, Wastewater, Stormwater) the province, through O. Reg. 588/17, has provided technical metrics that are required. For non-core asset categories, the Township has determined the technical metrics that will be used to determine the technical level of service provided. These metrics can be found in the Levels of Service subsection within each asset category.

Current and Proposed Levels of Service

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

Proposed levels of service should be realistic and achievable within the timeframe outlined by the Township. They should also be determined with consideration of a variety of community expectations, fiscal capacity, regulatory requirements, corporate goals, and long-term sustainability.

Once proposed levels of service have been established, and prior to July 2025, the Township must identify a lifecycle management and financial strategy which allows these targets to be achieved.

1.5 Climate Change

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

The report revealed that between 1948 and 2016, the average temperature increase across Canada was 1.7°C; moreover, during this time, Northern Canada experienced a 2.3°C increase. The temperature increase in Canada has doubled that of the global average. If emissions are not significantly reduced, the temperature could increase by 6.3°C in Canada by the year 2100 compared to 2005 levels. Observed precipitation changes in Canada include an increase of approximately 20% between 1948 and 2012.

By the late 21st century, the projected increase could reach an additional 24%. During the summer months, some regions in Southern Canada are expected to experience periods of drought at a higher rate. Extreme weather events and climate conditions are more common across Canada. Recorded events include droughts, flooding, cold extremes, warm extremes, wildfires, and record minimum arctic sea ice extent.

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

1.5.1 Horton Township Climate Profile

The Township is expected to experience notable effects of climate change which include higher average annual temperatures, an increase in total annual precipitation, and an increase in the frequency and severity of extreme events. According to Climatedata.ca – a collaboration supported by Environment and Climate Change Canada (ECCC) – the Township may experience the following trends:

Higher Average Annual Temperature:

- Between the years 1981 and 2010 the annual average temperature was 5.7 °C
- Under a high emissions scenario, the annual average temperatures are projected to increase by 2.1 °C by the year 2050 and over 5 °C by the end of the century.

Increase in Total Annual Precipitation:

- Under a high emissions scenario, Horton is projected to experience a 7% increase in precipitation by the year 2050 and a 14% increase by the end of the century.

Increase in Frequency of Extreme Weather Events:

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

1.5.2 Ottawa River Watershed

The Ottawa River is the second largest river in eastern Canada, it extends 1271 km (780 miles) with a 140,000 km² (34,600,000 acres) watershed.

Most of the river is located within the Canadian Shield, the continent-spanning highland underlain by Precambrian age bedrock, that supports hundreds of thousands of lakes and constitutes the world's greatest concentration of freshwater. The volume of water in the Ottawa River is equivalent to the volume of water in all of western Europe.

Given the vast size of the Ottawa River Watershed and the number of people who live here, it is no surprise that the river is under pressure from many different activities. However, if we are to preserve and protect the ecological health of the river system, we must begin to understand and predict what the cumulative impacts of our actions are and find solutions that enable our future generations to safely eat fish and drink water from the river.

The major watershed-scale pressures that are currently threatening the ecological health of the river are:

- Dams
- Municipal / Industrial Wastewater
- Urban Stormwater
- Agriculture
- Floodplain and Shoreline Development
- Wetland Destruction

The physical impacts of climate change are most noticeable from: flooding, extreme weather events such as windstorms and tornados, and/or rising water levels eroding shorelines and natural spaces. Erosion and flooding pose a threat to the surrounding built infrastructure such as park assets, bridges, and roads

1.5.3 Integrating Climate Change and Asset Management

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

To achieve the sustainable delivery of services, climate change considerations should be incorporated into asset management practices. The integration of asset management and climate change adaptation observes industry best practices and enables the development of a holistic approach to risk management.

1.6 Ontario Regulation 588/17

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

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



1.6.1 O. Reg. 588/17 Compliance Review

The following table identifies the requirements outlined in Ontario Regulation 588/17 for municipalities to meet by July 1, 2024. Next to each requirement a page or section reference is included in addition to any necessary commentary.

Requirement	O. Reg. Section	AMP Section Reference	Status
Summary of assets in each category	S.5(2), 3(i)	4 - 10	Complete
Replacement cost of assets in each category	S.5(2), 3(ii)	4 - 10	Complete
Average age of assets in each category	S.5(2), 3(iii)	4 - 10	Complete
Condition of assets in each category	S.5(2), 3(iv)	4 - 10	Complete
Description of municipality's approach to assessing the condition of assets in each category	S.5(2), 3(v)	4 - 10	Complete
Current levels of service in each category	S.5(2), 1(i-ii)	4 - 10	Complete
Current performance measures in each category	S.5(2), 2	4 - 10	Complete
Lifecycle activities needed to maintain current levels of service for 10 years	S.5(2), 4	4 - 10	Complete
Costs of providing lifecycle activities for 10 years	S.5(2), 4	Appendix B	Complete
Growth assumptions	S.5(2), 5(i-ii) S.5(2), 6(i-vi)	11	Complete

2 Scope and Methodology

2.1 Key Insights

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

2.2 Asset Categories

Horton Township developed their asset management program in compliance with Ontario Regulation 588/17. The state of the infrastructure for the Township's asset portfolio, establishes current levels of service and the associated technical and customer oriented key performance indicators (KPIs), outlines lifecycle strategies for optimal asset management and performance, and provides financial strategies to reach sustainability for the asset categories listed below.

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

2.3 Deriving Replacement Costs

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

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

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

2.4 Estimated Useful Life and Service Life Remaining

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

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

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

2.5 Reinvestment Rate

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

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

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

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

2.6 Deriving Asset Condition

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

A condition assessment rating system provides a standardized descriptive framework that allows comparative benchmarking across the Township's asset portfolio. The table below outlines the condition rating system used to determine asset condition.

This rating system is aligned with the Canadian Core Public Infrastructure Survey which is used to develop the Canadian Infrastructure Report Card. When assessed condition data is not available, service life remaining is used to approximate asset condition.

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

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

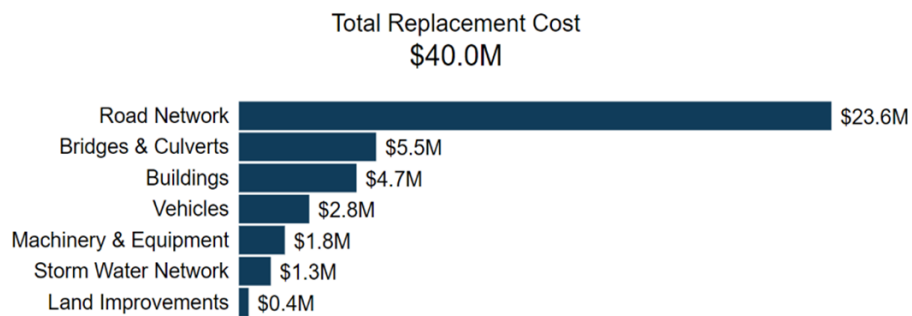
3 Portfolio Overview

3.1 Key Insights

- The total replacement cost of the Township’s asset portfolio is \$40 million
- The Township’s target re-investment rate is 3%, and the actual re-investment rate is 1.11%, contributing to an expanding infrastructure deficit
- 85% of all assets are in fair or better condition

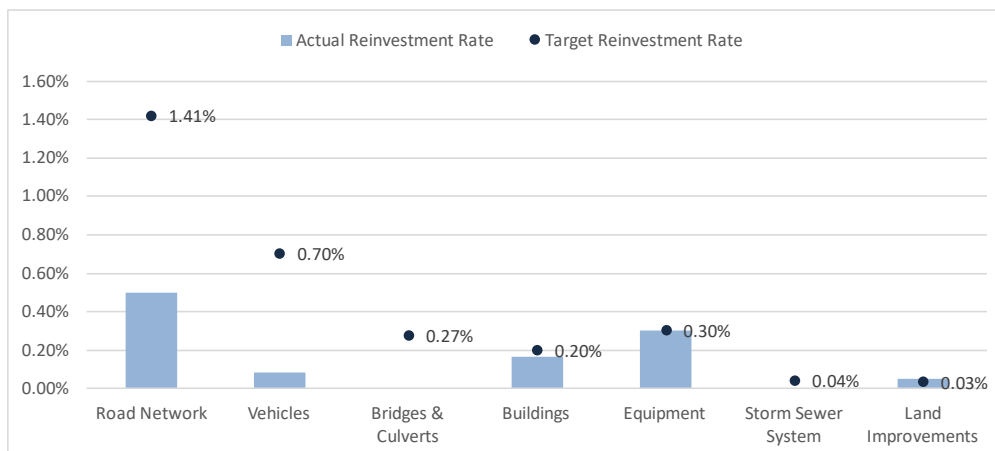
3.2 Total Replacement Cost of Asset Portfolio

The asset categories analysed have a total replacement cost of \$39.9 million based on inventory data from 2021. This total was determined based on a combination of user-defined costs and historical cost inflation. This estimate reflects replacement of historical assets with similar, not necessarily identical, assets available for procurement today.



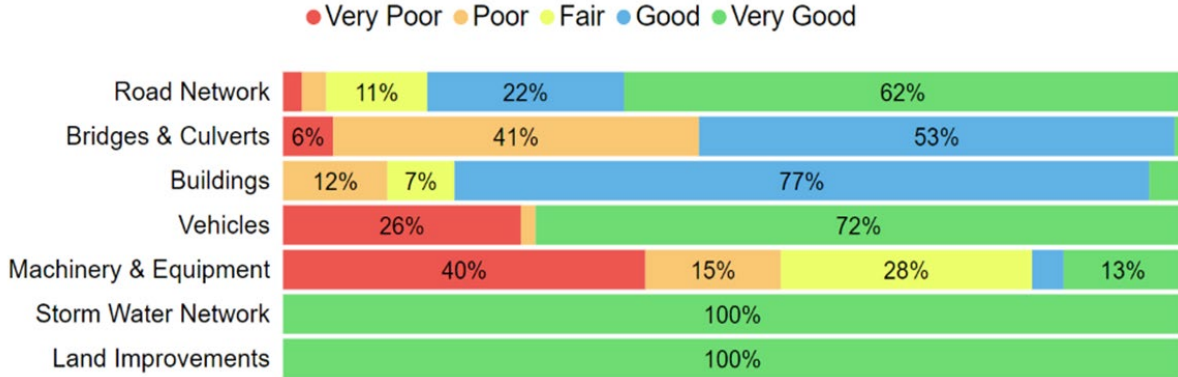
3.3 Target vs. Actual Reinvestment Rate

The graph below depicts funding gaps or surpluses by comparing target vs actual reinvestment rate. To meet the long-term replacement needs, the Township should be allocating approximately \$1.19 million annually, for a target reinvestment rate of 3.0%. Actual annual spending on infrastructure totals approximately \$443,500, for an actual reinvestment rate of 1.11%.



3.4 Condition of Asset Portfolio

The current condition of the assets is central to all asset management planning. Collectively, 85% of assets in Horton Township are in fair or better condition. This estimate relies on both age-based and field condition data.

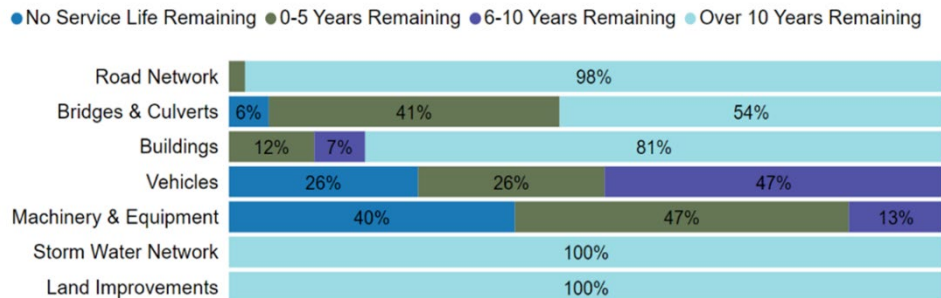


Assessed condition data was available for 88% of assets; for the remaining portfolio, age is used as an approximation of condition. Assessed condition data is invaluable in asset management planning as it reflects the true condition of the asset and its ability to perform its functions. The table below identifies the source of condition data available for each asset category.

Asset Category	Asset Segment	% of Assets with Assessed Condition	Source of Condition Data
Road Network	Paved & Gravel Roads	100%	2021 Staff Assessments
Bridges & Culverts	Culverts	98%	2021 Staff Assessments
Stormwater Network	All	100%	Engineering Assessment
Buildings	All	100%	2017 Building Condition Study
Equipment	All	47%	2021 Staff Assessments
Vehicles	All	100%	CVOR Annual Assessments
Land Improvements	All	25%	Staff Assessments
Road Network	Signs & Streetlights	0%	N/A

3.5 Service Life Remaining

Based on asset age, available assessed condition data and estimated useful life, 30% of the Township's assets will require replacement within the next 10 years. Capital requirements over the next 10 years are identified in Appendix B.



3.6 Risk & Criticality

The Township has noted key trends, challenges, and risks to service delivery that they are currently facing:



Growth

The Township is experiencing significant growth. Population and employment growth increases the demand on municipal services and potentially decrease the lifecycle of certain assets. As the population continues to grow, the Township must prioritize expanding its capacity to serve a larger population.



Funding

Major capital rehabilitation and replacement projects are often entirely dependant on the availability of grant funding opportunities. When grants are not available, rehabilitation and replacement projects may be deferred.

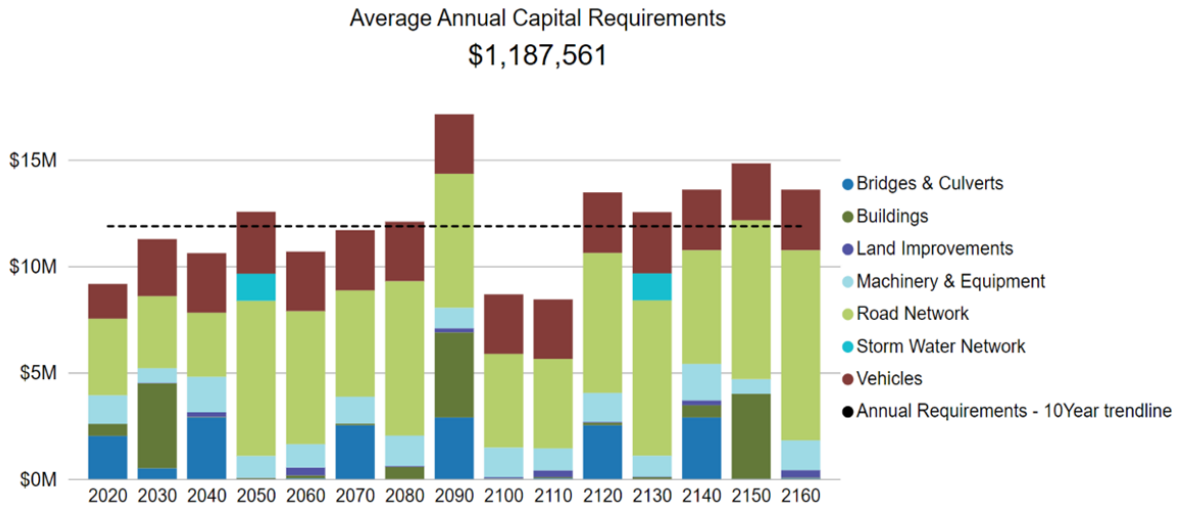


Organizational Capacity

Both short- and long-term planning requires the regular collection of infrastructure data to support asset management decision-making. Staff find it a continuous challenge to dedicate resources and time towards data collection and condition assessments to ensure that data is regularly reviewed and updated.

3.7 Forecasted Capital Requirements

The development of a long-term capital forecast should include both asset rehabilitation and replacement requirements. With the development of asset-specific lifecycle strategies that include the timing and cost of future capital events, the Township can produce an accurate long-term capital forecast. The following graph identifies capital requirements over the next 140 years. This projection is used as it ensures that every asset has gone through one full iteration of replacement, this does not include any lifecycle activity potential savings. The forecasted requirements are aggregated into 10-year groupings.



4 Road Network

4.1 Key Insights

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

The Township's roads are maintained by the Public Works department who is also responsible for winter snow clearing, ice control and snow removal operations. The state of the infrastructure for the road network is summarized in the following table.

Replacement Cost	Condition	Financial Capacity	
\$23.5 million	Good (79%)	Annual Requirement:	\$565,300
		Funding Available:	\$200,200
		Annual Deficit:	\$365,100

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

Service Attribute	Level of Service Statement
Scope	The road network service is accessible to the whole community in sufficient capacity (meets traffic demands) and is available under all weather conditions.
Quality	The road network is in good condition with minimal unplanned service interruptions and road closures.

4.2 Asset Inventory & Cost

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

Asset Segment	Quantity	Replacement Cost	Annual Capital Requirement
Gravel	51,490m	\$4,051,524	\$27,593
HCB (Asphalt)	35,630m	\$18,084,450	\$471,941
LCB (Surface Treatment)	3,240m	\$1,221,480	\$53,880
Signs	386	\$88,780	\$5,919
Streetlights	20	\$89,500	\$5,967
		\$23,535,734	\$565,299

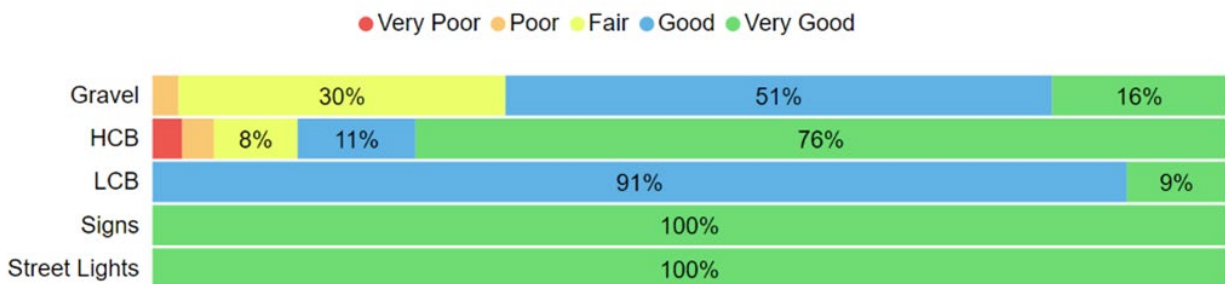
Each asset's replacement cost should be reviewed periodically to determine whether adjustments are needed to more accurately represent realistic capital requirements.

4.3 Asset Condition & Age

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

Asset Segment	Estimated Useful Life (Years)	Average Age (Years)	Average Condition
Gravel	50	19.0	Good 66%
HCB (Asphalt)	30	24.8	Very Good 82%
LCB (Surface Treatment)	20	9.5	Good 68%
Signs	15	3.6	Very Good 97%
Streetlights	15	3.6	Very Good 97%
		6.2	Good 79%

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



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

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

4.3.1 Current Approach to Condition Assessment

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

- A Road Needs Study was completed in 2017 that included a detailed assessment of the condition of each road segment.
- An annual staff assessment of all road segments was completed in 2021
- Utilize the Road Surface Optimization, Preservation and Developmental Policy to ensure adequate levels of service and life cycle objectives are maintained.

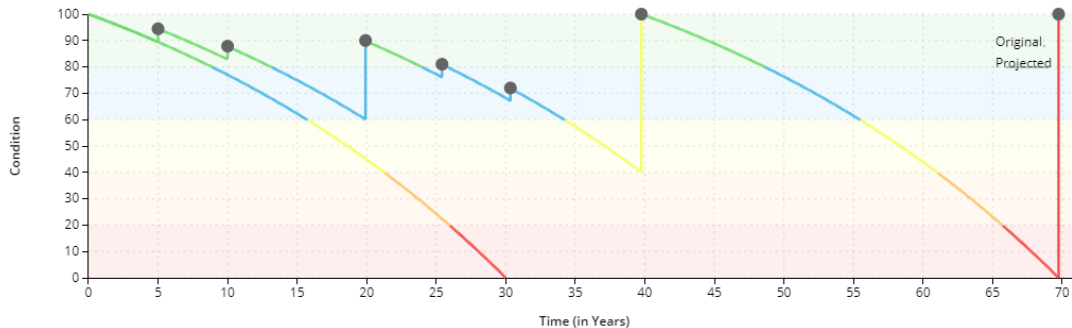
4.4 Lifecycle Management Strategy

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

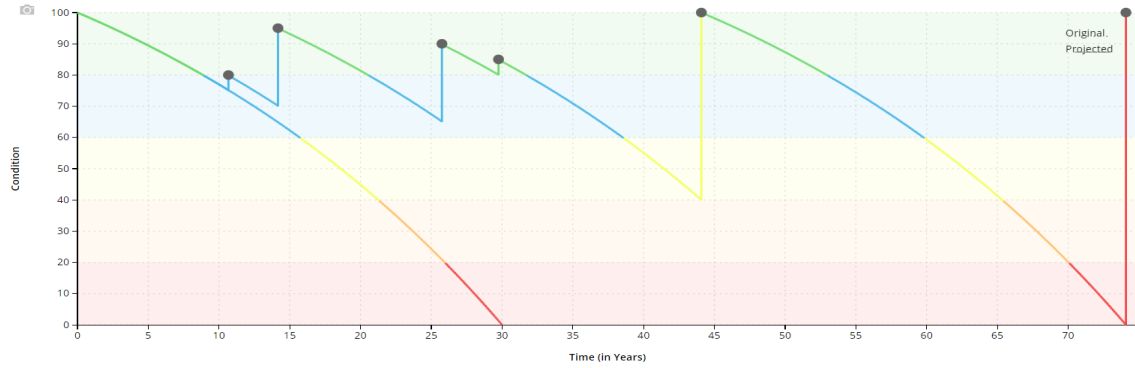
The following lifecycle strategies have been developed as a proactive approach to managing the lifecycle of LCB and HCB roads. The Township’s lifecycle strategy will consider the specifications outlined in the Township’s Road Surface Optimization, Preservation and Developmental Policy.

For HCB (Asphalt) roads the profiles were separated to incorporate different interventions based on traffic counts.

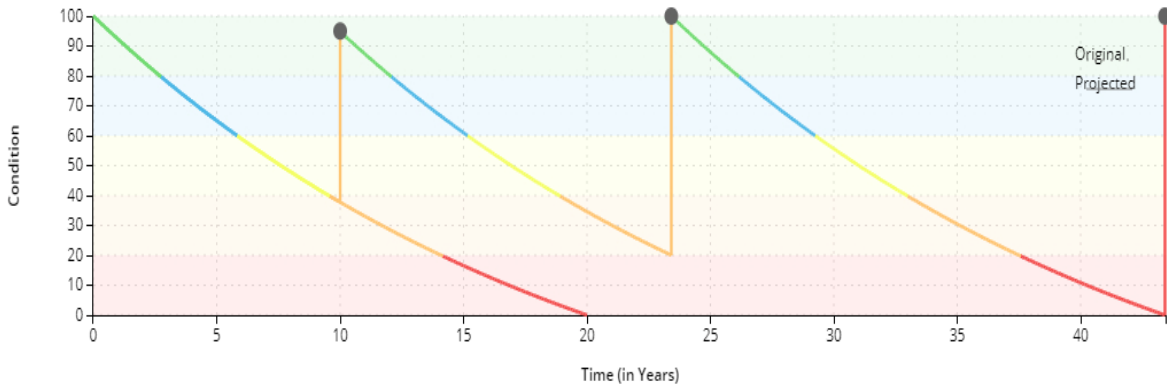
HCB <400 AADT		
Event Name	Event Class	Event Trigger
Crack Sealing	Maintenance	5 Years (Repeated)
Cape Seal	Rehabilitation	60 Condition
Single Lift Re-surfacing	Rehabilitation	40 - 50 Condition
Full Reconstruction	Replacement	0 – 40 Condition



HCB >=400 AADT		
Event Name	Event Class	Event Trigger
Fog Sealing	Maintenance	75 - 85 Condition
Micro Surfacing	Rehabilitation	70 - 80 Condition
Scratch Coat / Asphalt Overlay	Rehabilitation	65 - 70 Condition
Shave and Pave	Rehabilitation	40 – 50 Condition
Full Reconstruction	Replacement	0 – 40 Condition



LCB		
Event Name	Event Class	Event Trigger
Single Surface Treatment	Rehabilitation	40 - 50 Years
Double Surface Treatment	Rehabilitation	20 - 30 Condition
Full Reconstruction	Replacement	0 - 40 Condition

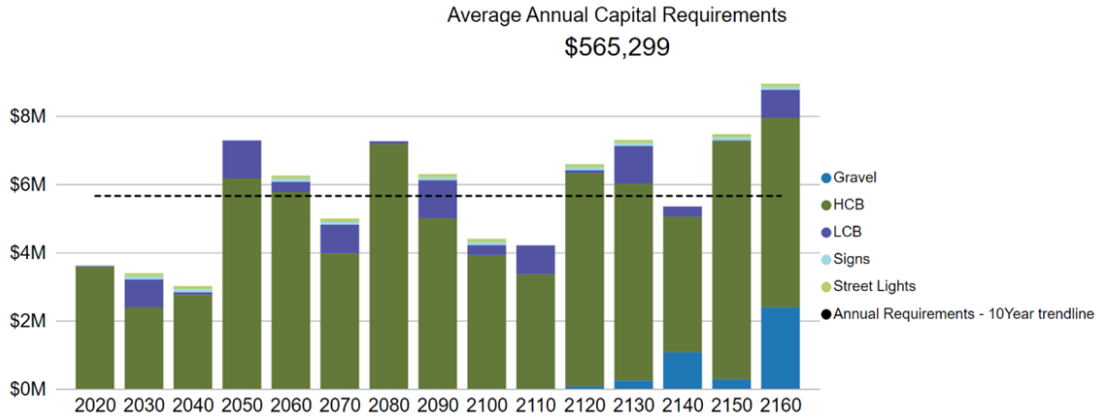


Gravel road life cycles are managed through non-capital activities such as grading annually as needed, dust suppression annually as needed, and re-gravelling (adding 50mm – 100mm of M gravel) approximately every 7 years as needed. Only the full reconstruction is included in the capital requirement.

4.4.1 Forecasted Capital Requirements

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

The following graph forecasts long-term capital requirements. The annual capital requirement represents the average amount per year that the Township should allocate towards funding rehabilitation and replacement needs. The following graph identifies capital requirements over the next 80 years. This projection is used as it ensures that every asset has gone through one full iteration of replacement. The forecasted requirements are aggregated into 5-year bins and the trend line represents the average 5-year capital requirements.



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

4.5 Risk & Criticality

The risk matrix provides a visual representation of the relationship between the probability of asset failure and the consequences based on 2022 inventory data. See Appendix D for the criteria used to determine the risk rating of each asset.



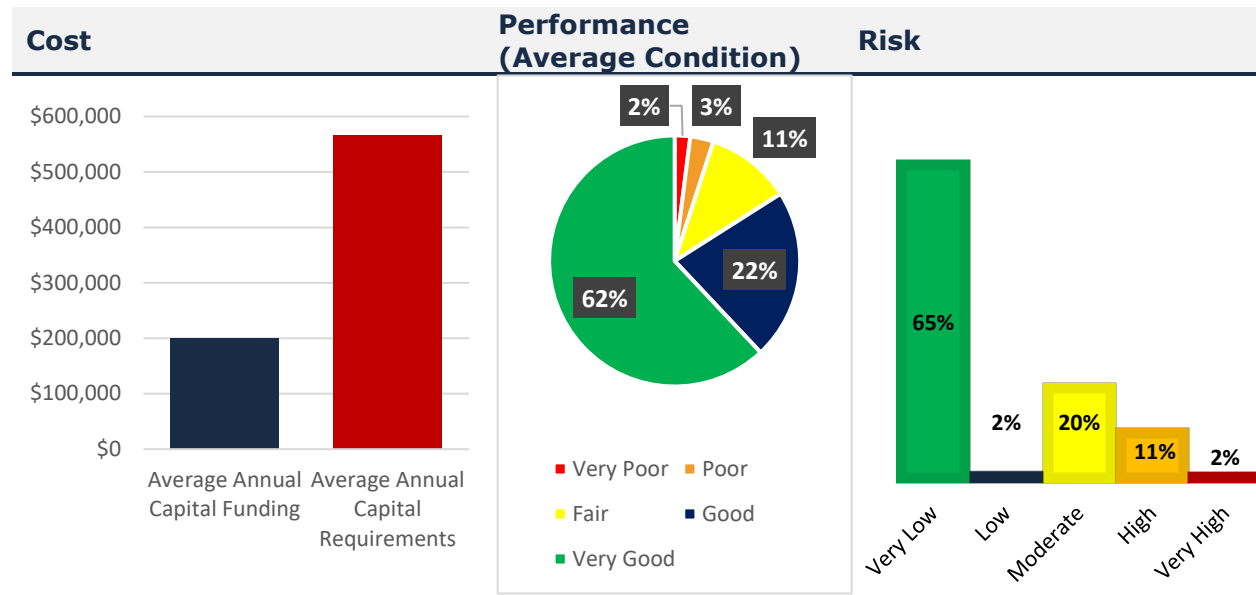
Township staff should review and adjust the risk model to reflect an evolving understanding of both the probability and consequences of asset failure. The asset-specific attributes that municipal staff utilize to define and prioritize the criticality of the road network are:

Probability of Failure (POF)	Consequence of Failure (COF)
Condition	Replacement Cost (Economic)
	Road Class (Operational)
	Segment (surface Type) (Operational)

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

4.6 Levels of Service

The following tables identify the Township’s current level of service for the Road Network.



These metrics include the technical and community level of service metrics that are required as part of O. Reg. 588/17 as well as any additional performance measures that the Township has selected.

4.6.1 Community Levels of Service

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

Service Attribute	Qualitative Description	Current LOS (2021)
Scope	Description, which may include maps, of the road network in the municipality and its level of connectivity	See Appendix C
Quality	Description or images that illustrate the different levels of road class pavement condition	The Township staff provide surface condition with a rating as follows: 0 – 20 Very Poor 20 – 40 Poor 40 – 60 Fair 60 – 80 Good 80 – 100 Very Good

4.6.2 Technical Levels of Service

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

Service Attribute	Technical Metric	Current LOS (2021)
Scope	Lane-km of arterial roads (MMS classes 1 and 2) per land area (km/km ²)	0
	Lane-km of collector roads (MMS classes 3 and 4) per land area (km/km ²)	0.42
	Lane-km of local roads (MMS classes 5 and 6) per land area (km/km ²)	0.68
Quality	Average pavement condition index for paved roads in the municipality	HCB 82% LCB 68%
	Average surface condition for unpaved roads in the municipality (e.g. excellent, good, fair, poor)	Good
Performance	% of roads inspected within the last five years	100%
	Operating costs for winter control maintenance of roadways per lane kilometre	613.5

4.7 Recommendations

Condition Assessment Strategies

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

Risk Management Strategies

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

Levels of Service

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

5 Bridges & Culverts

5.1 Key Insights

Bridges & Culverts represent a critical portion of the transportation services provided to the community. The County of Renfrew is responsible for the maintenance of all bridges and structural culverts located across municipal roads.

Horton Township is responsible and has ownership of culverts that are less than 3 meters. The Township has the goal of keeping culverts in a good state of repair and minimizing service disruptions.

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

Replacement Cost	Condition	Financial Capacity	
\$5.46 million	Fair (55%)	Annual Requirement:	\$109,200
		Funding Available:	\$0
		Annual Deficit:	\$109,200

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

Service Attribute	Level of Service Statement
Scope	Culverts have sufficient capacity (to convey water for road drainage) and are available under all weather conditions.
Quality	Culverts are in good condition with minimal unplanned service interruptions and closures.

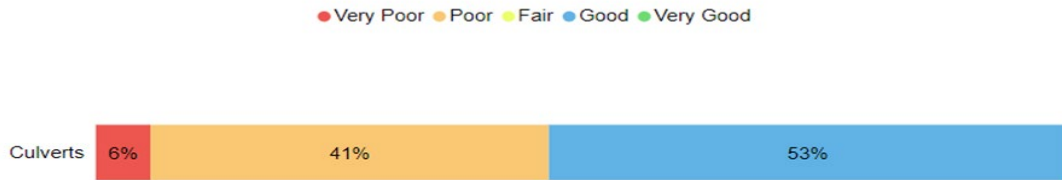
5.2 Asset Inventory & Costs

The Township has 164 culverts with a replacement cost of \$5.46 million. The annual requirement is \$109,200.

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

5.3 Asset Condition & Age

Culverts have an average condition of 55% with an estimated useful life of 50 years and an average age of 11.6 years. The graph shows the average condition (%) with a weighted value on replacement cost with a scale of very good to very poor.



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

5.3.1 Current Approach to Condition Assessment

Accurate and reliable condition data allows staff to determine the remaining service life of assets and identify the most cost-effective approach to managing them. Condition assessments comprise of visual inspections that are conducted annually by Township staff. The following rating criteria is used to determine the current condition of culverts and forecast future capital requirements:

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

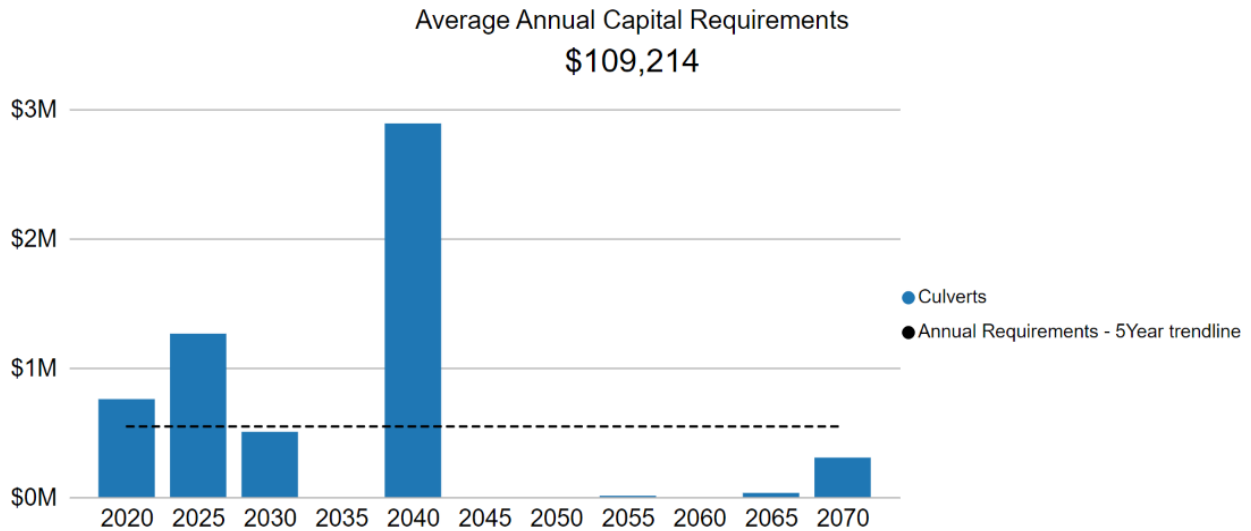
5.4 Lifecycle Management Strategy

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

Activity Type	Description of Current Strategy
Maintenance, Rehabilitation and Replacement	All lifecycle activities are driven by the results of staff inspections and aligned with the roadway condition needs
Inspection	Annual inspection, this process is set to be changed to biennial

5.4.1 Forecasted Capital Requirements

The following graph forecasts long-term capital requirements. The annual capital requirement represents the average amount per year that the Township should allocate towards funding rehabilitation and replacement needs. The following graph identifies capital requirements over the next 50 years. This projection is used as it ensures that every asset has gone through one full iteration of replacement. The forecasted requirements are aggregated into 5-year groupings and the trend line represents the average 5-year capital requirements.



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

5.5 Risk & Criticality

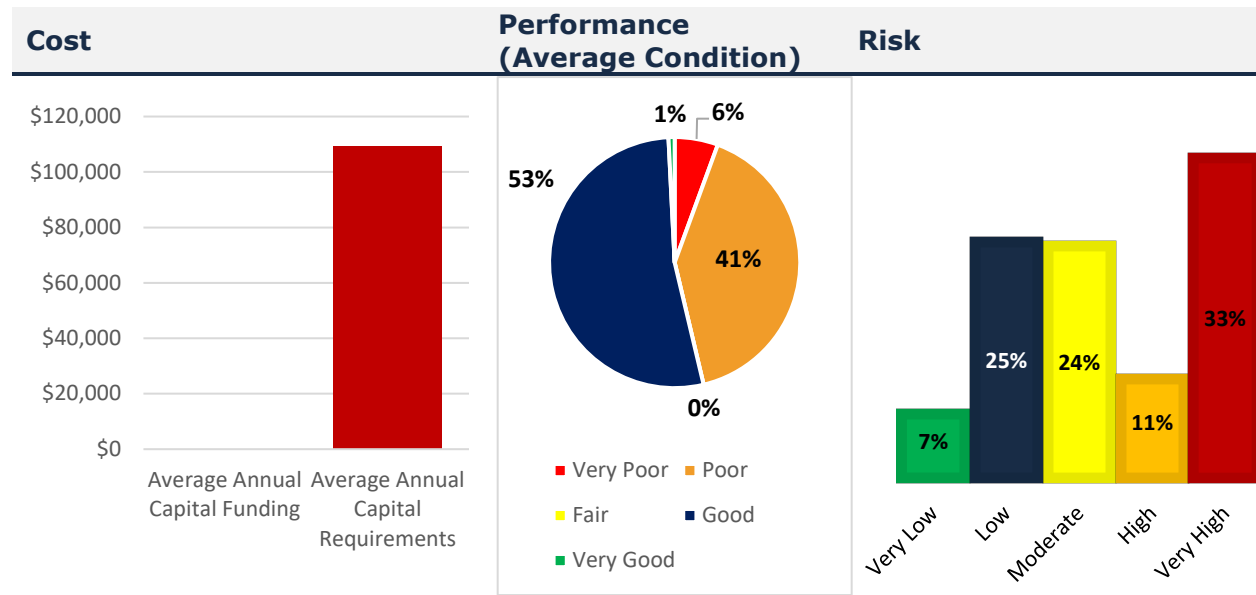
The risk matrix provides a visual representation of the relationship between the probability of asset failure and the consequence based on 2022 inventory data. See Appendix D for the criteria used to determine the risk rating of each asset.

Consequence	5	0 Assets \$0	0 Assets \$0	0 Assets \$0	0 Assets \$0	0 Assets \$0
	4	0 Assets \$0	7 Assets \$1,171,200	0 Assets \$0	3 Assets \$1,679,500	0 Assets \$0
	3	1 Asset \$24,200	14 Assets \$604,200	0 Assets \$0	4 Assets \$135,600	2 Assets \$103,700
	2	2 Assets \$18,900	76 Assets \$1,081,000	0 Assets \$0	22 Assets \$386,700	15 Assets \$186,400
	1	0 Assets \$0	9 Assets \$33,300	0 Assets \$0	5 Assets \$21,000	4 Assets \$15,000
		1	2	3	4	5
		Probability				

The identification of critical assets allows the Township to determine appropriate risk mitigation strategies and treatment options.

5.6 Levels of Service

The following tables identify the Township’s current level of service for culverts.



The metrics that are required as part of O. Reg. 588/17 do not apply to these Township assets as they are less than 3-meter spans they don’t meet the OSIM definition of a bridge.

5.7 Recommendations

Data Review/Validation

- Develop a methodology to obtain inventory data, assessed condition data and replacement costs for culverts.

Financial Strategies

- Dedicating a capital fund to culvert replacements to ensure the asset category performance can increase and risk levels can be reduced.

Risk Management Strategies

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

6 Storm Water Network

6.1 Key Insights

The Township is responsible for owning and maintaining a stormwater network in the community of Thompsonhill, the remainder of the Township's storm water management is using grassed ditches. The state of the infrastructure for the stormwater network is summarized in the following table.

Replacement Cost	Condition	Financial Capacity	
\$1.27 million	Very Good (84%)	Annual Requirement:	\$16,955
		Funding Available:	\$0
		Annual Deficit:	\$16,955

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

Service Attribute	Level of Service Statement
Scope	The storm water network service reliable and adequately sized to protect the community from flooding
Quality	The stormwater network is in good condition with minimal flooding events.

6.2 Asset Inventory & Cost

The table below includes the quantity, total replacement cost and annual capital requirements of each asset segment in the storm water network inventory.

Asset Segment	Quantity	Replacement Cost	Annual Capital Requirement
Catchbasin	43	\$344,000	\$4,587
Ditch Inlet	6	\$19,200	\$256
Storm Main	1136.9 (m)	\$847,410	\$11,299
Storm Main Connection	84.6 (m)	\$59,839	\$798
Twin flat-grate	1	\$1,200	\$16
		\$1,271,648	\$16,955

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

6.3 Asset Condition & Age

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

Asset Segment	Estimated Useful Life (Years)	Average Age (Years)	Average Condition
Catchbasin	75	42.0	Very Good 82%
Ditch Inlet	75	42.0	Very Good 82%
Storm Main	75	39.0	Very Good 85%
Storm Main Connection	75	39.0	Very Good 85%
Twin flat-grate	75	42.0	Very Good 82%
Average		41.7	Very Good 84%

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

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

6.3.1 Current Approach to Condition Assessment

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

- Visual inspections are conducted by Township staff.
- CCTV inspections are conducted by contractor once a road reconstruction is identified prior to the design phase.

6.4 Lifecycle Management Strategy

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

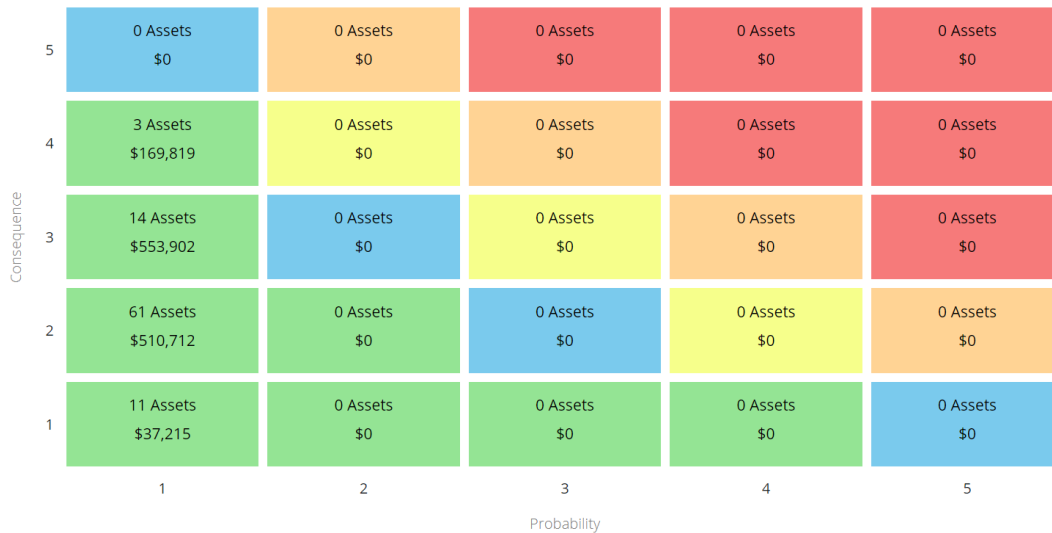
Activity Type	Description of Current Strategy
Maintenance	Primary activities include a yearly flush and clean of the entire system CCTV inspections and cleaning is completed as budget becomes available and this information is used to drive forward rehabilitation and replacement plans
Rehabilitation	Grate replacements are conducted on an as needed basis.
Replacement	Aligned with Road Reconstruction

6.4.1 Forecasted Capital Requirements

The annual capital requirement represents the average amount per year that the Township should allocate towards funding rehabilitation and replacement needs, for the storm water network and for the Township’s storm water system it is \$16,955. The projected cost of lifecycle activities that will need to be undertaken over the next 10 years to maintain the current level of service can be found in Appendix B.

6.5 Risk & Criticality

The risk matrix provides a visual representation of the relationship between the probability of asset failure and the consequences based on 2022 inventory data. See Appendix D for the criteria used to determine the risk rating of each asset.

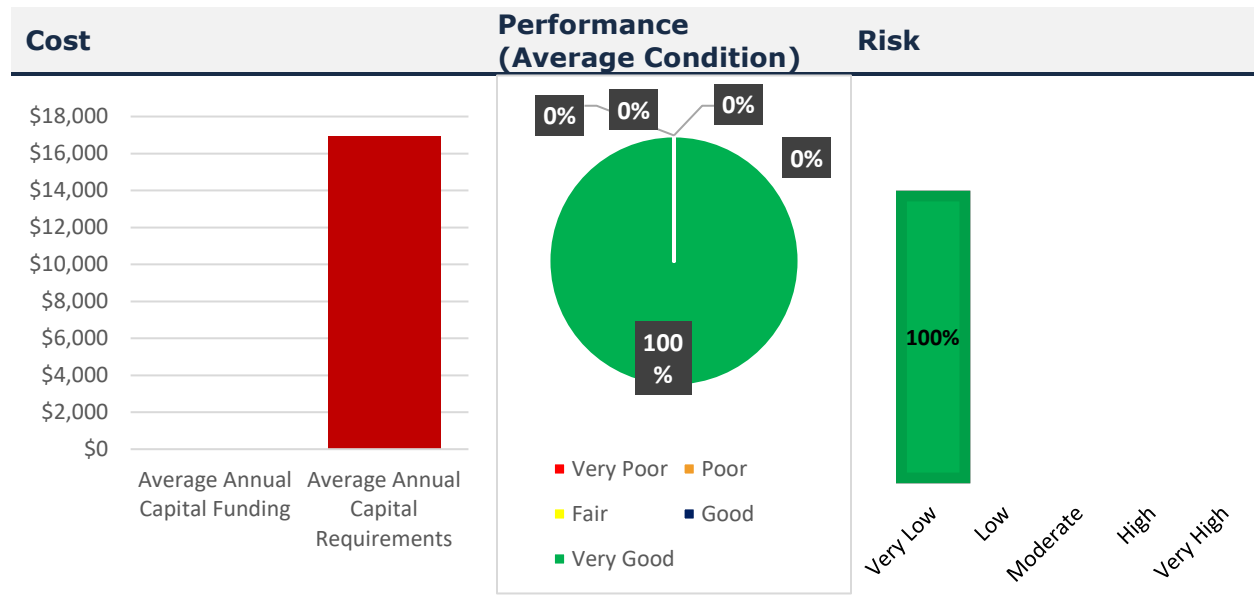


This is a high-level model developed for the purposes of Township staff to review and adjust the risk model to reflect an evolving understanding of both the probability and consequences of asset failure.

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

6.6 Levels of Service

The following tables identify the Township’s current level of service for Stormwater Network.



These metrics include the technical and community level of service metrics that are required as part of O. Reg. 588/17.

6.6.1 Community Levels of Service

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

Service Attribute	Qualitative Description	Current LOS (2021)
Scope	Description, which may include map, of the user groups or areas of the municipality that are protected from flooding, including the extent of protection provided by the municipal stormwater system	See Appendix C

6.6.2 Technical Levels of Service

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

Service Attribute	Technical Metric	Current LOS (2021)
Scope	% Properties in municipality resilient to a 100-year storm	100%
	% The municipal stormwater management system is resilient to a 5-year storm	100%

6.7 Recommendations

Risk Management Strategies

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

Lifecycle Management Strategies

- Document and review lifecycle management strategies for the storm water network on a regular basis to achieve the lowest total cost of ownership while maintaining adequate service levels.

Levels of Service

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

7 Buildings

7.1 Key Insights

The Township of Horton owns and maintains several facilities that provide key services to the community. These include:

- administrative office
- fire station
- public works garage and storage sheds
- community centre and arena

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

Replacement Cost	Condition	Financial Capacity	
\$4.68 million	Good (62%)	Annual Requirement:	\$80,313
		Funding Available:	\$66,223
		Annual Deficit:	\$14,090

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

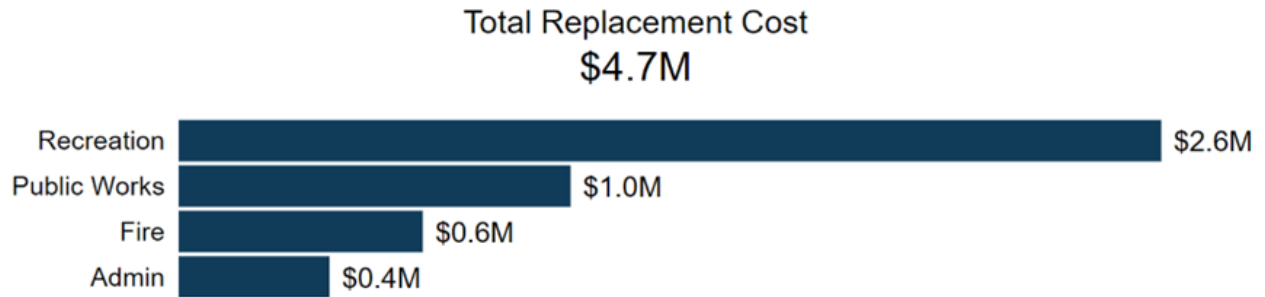
Service Attribute	Level of Service Statement
Scope	To provide safe, clean buildings with an accessible user experience.
Quality	The buildings are in good condition

7.2 Asset Inventory & Cost

The table below includes the quantity, total replacement cost, and annual capital requirements of each asset segment in the Township's buildings inventory. Buildings are currently a single asset that includes the complete replacement value.

Asset Segment	Quantity	Replacement Cost	Annual Capital Requirement
Admin	1	\$399,000	\$6,650
Fire	1	\$646,000	\$10,767
Public Works	6	\$1,036,960	\$17,558
Recreation	4	\$2,599,501	\$45,338
		\$4,681,461	\$80,313

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

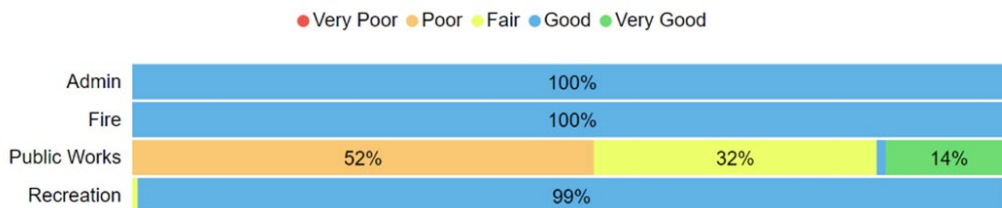


7.3 Asset Condition & Age

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

Asset Segment	Estimated Useful Life (Years)	Average Age (Years)	Average Condition
Admin	60	66.0	Good 66%
Fire	60	38.0	Good 66%
Public Works	25 - 60	22.8	Fair 47%
Recreation	10 - 60	12.3	Good 66%
Average		24.2	Good 62%

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



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

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

7.3.1 Current Approach to Condition Assessment

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

- Inspections are conducted monthly by the Joint Health & Safety Committee
- A building assessment was conducted by third-party in 2014.

7.4 Lifecycle Management Strategy

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

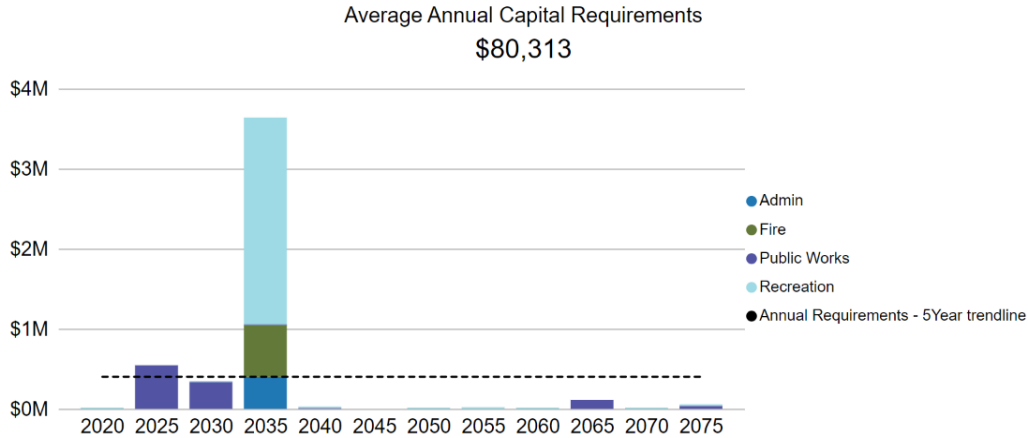
Activity Type	Description of Current Strategy
Operations & Maintenance	Municipal buildings are subject to regular inspections to identify health & safety requirements and any visual defects.
Renewal & Rehabilitation	Depends on Grant and Upper Tier Funding opportunities for major rehabilitation
Replacement	Assessments are completed reactively based on compliance with regulations such as TSSA. The building audit is used to prioritize.

Componentizing buildings to better reflect the different life expectancies and costs of the many components of a building will help to better manage the assets. There are many systems that break down a building into smaller systems with varying degrees of detail that are recommended and implemented by municipalities.

7.4.1 Forecasted Capital Requirements

The following graph forecasts long-term capital requirements. The annual capital requirement represents the average amount per year that the Township should allocate towards funding rehabilitation and replacement needs.

The following graph identifies capital requirements over the next 60 years. This projection is used as it ensures that every asset has gone through one full iteration of replacement. The forecasted requirements are aggregated into 5-year bins and the trend line represents the average annual capital requirements.



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

There are large budget years within the table due to the Township’s building inventory having single assets per facility. There are no plans by the Township to completely replace any existing buildings and as such only general maintenance and repairs are planned over the next 10 years. Priority will be given to improving the data and condition of individual building components.

7.5 Risk & Criticality

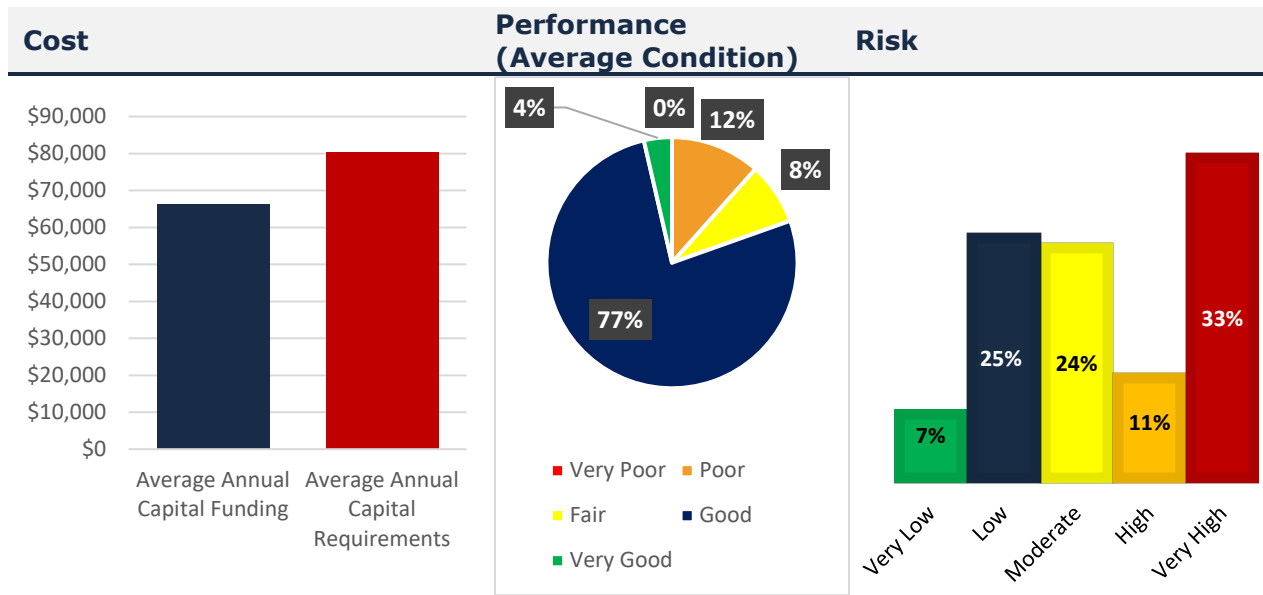
The following risk matrix provides a visual representation of the relationship between the probability of failure and the consequence of failure based on 2022 inventory data. See Appendix D for the criteria used to determine the risk rating of each asset.



This is a high-level model that Township staff should review and adjust the risk model to reflect an evolving understanding of both the probability and consequences of asset failure. The identification of critical assets allows the Township to determine appropriate risk mitigation strategies and treatment options. Risk mitigation may include asset-specific lifecycle strategies, condition assessment strategies, or simply the need to collect better asset data.

7.6 Levels of Service

The table below outlines high-level service indicators for Buildings.



Buildings are considered a non-core asset category as such, the Township has until July 1, 2024, to determine the community levels of service and technical metrics that measure the current level of service provided, the regulation does not specify what they need to be. To meet the July 1, 2024 requirements the Township has outlined the community and technical levels of service that will be measured in the following sections.

7.6.1 Community Levels of Service

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

Service Attribute	Qualitative Description	Current LOS (2021)
Scope	Description, which may include maps, of the types of facilities that the municipality operates and maintains	See Appendix C

7.6.2 Technical Levels of Service

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

Service Attribute	Technical Metric	Current LOS (2020)
Scope	Square metres of indoor recreation facilities per 1,000 households	0.675
Quality	Average facility condition index value for facilities in the municipality	Good (76%)

7.7 Recommendations

Asset Inventory

- The Township's asset inventory contains a single record for all buildings. Facilities consist of several separate capital components that have unique estimated useful lives. Staff should work towards a component-based inventory of all facilities to allow for component-based lifecycle planning.

Replacement Costs

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

Condition Assessment Strategies

- The Township should implement regular condition assessments for all facilities to better inform short- and long-term capital requirements.

Risk Management Strategies

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

Levels of Service

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

8 Machinery & Equipment

8.1 Key Insights

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

- Fire Equipment to support emergency services
- Fleet Equipment to support transportation services
- Recreation and rink equipment
- Office furniture and equipment

Keeping machinery & equipment in an adequate state of repair is important to maintain a high level of service. The state of the infrastructure for the machinery and equipment is summarized in the following table.

Replacement Cost	Condition	Financial Capacity	
\$1.83 million	Poor (55%)	Annual Requirement:	\$121,613
		Funding Available:	\$121,494
		Annual Deficit:	\$119

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

Service Attribute	Level of Service Statement
Scope	The machinery and equipment service provides suitable material for staff to perform their duties effectively
Quality	The machinery and equipment are in good condition with minimal unplanned service interruptions.

8.2 Asset Inventory & Cost

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

Asset Segment	Quantity	Total Replacement Cost	Annual Capital Requirement
Admin	167	\$39,477	\$3,948
Fire	1,344	\$626,689	\$41,779
Public Works	47	\$985,554	\$58,089
Recreation	1,020	\$177,975	\$17,798
		\$1,829,695	\$121,613

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

8.3 Asset Condition & Age

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

Asset Segment	Estimated Useful Life (Years)	Average Age (Years)	Average Condition
Admin	10	8.0	Good 60%
Fire	15	15.5	Fair 41%
Public Works	8 - 25	7.9	Poor 32%
Recreation	10	12.0	Very Poor 2%
	Average	11.8	Poor 33%

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

8.3.1 Current Approach to Condition Assessment

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

- Staff complete annual safety inspections of fire machinery & equipment to ensure they are in state of adequate repair according to NFPA standards
- Internal maintenance and inspection are conducted for equipment.
- There are no formal condition assessment programs in place

8.4 Lifecycle Management Strategy

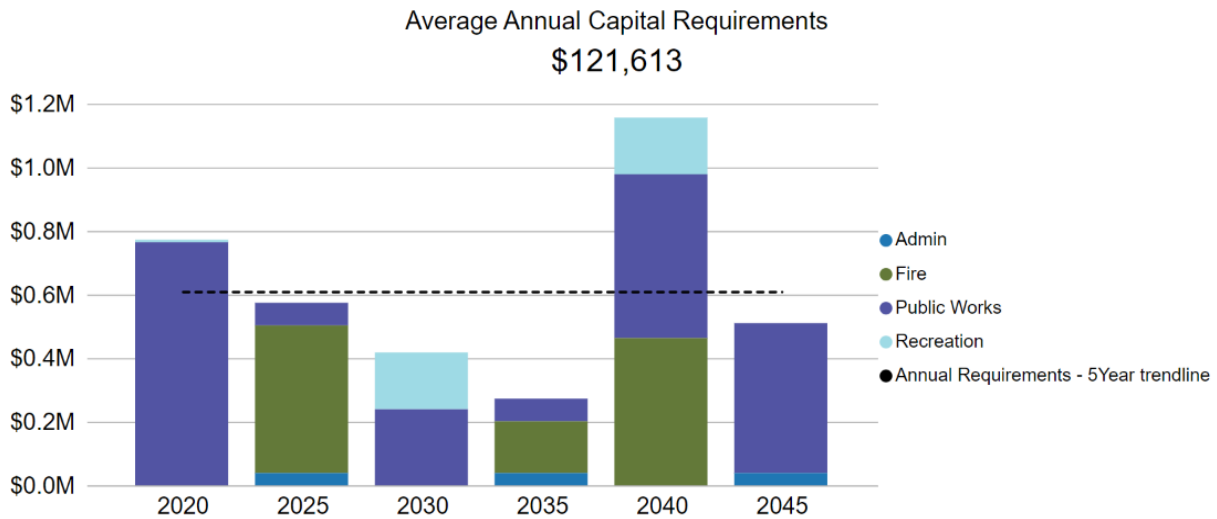
The condition or performance of most assets will deteriorate over time. To ensure that municipal assets are performing as expected and meeting the needs of customers, it is important to establish a lifecycle management strategy to proactively manage asset deterioration.

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

Activity Type	Description of Current Strategy
Maintenance/ Rehabilitation	Maintenance program varies by department
	Fire Protection Services equipment is subject to a much more rigorous inspection and maintenance program compared to most other departments
	Machinery & equipment is maintained according to manufacturer recommended actions and supplemented by the expertise of municipal staff
Replacement	The replacement of machinery & equipment depends on deficiencies identified by operators that may impact their ability to complete required tasks

8.4.1 Forecasted Capital Requirements

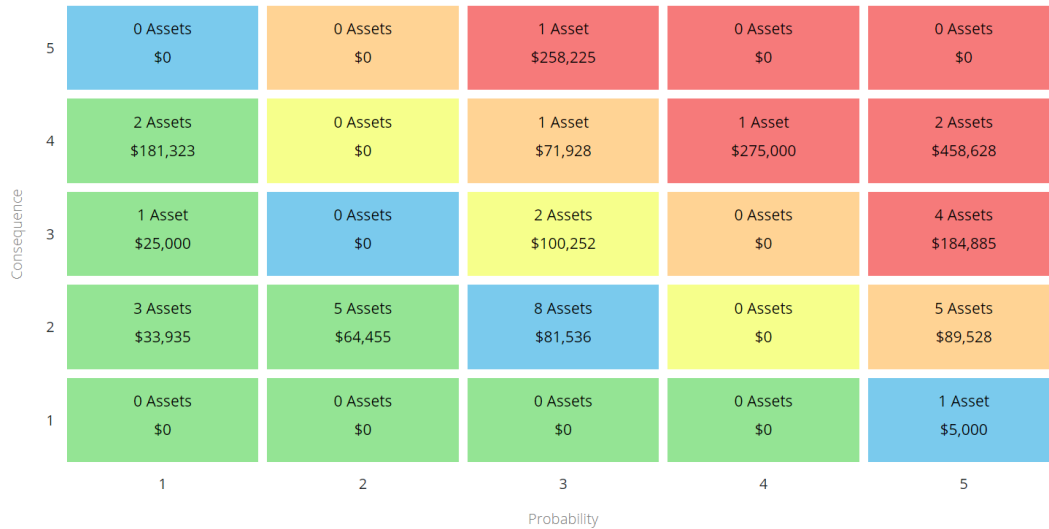
The long-term capital requirements are forecasted over the next 25 years at \$121,613. The annual capital requirement represents the average amount per year that the Township should allocate towards funding rehabilitation and replacement needs.



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

8.5 Risk & Criticality

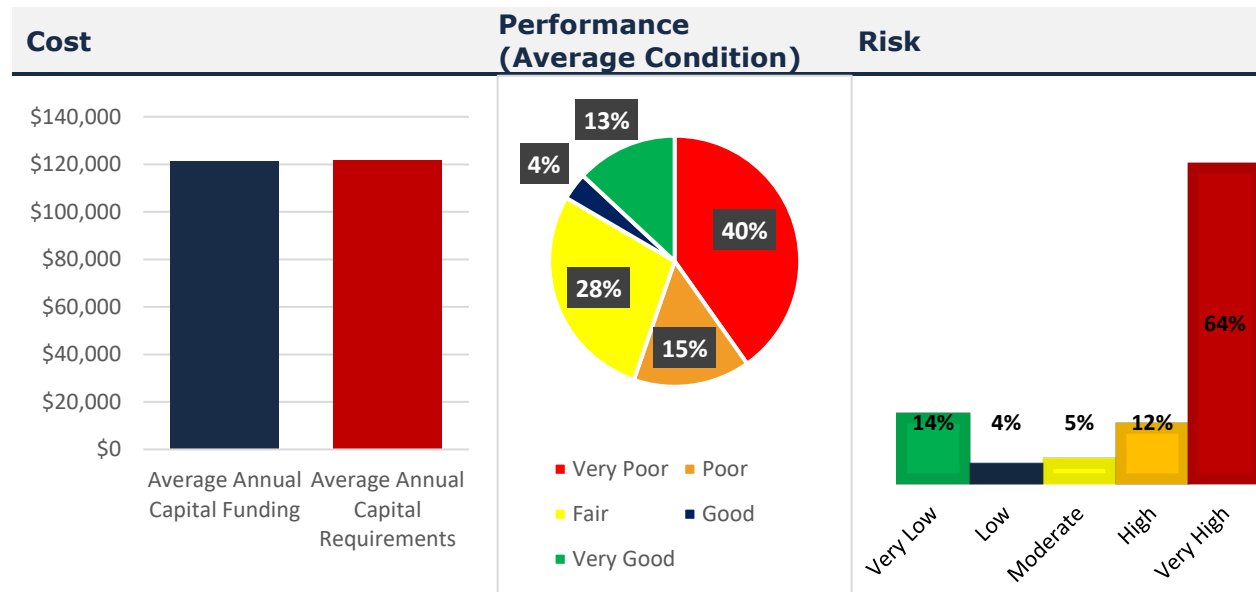
The risk matrix provides a visual representation of the relationship between the probability of failure and the consequence of failure for the assets within this asset category based on 2022 inventory data. See Appendix D for the criteria used to determine the risk rating of each asset.



This is a high-level model that Township staff should review and adjust to reflect an evolving understanding of both the probability and consequences of asset failure. The identification of critical assets allows the Township to determine risk mitigation strategies and treatment options.

8.6 Levels of Service

The table below outlines high-level service indicators for Machinery & Equipment.



Equipment is considered a non-core asset category. As such, the Township has until July 1, 2024, to determine the qualitative descriptions and technical metrics that measure the current level of service provided. To meet the July 1, 2024 requirements the Township has outlined the community and technical levels of service that will be measured in the following sections.

8.6.1 Community Levels of Service

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

Service Attribute	Qualitative Description	Current LOS (2021)
Scope	Description or images of the types of equipment that the municipality operates and the services that they help to provide to the community	See Appendix C

8.6.2 Technical Levels of Service

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

Service Attribute	Technical Metric	Current LOS (2021)
Scope	Average condition of equipment (e.g. very good, good, fair, poor, very poor)	Poor

8.7 Recommendations

Replacement Costs

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

Condition Assessment Strategies

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

Levels of Service

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

9 Vehicles

9.1 Key Insights

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

- tandem axle trucks for winter control activities
- tandem axle trucks for heavy commercial activities
- fire rescue vehicles to provide emergency services
- light duty trucks
- lawn tractors to support parks and roadside maintenance

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

Replacement Cost	Condition	Financial Capacity	
\$2.79 million	Good (65%)	Annual Requirement:	\$281,303
		Funding Available:	\$34,640
		Annual Deficit:	\$246,663

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

Service Attribute	Level of Service Statement
Scope	The vehicles service has planned maintenance activities to reduce unnecessary breakdowns, minimize vehicle downtime and optimize performance to ensure sustainability.
Quality	The vehicles are in good condition with minimal unplanned service interruptions

9.2 Asset Inventory & Cost

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

Asset Segment	Quantity	Total Replacement Cost	Annual Capital Requirement
Fire	5	\$1,205,521	\$120,552
Public Works	9	\$1,589,476	\$160,751
Total		\$2,794,997	\$281,303

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

9.3 Asset Condition & Age

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

Asset Segment	Estimated Useful Life (Years)	Average Age (Years)	Average Condition
Fire	10	14.2	Fair 40%
Public Works	7 - 12	4.3	Very Good 84%
	Average	7.9	Good 65%

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

9.3.1 Current Approach to Condition Assessment

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

- Staff complete annual safety inspections on all CVOR vehicles
- A condition assessment of vehicles was conducted in 2017. The mileage of vehicles is used as a proxy to determine remaining useful life and relative vehicle condition except for the Fire Department

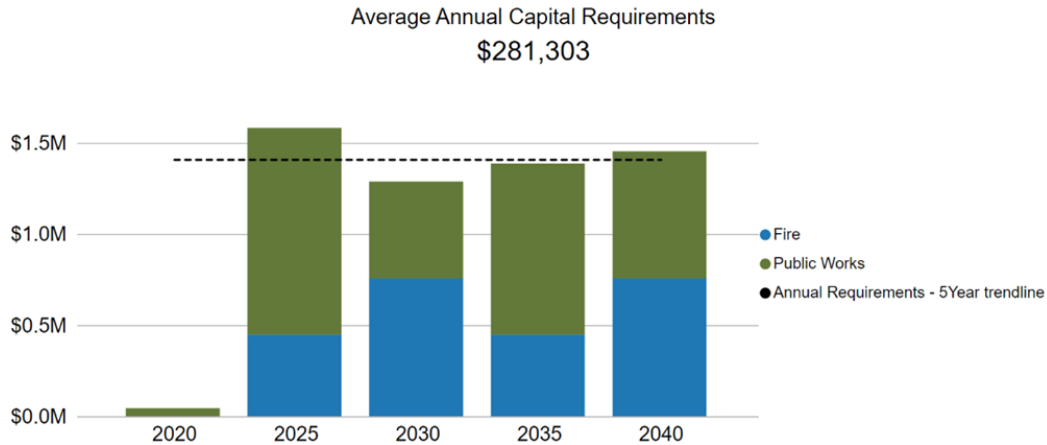
9.4 Lifecycle Management Strategy

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

Activity Type	Description of Current Strategy
Maintenance / Rehabilitation	Visual inspections completed and documented daily; fluids inspected at every fuel stop; tires inspected monthly
	Annual preventative maintenance activities include system components check and additional detailed inspections
Replacement	Vehicle age, kilometres and annual repair costs are taken into consideration when determining appropriate treatment options

9.4.1 Forecasted Capital Requirements

The following graph forecasts long-term capital requirements. The annual capital requirement represents the average amount per year that the Township should allocate towards funding rehabilitation and replacement needs.



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

9.5 Risk & Criticality

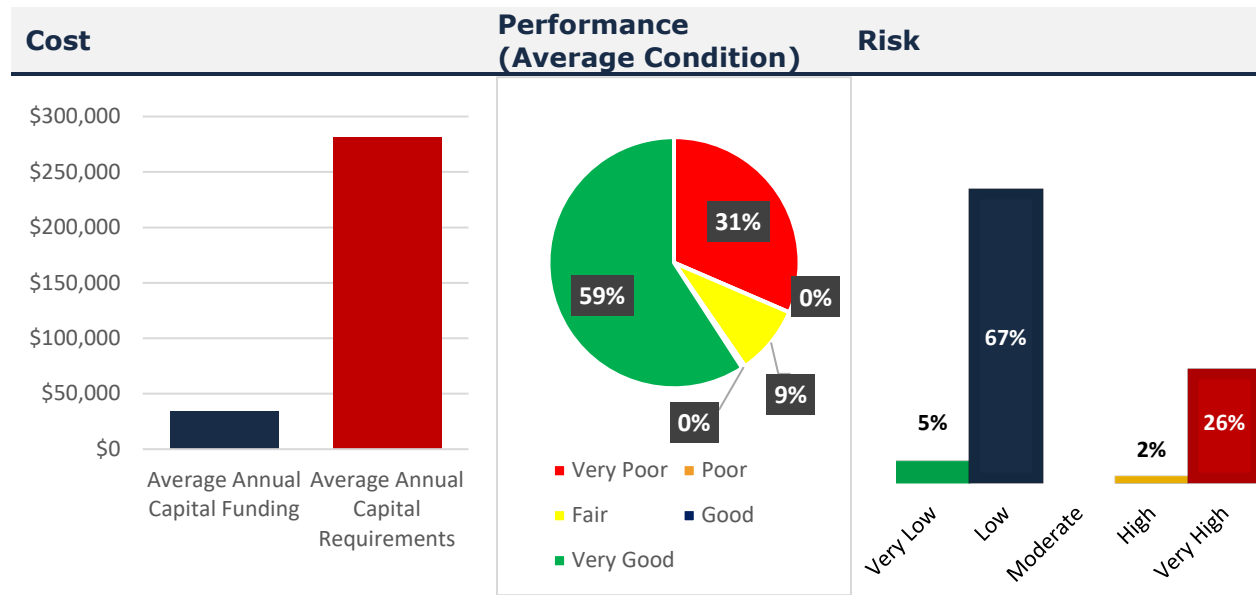
The risk matrix provides a visual representation of the relationship between the probability of failure and the consequence of failure for the assets within this asset category based on 2020 inventory data. See Appendix D for the criteria used to determine the risk rating of each asset.



This is a high-level model that Township staff should review and adjust to reflect an evolving understanding of both the probability and consequences of asset failure. The identification of critical assets allows the Township to determine risk mitigation strategies and treatment options.

9.6 Levels of Service

The table below outlines high-level service indicators for Vehicles.



Vehicles are considered a non-core asset category. As such, the Township has until July 1, 2024, to determine the qualitative descriptions and technical metrics that measure the current level of service provided. To meet the July 1, 2024, requirements the Township has outlined the community and technical levels of service that will be measured in the following sections.

9.6.1 Community Levels of Service

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

Service Attribute	Qualitative Description	Current LOS (2021)
Scope	Description or images of the types of vehicles (e.g. light, medium and heavy-duty) that the municipality operates and the services that they help to provide to the community	See Appendix C

9.6.2 Technical Levels of Service

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

Service Attribute	Technical Metric	Current LOS (2021)
Scope	# of light duty vehicles per 1,000 households	2
	# of heavy duty vehicles per 1,000 households	2

Quality	Average condition of vehicles (e.g. very good, good, fair, poor, very poor)	Good
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9.7 Recommendations

Condition Assessment Strategies

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

Risk Management Strategies

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

Levels of Service

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

10 Land Improvements

The Township of Horton owns a small number of assets that are considered Land Improvements. This category includes:

- Parking lots
- Fencing
- Sports fields
- Boat docks
- Washroom

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

Replacement Cost	Condition	Financial Capacity	
\$386,536	Very Good (98%)	Annual Requirement:	\$12,864
		Funding Available:	\$20,890
		Annual Deficit/Surplus:	\$(8,526)

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

Service Attribute	Level of Service Statement
Scope	The land improvements meet safety and accessibility standards
Quality	The land improvements are in good condition

10.1 Asset Inventory & Cost

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

Asset Segment	Quantity	Replacement Cost	Annual Capital Requirement
Public Works	2	\$128,422	\$5,137
Recreation	6.7 m2, 6 Assets	\$258,114	\$7,727
		\$386,536	\$12,864

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

10.2 Asset Condition & Age

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

Asset Segment	Estimated Useful Life (Years)	Average Age (Years)	Average Condition
Public Works	25	6.1	Very Good 98%
Recreation	20 - 50	5.9	Very Good 99%
Average:		6.0	Very Good 98%

To ensure that the Township's Land Improvements continues to provide an acceptable level of service, the Township should monitor the average condition of all assets.

10.2.1 Current Approach to Condition Assessment

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

- Joint Health & Safety Committee staff complete monthly visual inspections of land improvements assets to ensure they are in state of adequate repair
- There are no formal condition assessment programs in place for land improvements

10.3 Lifecycle Management Strategy

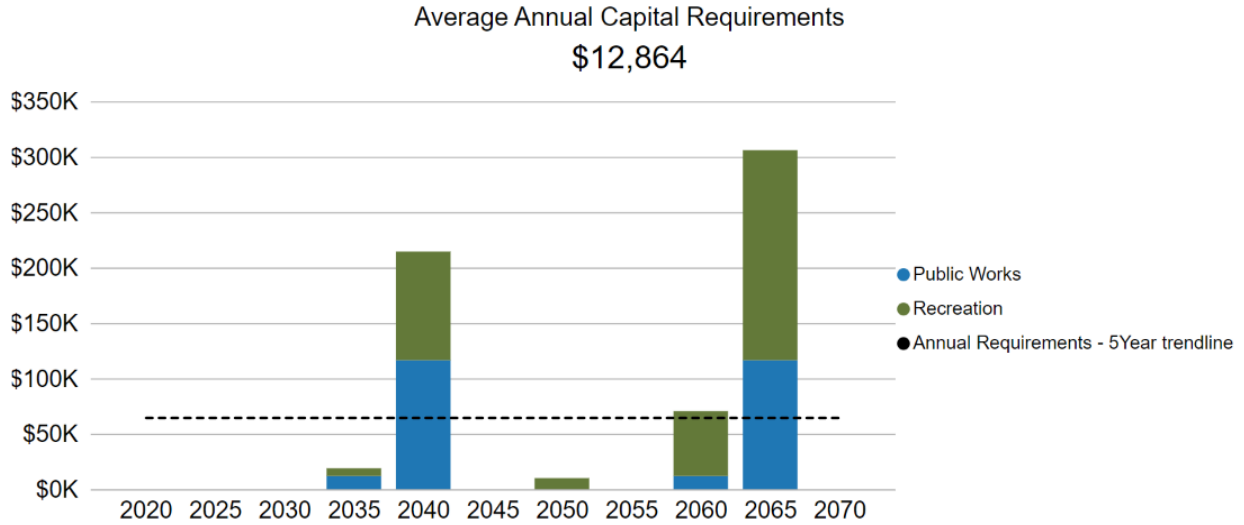
The condition or performance of most assets will deteriorate over time. To ensure that municipal assets are performing as expected and meeting the needs of customers, it is important to establish a lifecycle management strategy to proactively manage asset deterioration.

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

Activity Type	Description of Current Strategy
Maintenance, Rehabilitation & Replacement	The Land Improvements asset category includes several unique asset types and lifecycle requirements are dealt with on a case-by-case basis Scheduled maintenance including lawn care, dock inspections and septic pumping are conducted seasonally.

10.3.1 Forecasted Capital Requirements

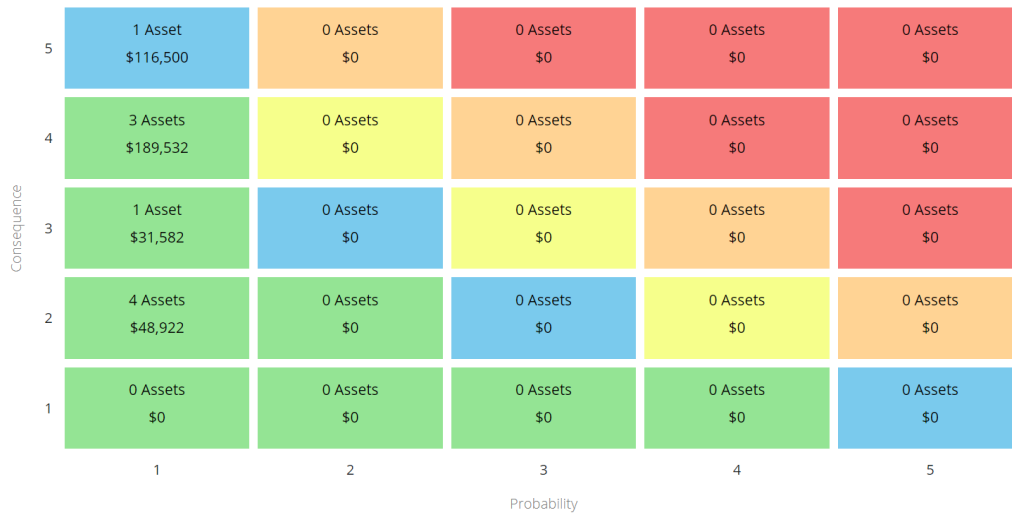
The following graph forecasts long-term capital requirements. The annual capital requirement represents the average amount per year that the Township should allocate towards funding rehabilitation and replacement needs.



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

10.4 Risk & Criticality

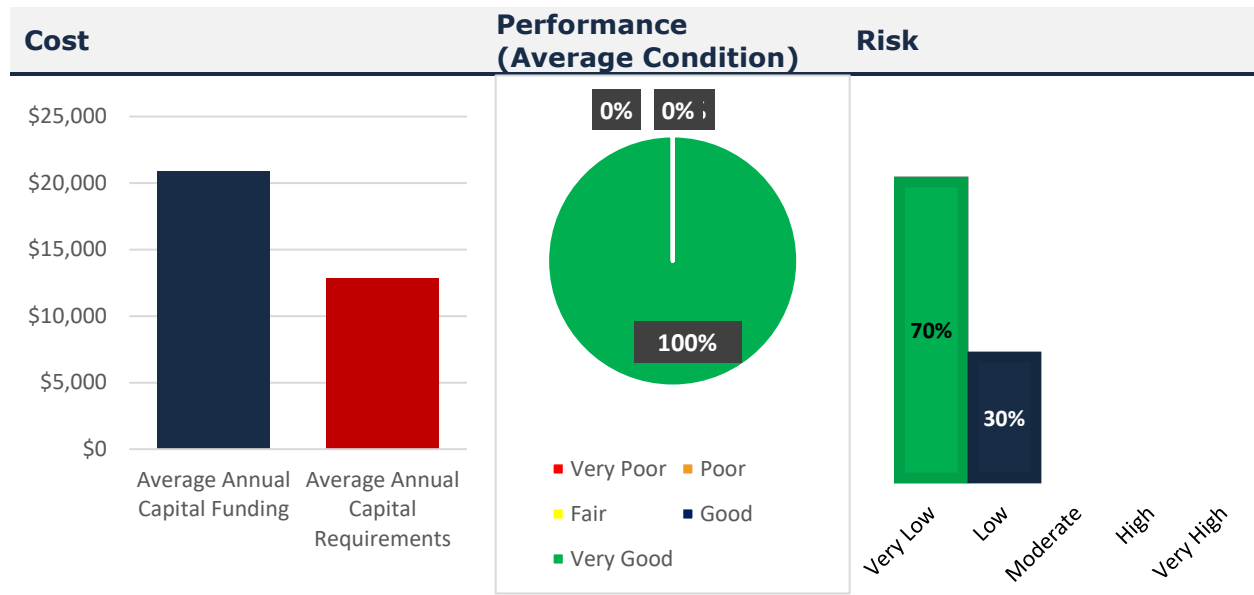
The risk matrix provides a visual representation of the relationship between the probability of failure and the consequence of failure for the assets within this asset category based on 2022 inventory data. See Appendix D for the criteria used to determine the risk rating of each asset.



This is a high-level model that Township staff should review and adjust to reflect an evolving understanding of both the probability and consequences of asset failure. The identification of critical assets allows the Township to determine risk mitigation strategies and treatment options.

10.5 Levels of Service

The table below outlines high-level service indicators for Land Improvements.



Land Improvements are considered a non-core asset category. As such, the Township has until July 1, 2024, to determine the qualitative descriptions and technical metrics that measure the current level of service provided. To meet the July 1, 2024, requirements the Township has outlined the community and technical levels of service that will be measured in the following sections.

10.5.1 Community Levels of Service

The following table outlines the qualitative descriptions that determine the community levels of service provided by land improvement assets in the Township.

Service Attribute	Qualitative Description	Current LOS (2021)
Scope	Description, which may include maps, of the outdoor recreational facilities that the municipality operates and maintains	See Appendix C

10.5.2 Technical Levels of Service

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

Service Attribute	Technical Metric	Current LOS (2021)
Scope	Square metres of outdoor recreation facility space per 1,000 households	2.3
Quality	Average condition of outdoor recreational facilities in the municipality (e.g. very good, good, fair, poor, very poor)	Very Good

10.6 Recommendations

Replacement Costs

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

Risk Management Strategies

- Implement risk-based decision-making as part of asset management planning and budgeting processes. This should include the regular review of high-risk assets to determine appropriate risk mitigation strategies.

Levels of Service

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

11 Impacts of Growth

11.1 Key Insights

- Understanding the key drivers of growth and demand will allow the Township to plan for new infrastructure
- Significant population and housing growth is expected to continue
- The costs of growth should be considered in long-term funding strategies that are designed to maintain the current level of service

11.2 Description of Growth Assumptions

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

11.3 Projected Growth

The Township has experienced significant growth in the area from 2016 till 2021. Over this period the population grew by 10.2% or 1.7% per year. Most notably, the completion of Highway 17 twinning between 2025-2027 will provide easy access for commuters seeking an urban paycheck and continue to drive the projected residential population growth.

As part of Renfrew County's Official Plan, the Township of Horton anticipates applications for rural lands to be severed and used as year-round residential development. The current population of the Township is 3,182 in 2021 which has nearly surpassed the official plan's higher bracket estimate of 3,189 residents by 2031, indicating a significant under-estimate in the residential growth within Horton.

Since 2016 the Township has also seen a 7.3% increase in private dwellings from 1385 to 1486. This growth is expected to at a minimum continue or increase and will have a significant impact on the Township's infrastructure.

11.4 Impact of Growth on Lifecycle Activities

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

Planning for forecasted population growth may require the expansion of existing infrastructure and services. As growth-related assets are constructed or acquired, they should be integrated into the Township's asset inventory. While the addition of residential units will add to the existing assessment base and offset some of the costs associated with growth, the Township will need to review the lifecycle costs of growth-related infrastructure.

In collaboration with the County and all lower tiers the Township has initiated a Joint Transportation Master Plan in 2022. This study will provide key information that will assist the Township in their asset management planning.

12 Financial Strategy

12.1 Key Insights

- The Township is committing approximately \$443,491 towards capital projects per year from sustainable revenue sources
- Given the annual capital requirement of \$1,187,561, there is currently a funding gap of \$744,070 annually
- For tax-funded assets, it is recommended to increasing tax revenues by 2% each year for the next 15 years to achieve a sustainable level of funding

12.2 Financial Strategy Overview

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

A financial plan presents several scenarios for consideration and culminating with final recommendations. As outlined below, the scenarios presented model different combinations of the following components:

1. The financial requirements for:
 - Existing assets
 - Existing service levels
 - Requirements of contemplated changes in service levels (none identified for this plan)
 - Requirements of anticipated growth (none identified for this plan)
2. Use of traditional sources of municipal funds:
 - Tax levies
 - Reserves
 - Debt
3. Use of non-traditional sources of municipal funds:
 - Reallocated budgets
 - Partnerships
 - Procurement methods
4. Use of Senior Government Funds:
 - Canada Community-Building Fund (CCBF)
 - Annual grants

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

If the financial plan component results in a funding shortfall, the province requires the inclusion of a specific plan as to how the impact of the shortfall will be managed.

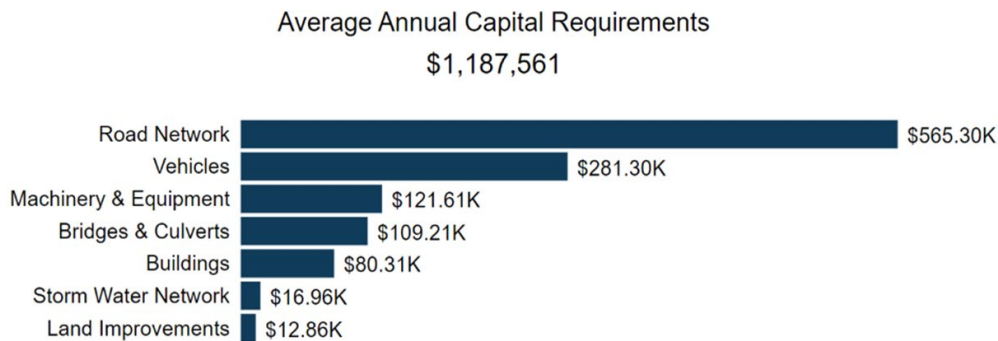
In determining the legitimacy of a funding shortfall, the province may evaluate the Township’s approach to the following:

- To reduce financial requirements, consideration has been given to revising service levels downward.
- All asset management and financial strategies have been considered. For example: If a zero-debt policy is in place, is it warranted? If not, the use of debt should be considered.

12.3 Annual Requirements & Capital Funding

12.3.1 Annual Requirements

The annual requirements represent the amount the Township should allocate annually to each asset category to meet replacement needs as they arise, prevent infrastructure backlogs and achieve long-term sustainability. In total, the Township must allocate approximately \$1.19 million annually to address capital requirements.



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

However, for the Road Network, lifecycle management strategies have been developed to identify capital costs that are realized through strategic rehabilitation and renewal of the Township’s roads. The development of these strategies allows for a comparison of potential cost avoidance if the strategies were to be implemented. The following table compares two scenarios for the Road Network:

Replacement Only Scenario: Based on the assumption that assets deteriorate and – without regularly scheduled maintenance and rehabilitation – are replaced at the end of their service life.

Lifecycle Strategy Scenario: Based on the assumption that lifecycle activities are performed at strategic intervals to extend the service life of assets until replacement is required.

Asset Category	Annual Requirements (Replacement Only)	Annual Requirements (Lifecycle Strategy)	Difference
Road Network	\$756,805	\$565,299	\$191,506

The implementation of a proactive lifecycle strategy for roads leads to a potential annual cost avoidance of \$191,506 for the Road Network. This represents an overall reduction of the annual requirements by 16%.

As the lifecycle strategy scenario represents the lowest cost option available to the Township, we have used these annual requirements in the development of the financial strategy.

12.3.2 Annual Funding Available

Based on a historical analysis of sustainable capital funding sources, the Township is committing approximately \$443,491 towards capital projects per year from sustainable revenue sources. Given the annual capital requirement of \$1,187,561, there is currently a funding gap of \$744,070 annually.

12.4 Funding Objective

We have developed a scenario that would enable the Township to achieve full funding within 15 years for all **Tax Funded Assets**: Road Network, Storm water Network, Bridges & Culverts, Buildings, Machinery & Equipment, Land Improvements, and Vehicles. For each scenario developed we have included strategies, where applicable, regarding the use of cost containment and funding opportunities.

12.5 Financial Profile

12.5.1 Current Funding Position

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

Asset Category	Avg. Annual Requirement	Annual Funding Available				Annual Deficit
		Taxes	CCBF	OCIF	Total Available	
Road Network	565,299	\$51,395	\$91,562	\$57,287	\$200,244	365,055
Vehicles	281,303	\$34,640	-	-	\$34,640	246,663
Bridges & Culverts	109,214	-	-	-	-	109,214
Buildings	80,313	\$66,223	-	-	\$66,223	14,090
Equipment	121,613	\$121,494	-	-	\$121,494	119
Storm Water System	16,955	-	-	-	-	16,955
Land Improvements	12,864	\$20,890	-	-	\$20,890	(8,027)
	1,187,561	\$294,642	\$91,562	\$57,287	\$443,491	\$744,070

The average annual capital requirement for the above categories is \$1.19 million. Annual revenue currently allocated to these assets for capital purposes is \$443,491 leaving an annual deficit of \$744,070.

Put differently, these infrastructure categories are currently funded at 37% of their long-term requirements.

12.5.2 Full Funding Requirements

In 2021, the Township of Horton has annual tax revenues of \$2.5 million. As illustrated in the following table, without consideration of any other sources of revenue or cost containment strategies, full funding would require the following tax change over time:

Asset Category	Tax Change Required for Full Funding
Road Network	14.6%
Vehicles	9.9%
Bridges & Culverts	4.4%
Buildings	0.6%
Equipment	0.0%
Storm Sewer System	0.7%
Land Improvements	-0.3%
	29.9%

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

- Horton's debt payments for these asset categories will be decreasing by \$29k over the next 10 years

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

	Without Capturing Changes				With Capturing Changes			
	5 Years	10 Years	15 Years	20 Years	5 Years	10 Years	15 Years	20 Years
Infrastructure Deficit	744,070	744,070	744,070	744,070	744,070	744,070	744,070	744,070
Change in Debt Costs	N/A	N/A	N/A	N/A	-	(28,798)	(28,798)	(28,798)
Change in OCIF Grants	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Resulting Infrastructure Deficit	744,070	744,070	744,070	744,070	744,070	715,272	715,272	715,272
Tax Increase Required	29.8%	29.8%	29.8%	29.8%	29.8%	28.6%	28.6%	28.6%
Annually	6.0%	3.0%	2.0%	1.5%	6.0%	2.9%	1.9%	1.4%

12.5.3 Financial Strategy Recommendations

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

- when realized, reallocating the debt cost reductions of \$28,798 to the infrastructure deficit as outlined above.
- increasing tax revenues by 2% each year for the next 15 years solely for the purpose of phasing in full funding to the asset categories.
- allocating the current CCBC and OCIF revenue as outlined previously.
- increasing existing and future infrastructure budgets by the applicable inflation index on an annual basis in addition to the deficit phase-in.

Notes:

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

Although this option achieves full funding on an annual basis in 15 years and provides financial sustainability over the period modeled, the recommendations do require prioritizing capital projects to fit the resulting annual funding available.

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

12.6 Use of Debt

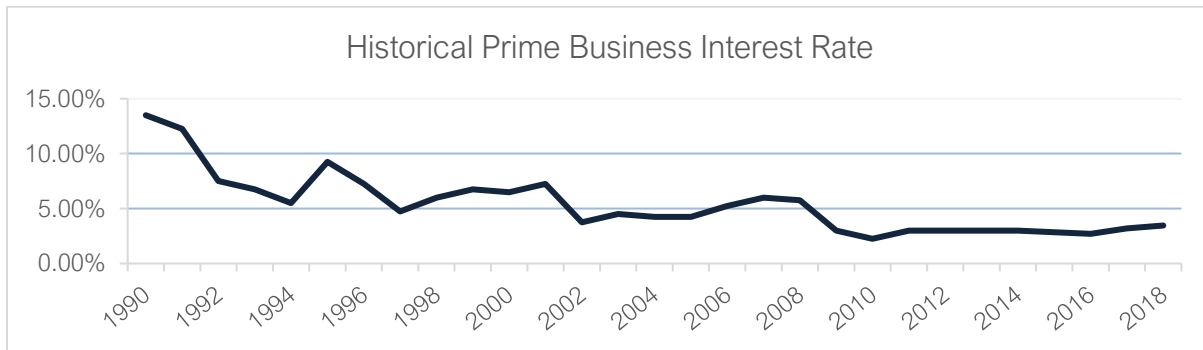
For reference purposes, the following table outlines the premium paid on a project if financed by debt. For example, a \$1M project financed at 3.0%² over 15 years would result in a 26% premium or \$260,000 of increased costs due to interest payments. For simplicity, the table does not consider the time value of money or the effect of inflation on delayed projects.

¹ The Township should take advantage of all available grant funding programs and transfers from other levels of government. While OCIF has historically been considered a sustainable source of funding, the program is currently undergoing review by the provincial government. Depending on the outcome of this review, there may be changes that impact its availability.

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

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

It should be noted that current interest rates are near all-time lows. Sustainable funding models that include debt need to incorporate the risk of rising interest rates. The following graph shows where historical lending rates have been:



A change in 15-year rates from 3% to 6% would change the premium from 26% to 54%. Such a change would have a significant impact on a financial plan. As of December 31, 2021, there was \$263k of debt outstanding with corresponding principal and interest payments of \$29k, well within its provincially prescribed maximum.

Asset Category	Principal & Interest Payments in the Next Ten Years						
	2022	2023	2024	2025	2026	2027	2032
Road Network	28,798	28,798	28,798	28,798	28,798	28,798	-

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

12.7 Use of Reserves

12.7.1 Available Reserves

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

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

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

Asset Category	Balance on December 31, 2021
Road Network	11,246
Vehicles	118,521
Bridges & Culverts	-
Buildings	301,939
Equipment	166,240
Storm Sewer System	-
Land Improvements	195,935
Total Tax Funded:	793,881

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

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

These reserves are available for use by applicable asset categories during the phase-in period to full funding. This coupled with Horton's judicious use of debt in the past, allows the scenarios to assume that, if required, available reserves and debt capacity can be used for high priority and emergency infrastructure investments in the short- to medium-term.

12.8 Recommendation

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

13 Appendices

13.1 Key Insights

- Appendix A includes a one page report card with an overview of key data from each asset category
- Appendix B identifies projected 10-year capital requirements for each asset category
- Appendix C includes several maps that have been used to visualize the current level of service
- Appendix D identifies the criteria used to calculate risk for each asset category
- Appendix E provides additional guidance on the development of a condition assessment program

13.2 Appendix A: Infrastructure Report Card

Asset Category	Replacement Cost (millions)	Asset Condition	Financial Capacity	
Road Network	\$23.5	Good (79%)	Annual Requirement:	\$565,300
			Funding Available:	\$200,200
			Annual Deficit:	\$365,100
Bridges & Culverts	\$5.46	Fair (55%)	Annual Requirement:	\$109,200
			Funding Available:	\$0
			Annual Deficit:	\$109,200
Stormwater Network	\$1.27	Very Good (84%)	Annual Requirement:	\$16,955
			Funding Available:	\$0
			Annual Deficit:	\$16,955
Buildings	\$4.68	Good (62%)	Annual Requirement:	\$80,313
			Funding Available:	\$66,223
			Annual Deficit:	\$14,090
Machinery & Equipment	\$1.83	Poor (55%)	Annual Requirement:	\$121,613
			Funding Available:	\$121,494
			Annual Deficit:	\$119
Vehicles	\$2.79	Good (65%)	Annual Requirement:	\$281,303
			Funding Available:	\$34,640
			Annual Deficit:	\$246,663
Land Improvements	\$0.39	Very Good (98%)	Annual Requirement:	\$12,864
			Funding Available:	\$20,890
			Annual Deficit/Surplus:	\$(8,526)
Overall	\$40	Good (71%)	Annual Requirement:	\$1,187,561
			Funding Available:	\$443,491
			Annual Deficit:	\$744,070

13.3 Appendix B: 10-Year Capital Requirements

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

Road Network											
Asset Segment	Backlog	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Gravel	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
HCB	\$0	\$1,575,736	\$0	\$452,400	\$0	\$0	\$82,940	\$1,474,450	\$0	\$366,080	\$0
LCB	\$0	\$0	\$0	\$0	\$0	\$0	\$19,500	\$0	\$0	\$0	\$0
Signs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Streetlight	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total:	\$0	\$1,575,736	\$0	\$452,400	\$0	\$0	\$102,440	\$1,474,450	\$0	\$366,080	\$0

Bridges & Culverts											
Asset Segment	Backlog	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Culverts	\$0	\$252,790	\$252,790	\$252,790	\$252,790	\$252,790	\$252,790	\$252,790	\$252,790	\$252,790	\$252,790
Total:	\$0	\$252,790	\$252,790	\$252,790	\$252,790	\$252,790	\$252,790	\$252,790	\$252,790	\$252,790	\$252,790

Stormwater Network											
Asset Segment	Backlog	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Catch basin	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ditch Inlet	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Storm Main	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Storm Main Connection	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Twin flat-grate	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total:	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Buildings											
Asset Segment	Backlog	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Admin	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fire	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Public Works	\$0	\$0	\$0	\$0	\$0	\$544,000	\$0	\$0	\$0	\$0	\$333,000
Recreation	\$0	\$0	\$0	\$16,191	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total:	\$0	\$0	\$0	\$16,191	\$0	\$544,000	\$0	\$0	\$0	\$0	\$333,000

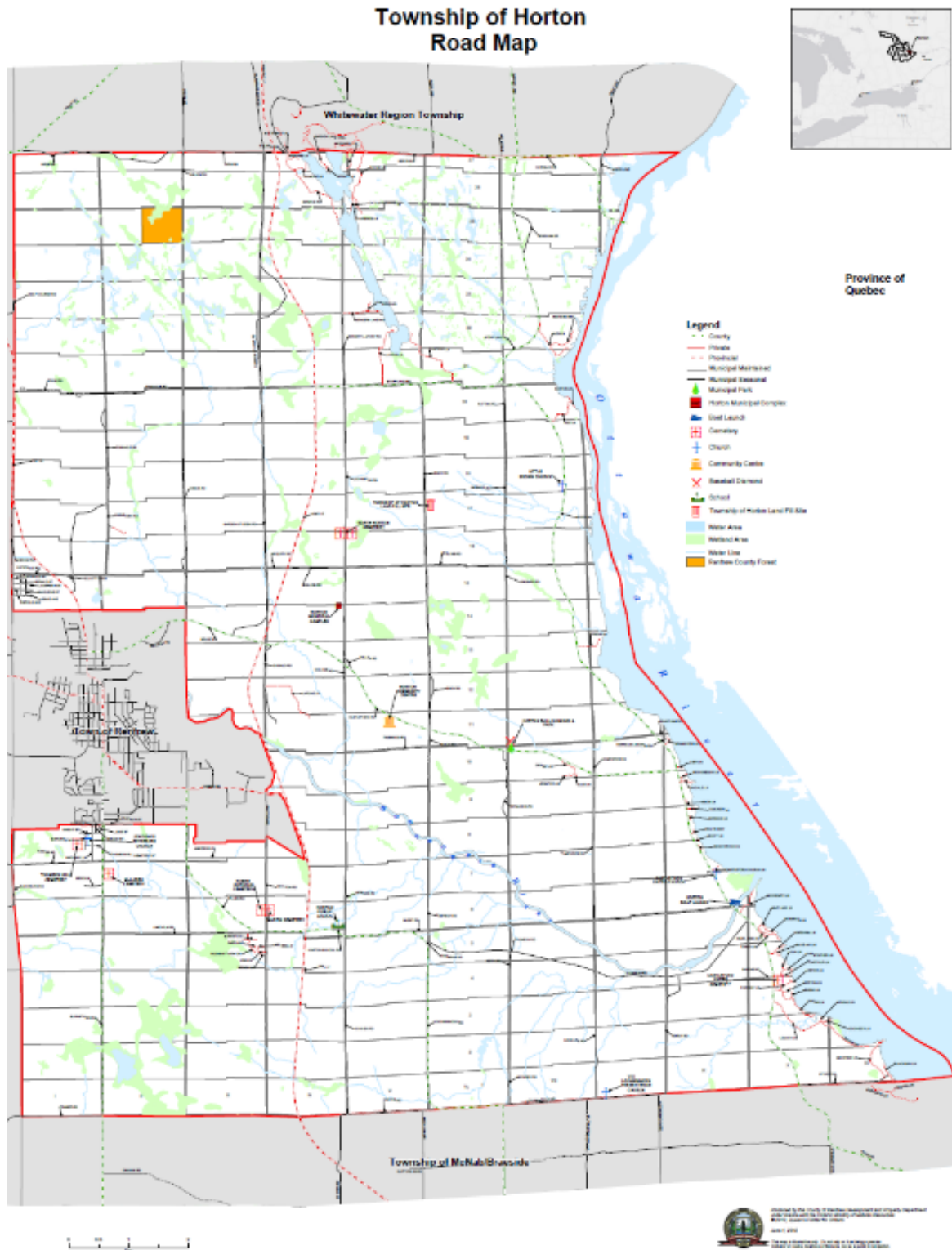
Machinery & Equipment											
Asset Segment	Backlog	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Admin	\$0	\$0	\$0	\$0	\$39,477	\$0	\$0	\$0	\$0	\$0	\$0
Fire	\$162,690	\$0	\$0	\$0	\$380,021	\$0	\$0	\$13,560	\$70,418	\$0	\$0
Public Works	\$0	\$400,000	\$5,000	\$359,819	\$37,000	\$13,895	\$11,840	\$0	\$8,000	\$125,000	\$0
Recreation	\$170,351	\$0	\$0	\$7,624	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total:	\$333,041	\$400,000	\$5,000	\$367,443	\$456,498	\$13,895	\$11,840	\$13,560	\$78,418	\$125,000	\$0

Vehicles											
Asset Segment	Backlog	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Fire	\$695,442	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$448,241	\$0	\$61,838
Public Works	\$45,000	\$0	\$44,837	\$0	\$0	\$75,000	\$610,000	\$403,356	\$45,000	\$111,257	\$300,026
Total:	\$740,442	\$0	\$44,837	\$0	\$0	\$75,000	\$610,000	\$403,356	\$493,241	\$111,257	\$361,864

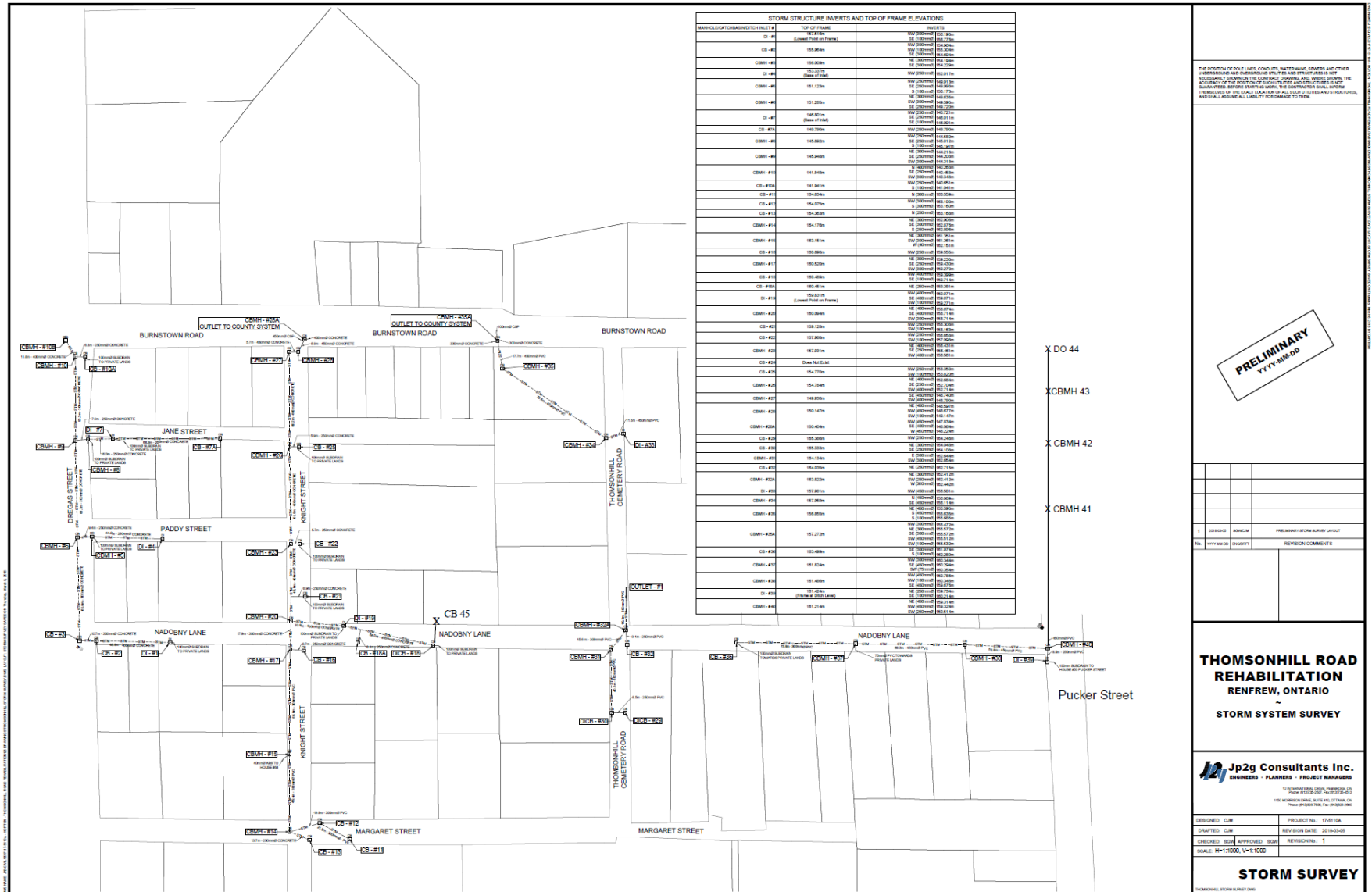
Land Improvements											
Asset Segment	Backlog	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Public Works	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Recreation	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total:	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

All Asset Categories											
Asset Segment	Backlog	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Bridges & Culverts	\$0	\$252,790	\$252,790	\$252,790	\$252,790	\$252,790	\$252,790	\$252,790	\$252,790	\$252,790	\$252,790
Buildings	\$0	\$0	\$0	\$16,191	\$0	\$544,000	\$0	\$0	\$0	\$0	\$333,000
Land Improvements	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$333,041	\$400,000	\$5,000	\$367,443	\$456,498	\$13,895	\$11,840	\$13,560	\$78,418	\$125,000	\$0
Road Network	\$0	\$1,575,736	\$0	\$452,400	\$0	\$0	\$102,440	\$1,474,450	\$0	\$366,080	\$0
Storm Water Network	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$740,442	\$0	\$44,837	\$0	\$0	\$75,000	\$610,000	\$403,356	\$493,241	\$111,257	\$361,864
Total	\$1,073,483	\$2,228,526	\$302,627	\$1,088,824	\$709,288	\$885,685	\$977,070	\$2,144,156	\$824,449	\$855,127	\$947,654

13.4 Appendix C: Level of Service Maps



Stormwater Location Map



13.5 Appendix D: Risk Rating Criteria

Roads

	Criteria	Weighting	Sub-Criteria	Weighting	Value / Range	Risk Range	
COF	Economic	70%	Replacement Cost	100%	0 - 5,000	1 - Insignificant	
					5,000 – 20,000	2 - Minor	
	Operational	30%	Service Class	50%	20,000 - 50,000	3 - Moderate	
					50,000 – 100,000	4 - Major	
				>100,000	5 - Severe		
					3	4 - Major	
					4	3 - Moderate	
					5/6	2 - Minor	
			Surface Type	50%	Gravel	2 - Minor	
						LCB	3 - Moderate
						HCB	5 - Severe
POF	Structural	100%	Assessed Condition	100%	80 - 100	1 - Rare	
					60 - 79	2 - Unlikely	
					40 - 59	3 - Possible	
					20 - 39	4 - Likely	
					0 - 19	5 - Almost Certain	

Culverts

	Criteria	Weighting	Sub-Criteria	Weighting	Value / Range	Risk Range		
COF	Economic	70%	Replacement Cost	50%	0 - 5,000	1 - Insignificant		
					5,000 – 20,000	2 - Minor		
						20,000 - 50,000	3 - Moderate	
						50,000 – 100,000	4 - Major	
					>100,000	5 - Severe		
			Length(m)	50%	1 – 10	2 - Minor		
					10 - -20	3 - Moderate		
					>20	5 - Severe		
	Operational	30%	Service Class	50%	3	4 - Major		
					4	3 - Moderate		
					5/6	2 - Minor		
			Total Span MM	50%	0 - 500	2 - Minor		
							500 - 1500	3 - Moderate
							1500 – 2900	5 - Severe
POF	Structural	100%	Assessed Condition	100%	80 - 100	1 - Rare		
					60 - 79	2 - Unlikely		
					40 - 59	3 - Possible		
					20 - 39	4 - Likely		
					0 - 19	5 - Almost Certain		

Machinery & Equipment

	Criteria	Weighting	Sub-Criteria	Weighting	Value / Range	Risk Range
COF	Economic	70%	Replacement Cost	100%	0 - 5,000 5,000 – 20,000 20,000 - 50,000 50,000 – 100,000 >100,000	1 - Insignificant 2 - Minor 3 - Moderate 4 - Major 5 - Severe
	Operational	30%	Segment	100%	Recreation All Others Fleet Fire Equipment	2 - Minor 3 – Moderate 4 - Major 5 - Severe
POF	Structural	100%	Assessed Condition	100%	80 - 100 60 - 79 40 - 59 20 - 39 0 - 19	1 - Rare 2 - Unlikely 3 - Possible 4 - Likely 5 - Almost Certain

All Other Categories and/or Segments

Including signs, streetlights, storm water network, vehicles, buildings, and land improvements

	Criteria	Weighting	Sub-Criteria	Weighting	Value / Range	Risk Range
COF	Economic	100%	Replacement Cost	100%	0 - 5,000 5,000 – 20,000 20,000 - 50,000 50,000 – 100,000 >100,000	1 - Insignificant 2 - Minor 3 - Moderate 4 - Major 5 - Severe
POF	Structural	100%	Condition	100%	80 - 100 60 - 79 40 - 59 20 - 39 0 - 19	1 - Rare 2 - Unlikely 3 - Possible 4 - Likely 5 - Almost Certain

13.6 Appendix E: Condition Assessment Guidelines

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

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

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

Role of Asset Condition Data

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

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

Guidelines for Condition Assessment

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

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

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

Developing a Condition Assessment Schedule

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

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

Township Of HortonJUNE 2022 BUILDING REPORT

Month	No. of Permits	2022 Value of Permits	2021 Value of Permits	2020 Value of Permits	Renos/Add Comm/Res	Garages/Storage Bldg Comm/Res	New Res	New Comm	Demos	Total SQ. FT	Stop Work Orders Issued
January	0	\$0	\$ -	\$ 310,000							
February	6	\$1,635,000	\$ 785,000	\$ -		3	3			11,911	0
March	5	\$1,083,200	\$ 1,340,000	\$ 40,000		4	1			5,683	0
April	6	\$879,000	\$ 2,291,300	\$ 1,150,000		5	1			10,453	0
May	10	\$1,765,000	\$ 1,391,000	\$ 1,176,000		9	1			25,991	0
June	13	\$2,220,400	\$ 348,000	\$ 956,000	6	3	4			21,752	0
July			\$ 540,000	\$ 938,000							
August			\$ 1,355,000	\$ 775,500							
September			\$ 1,021,000	\$ 707,000							
October			\$ 996,000	\$ 724,500							
November			\$ 3,130,500	\$ 400,000							
December			\$ 80,000	\$ 162,000							
TOTALS	40	\$7,582,600	\$ 13,277,800	\$ 7,339,000	6	24	10	0	0	75,790	0

RETURN TO AGENDA

Open Planning Files as of July 15, 2022

File Name	File No.	No. of Severances	Date Rec'd by County	Date Deemed Complete by County	Date Rec'd by Township	Date of Last Item Sent to County	Status of File
William & Darlene Berger	B59/20	1	24-Aug-20	01-Sep-20	16-Sep-20	13-Jan-21	<i>Believe they are abandoning application – no action has happened since NOD rec'd</i>
James Pastway	B89/21	1	07-Jun-21	June 7, 2021 but signed Aug 20	26-Aug-21	23-Sep-21	Conditions completed by applicant - waiting for Certificate of Official
Joh Ralph Fuller & Rebecca Lynne Fuller	B25/22	1	11-Feb-22	Feb 11, 2022 but signed May 4	05-May-22		FILE ABANDONED MAY 12, 2022
2497095 Ontario Inc (Corey Scheel)	B79/19	1	03-Oct-19	Oct 3, 2021 but signed Oct 30, 2019	04-Nov-19	20-Feb-20	No movement on File - Waiting for notice of decision from County
2497095 Ontario Inc (Corey Scheel)	B62/19	1	30-Jul-19	30-Jul-19	01-Aug-19		No movement on File- Waiting for notice of decision from County
Sullivan Holdings (Arnprior) Inc	B163/21	1	27-Sep-21	Sept 27, 2021 but signed Dec 3	08-Dec-21	11-Jan-21	Notice of Decision rec'd April 27
Ron & Shirley Kasaboski	B158/21	1	20-Sep-21	Sept 20, 2021 but signed Nov 18	08-Dec-21	20-Dec-21	Notice of Decision rec'd April 27 -Applicant to complete conditions
Joran Graham	B79/21 B80/21	2	14-May-21	01-Jun-21	19-Jul-21	11-Aug-21	Notice of Decision rec'd April 4 -Applicant to complete conditions
Klaas & Johanna de Vries	B155/21 B156/21 B157/21	3	10-Sep-21	Sept 10, 2021 but signed Dec 3	06-Dec-21	11-Jan-22	Notice of Decision rec'd April 7 - Applicant to complete conditions
Renfrew Golf Club	B99/21	1	June 18, 2021 Amended Sept 10	Sept 10, 2021 but signed Sept 16	16-Sep-21	23-Sep-21	Notice of Decision rec'd March 9 - Applicant to complete conditions
Jennifer Armstrong	B127/21	1	03-Aug-21	Aug 3, 2021 but signed Oct 17	29-Nov-21	21-Dec-21	Notice of Decision rec'd March 9 -Applicant to complete conditions
Jamie Eady	B139/21 B140/21 B141/21 B142/21	4	13-Aug-21	Aug 13, 2021 but signed Nov 3	04-Nov-21	25-Nov-21	Notice of Decision rec'd May 4 -Applicant to complete conditions

RETURN TO AGENDA

Open Planning Files as of July 15, 2022

File Name	File No.	No. of Severances	Date Rec'd by County	Date Deemed Complete by County	Date Rec'd by Township	Date of Last Item Sent to County	Status of File
David & Linda Schinkel	B34/22 B35/22 B36/22	3	28-Feb-22	Feb 28, but signed May 31, 2022	15-Jun-22		Twp working on documents to send to Cty
Michael Leblanc & Agatha Sebastian	B120/22	1	07-Jun-22	07-Jun-22	14-Jun-22		Waiting on planning report and notice of decision from County
Marc Hamel & Michelle Groleau	B49/22 B50/22 B51/22	3	08-Mar-22	March 8, 2022 but signed June 16, 2022	23-Jun-22		Twp working on documents to send to Cty
Melvyn Mielke	B12/22	1	21-Jan-22	20-Apr-22	21-Apr-22	12-May-22	Waiting on planning report and notice of decision from County
Cobus Homes Inc	B16/22 B17/22 B18/22	3	28-Jan-22	Jan 28, 2022 but signed April 25	28-Apr	12-May-22	Waiting on planning report and notice of decision from County
2632096 Ontario Inc (Tom Cobus)	B171/21 B172/21 B173/21	3	20-Oct-21	Oct 20, 2021 but signed Dec 3	26-Jan-22	25-Feb-22	Waiting on planning report and notice of decision from County
Douwe Bakker	B121/21 B122/21	2	28-Jul-21	July 28, 2021 but signed Oct 19	25-Oct-21	02-Nov-21	Waiting on planning report and notice of decision from County
Douwe Bakker	B123/21 B124/21 B125/21 B126/21	4	28-Jul-21	July 28, 2021 but signed Oct 19	25-Oct-21	02-Nov-21	Waiting on planning report and notice of decision from County
Eric & Marion Draper	B111/21 B112/21 B113/21	3	July 7, 2022 Amended Feb 7/22 & Mar 21, 2022	July 7, 2021 but signed Sept 29	07-Oct-21	21-Oct-21	Waiting on planning report and notice of decision from County
Jamie Prince & Tina Hunt	B188/21 B189/21 B190/21	3	18-Nov-21	Nov 18, 2021 but signed Mar 29, 2022	31-Mar-22	06-Apr-22	Waiting on planning report and notice of decision from County
Jan de Bryun	B27/22	1	14-Feb-22	11-May-22	12-May-22	25-May-22	Waiting on planning report and notice of decision from County

RETURN TO AGENDA

Open Planning Files as of July 15, 2022

File Name	File Type	File Status
Renfrew Golf Club	Zoning Amendment	COMPLETE - Notice of Decision sent to Cty
Michael Leblanc & Agatha Sebastian	Zoning Amendment	Public Meeting July 19th
Morris Eady	Minor Vairance	Council to have site visit and public meeting - No movement on file since 2021

Closed Consent Files 2021-2022	
Fred Hansma & Debbie Shepherd	B55/21
Eric Draper	B54/21
Sharon Nolan	B02/21
Robert Pagowski & Cara Thompson	B17/21



Township of Horton COUNCIL / COMMITTEE REPORT

Title: WM 2022-01 Contract Extension Agreement	Date:	July 19th 2022
	Council/Committee:	Council
	Author:	Adam Knapp, Public Works Manager
	Department:	Waste Management

RECOMMENDATIONS:

THAT Council agree to extend our Curbside Recycling Contract with Emterra Environmental based on the optional extension year pricing submitted by Emterra in section 5.2, Schedule of Pricing, and allowable by section, 2.2 Terms of Contract.

AND THAT the extension term shall be from January 1st, 2023, to December 31st, 2023.

FURTHER THAT the following amendments be made to the Contract:

3.31 CONTRACT TERMINATION

a) The Township may terminate the Contract:

i. Without cause at any time, upon two (2) months written notice being provided to the Contractor

Fuel Cost Adjustment (FCA)

The Contractor shall indicate, on the schedule of unit prices, the estimated quantity of fuel that will be consumed annually in the performance of this agreement.

a. The Contractor's monthly payment will be adjusted to allow for 20% of any difference per litre in the average diesel pump price for fuel on the starting date of the collection service, January 1st, 2023, upon receipt of satisfactory evidence of the actual fuel consumed.

b. The monthly payment will be adjusted to allow for 20% of any difference per litre below the average diesel pump price for fuel on Curbside Recycling Collection and Processing Draft #1.

c. No negative adjustment should fuel rate become less than initial base rate on the starting date of the collection service as compared to the local and applicable

Transportation Average Fuel Price Index, upon receipt of satisfactory evidence of the actual service consumed.

BACKGROUND:

To allow for a contract extension with Emterra post December 31, 2022, the Township must give notice to Emterra no later than six (6) months prior to the end of the current contract term. Township staff began negotiations of this extension in June of 2022.

The Township is proposed transition to a producer responsibility-based recycling program in July of 2023. This Transition may require the Township to enter into a MSA with CMO and continue our current contract until December 31st, 2025 and be re-imbursed for eligible collection from CMO. Information on the transition and the MSA is still being revised and reviewed by Staff and numerous organizations to ensure that both the Producers and Municipalities are treated fairly during the transition period.

RETURN TO AGENDA

The Township has responded to CMO that at this time they do not wish to enter into the MSA with CMO. During a recent webinar hosted by CMO they stated verbally that they will contact our Contractor, Emterra, to see if an arrangement can be made between CMO and Emterra to collect curbside recycling due to the Township not wanting to enter into the MSA. If no deal can be made between CMO and Emterra then they will attempt to renegotiate an improved compensation deal with the Township to continue our contract with Emterra until December 31st 2025.

ALTERNATIVES:

N/A

FINANCIAL IMPLICATIONS:

194,016.07 plus HST and FCA

The amount specified is only applicable in full if the Township does not transition on July 1st 2023 and no compensation is received from CMO for continuing our collection program.

At this point Staff believe it would be prudent to allocate full funding in the 2023 Environmental Operating Budget for Curbside Recycling Collection and not factor in any compensation from CMO until the course the transition will take is clarified by CMO.

ATTACHMENTS:

WM 2020-01 Extension Form of Agreement
WM 2020-01 Section 5.2 Schedule of Pricing
WM 2020-01 Section 2.2 Terms of Contract

CONSULTATIONS:

Prepared by: Adam Knapp, Public Works Manager

Reviewed by: Hope Dillabough, CAO/Clerk



2) The Contact Extension shall be for one (1) year starting on January 1st 2023 until December 31st 2023.

3) The following amendments shall be applied to the Contract Extension:

3.31 CONTRACT TERMINATION

a) The Township may terminate the Contract:

i. Without cause at any time, upon two (2) months written notice being provided to the Contractor.

Fuel Cost Adjustment (FCA)

ii. The Contractor shall indicate, on the schedule of unit prices, the estimated quantity of fuel that will be consumed annually in the performance of this agreement.

iii. The Contractor's monthly payment will be adjusted to allow for 20% of any difference per litre in the average diesel pump price for fuel on the starting date of the collection service, January 1st, 2023, upon receipt of satisfactory evidence of the actual fuel consumed.

iv. The monthly payment will be adjusted to allow for 20% of any difference per litre below the average diesel pump price for fuel on Curbside Recycling Collection.

v. No negative adjustment should fuel rate become less than initial base rate on the starting date of the collection service as compared to the local and applicable Transportation Average Fuel Price Index, upon receipt of satisfactory evidence of the actual service consumed.

4) The Contractor undertakes and agrees to provide all necessary labour, equipment, materials and supervision, unless otherwise indicated, together with all work incidental thereto to perform all Work described in the Contract.

5) The Township undertakes and agrees to pay the Contractor in Canadian Funds the sum of _____/_____ Dollars (\$ _____) plus, HST and Fuel Cost Adjustments for the performance of the Contract in accordance with the amount stipulated in the Form of Tender subject to satisfactory performance of the Contract and subject to additions, deductions and holdbacks as provided for in the Contract.

6) The Contractor and the Township for themselves, their successors, administrators and permitted assigns undertake and agree to the full performance of their respective obligations under the Contract.



7) This Contract may not be assigned by any Party without the express written consent of the other Party.

8) If either party desires to give notice to the other party under, or in connection with, the Contract, such notice will be effectively given upon actual service or three (3) days after being sent by Registered Mail to:

a) The Township at The Township of Horton
2253 Johnston Road
Renfrew, Ontario
K7V 3Z8
Attn : Hope Dillabough, CAO/Clerk

b) The Contractor at



IN WITNESS WHEREOF the parties hereto have hereunto set their hands and seals the day and year first above written or cause their corporate seals to be affixed, attested by the signature of their proper officers, as the case may be.

Contractor:

Contractor Firm Name

Corporate Seal or Signature of Witness

Signature of Authorized Signing Officer

Township of Horton:

Mayor

Corporate Seal

CAO/Clerk



Halton Recycling Ltd. dba Emterra Environmental

Three (3) Year Term Mandatory Contract				
ITEM	YEAR 1	YEAR 2	YEAR 3	TOTAL
Item #1 – Recycling	\$117,823.12	\$180,711.21	\$184,777.21	\$483,311.54
Sub Total				\$483,311.54
HST				\$62,830.50
TOTAL				\$546,142.04

OPTIONAL THREE (3) 12-MONTH EXTENSIONS				
ITEM	EXTENSION YEAR 1	EXTENSION YEAR 2	EXTENSION YEAR 3	TOTAL
Item #1 Recycling	\$194,016.07	\$203,716.87	\$213,902.72	\$611,635.66
Sub Total				\$611,635.66
HST				\$79,512.64
TOTAL				\$691,148.30

2.2 TERM OF CONTRACT

- a) Based on the Contract award, the Term of Contract shall be for a three (3) year term, with optional extensions exercisable by the Township of Horton of up to three (3) terms of 12-month each.
- b) Prior to Contract completion, the Township reserves the right to extend the Contract for to a maximum of three (3) terms of 12-month each. Any such extension(s) shall be on the same Terms and Conditions of the original Contract. Should the Township decide to extend the Contract, the Township shall inform the Contractor in writing no later than six (6) months prior to the end of the then current term of the Contract. The Township has no obligation to extend the Contract or any portion of the Contract.

Term of Contract Years

- i. Contract Year One (1): **May 1ST, 2020 until December 31ST, 2020**
- ii. Contract Year Two (2): **January 1ST, 2021 until December 31ST, 2021**
- iii. Contract Year Three (3): **January 1ST, 2022 until December 31ST, 2022**

Optional Extension Years

- iv. Extension Year One (1): **January 1ST, 2023 until December 31ST, 2023**
- v. Extension Year Two (2): **January 1ST, 2024 until December 31ST, 2024**
- vi. Extension Year Three (3): **January 1ST, 2025 until December 31ST, 2025**

- c) The Contractor must be prepared to provide services and Perform the Work under this Contract which will commence **May 1ST, 2020**
- d) Only the equivalent amount of residual materials produced by the Townships recycling plan may be diverted to the Townships Landfill Site
- e) The Bidder may propose a Single stream or Dual stream style of collection and must specify collection type in the Bid submission, acceptance of the proposed collection change is subject to Township Approval
- f) The successful Bidder must supply a proposed schedule of pickup days to distribute to the residents and businesses (ICI) of the Township before the contract start date



THE CORPORATION OF THE TOWNSHIP OF HORTON

Memo from the CAO/Clerk as of July 15th, 2022.

INFORMATION provided **NOT** included in the Regular Council meeting package of July 19th, 2022.

INFORMATION EMAILED

1. AMO Policy Update
2. CNSC Commission Procedural Direction – NSDF Public Hearing
3. Ottawa Valley Business News – July 5th
4. Calendars

RETURN TO AGENDA

THE CORPORATION OF THE TOWNSHIP OF HORTON

BY-LAW NO. 2022-39

**BEING A BY-LAW TO PROVIDE FOR THE REMUNERATION
OF MEMBERS OF THE COUNCIL OF THE TOWNSHIP OF HORTON
DURING THE 2022-2026 TERM OF COUNCIL.**

WHEREAS Section 283 of the Municipal Act 2001, S.O.2001, and its amendments, provides that the Council may establish by by-law, the remuneration and expenses for members of Council for attendance at meetings of Council or for attendance at Committee meetings of Council and that such remuneration and expenses may be determined in any manner that Council considers advisable;

THEREFORE, the Council of the Corporation of the Township of Horton enacts as follows:

1. That this by-law be implemented by Council and come into effect as of December 1, 2022.
2. THAT Horton Council Members shall receive a Group Life Insurance Benefit Package in the amount of \$100,000 per member.
3. THAT Horton Council Members can choose to receive an Extended Health Benefit and Dental Benefit package. If any Council Member chooses to participate in these benefit programs, the cost of the premiums would be deducted from their remuneration.
4. THAT Horton Township Council establishes the following salary for the Council positions:

Annual Salary:

Mayor	\$ 26,500
Councillor	\$ 19,000

The cycle of payment of Council remuneration will remain at the discretion of Council.

5. THAT no additional per diem be paid to Horton Township Committee Chair or Vice Chair of a Standing Committee of Council.
6. THAT Horton Council ensure the proper maintenance of the Council Member remuneration model by passing a resolution that may provide an annual increase to the base compensation using either a 12-month annual Consumer Price Index (CPI) increase (December 12 month rate), or the annual Cost of Living Adjustment (COLA) provided to non-union staff, AND THAT this adjustment be effective January 1 of each year passed.
7. THAT each Elected Official is recommended to attend at minimum one conference or convention each year.

All expenses for the conference/convention, including travel, parking, lodging, meals while travelling or at the conference/convention are to be reimbursed upon the submission of a claim form and upon submission of a written executive report of the conference/convention at the next regular Council Meeting.

8. That when a Council Member is attending a conference or convention, they shall be entitled to receive the following:

Per Diem	\$ 160.00
Half Day Per Diem	\$ 80.00

RETURN TO AGENDA

9. THAT Horton Township Elected Officials adopts the mileage rate as per the Horton Township Employment By-Law.
10. THAT Horton Township does not have Elected members participate in the Ontario Municipal Employees Retirement System (OMERS) until such time that any of the Elected positions are deemed by Council to be a full-time position.
11. That if the Acting Mayor, or any other Council Member, is designated by Council to assume the role of Mayor for a period of 30 days or more, that person assuming the role would receive the Mayor's Remuneration while the Mayor is absent.
12. That Council carry out a full compensation review during the last year of each Council Term and that any recommendations from that review be implemented at the commencement of the next term of Council.
13. THAT Horton Township Council establishes the rate of pay for Non-Council Committee Members at:
 - \$25.00 per hour – minimum of 1 hour, but not to exceed 7 hours

THAT the CAO/Clerk shall be paid at the hourly rate as prescribed by the Horton Township Employment By-Law.

Read a First and Second Time this 19th day of July, 2022.

Read a Third Time and Passed this 19th day of July, 2022.

MAYOR David M. Bennett

CAO/CLERK Hope Dillabough

CORPORATION OF THE TOWNSHIP OF HORTON**BY-LAW NO. 2022-40****A BY-LAW TO CONFIRM PROCEEDINGS OF
THE COUNCIL OF THE TOWNSHIP OF HORTON
AT THE REGULAR COUNCIL MEETING HELD JULY 19TH, 2022**

WHEREAS Subsection 5(1) of the Municipal Act, 2001, S.O. 2001, Chapter 25, as amended, provides that the powers of a municipal corporation are to be exercised by its Council;

AND WHEREAS Subsection 5(3) of the said Municipal Act provides that the powers of every Council are to be exercised by by-law;

AND WHEREAS it is deemed expedient and desirable that the proceedings of the Council of the Corporation of the Horton at this meeting be confirmed and adopted by by-law;

THEREFORE the Council of the Township of Horton enacts as follows:

1. That the actions of the Council at the meeting held on the 19th day of July, 2022 and in respect of each motion, resolution and other action passed and taken by the Council at its said meetings, is, except where the prior approval of the Ontario Municipal Board or other body is required, hereby adopted, ratified and confirmed as if all such proceedings were expressly embodied in this by-law.
2. That the Head of Council and proper officers of the Corporation of the Township of Horton are hereby authorized and directed to do all things necessary to give effect to the said action or to obtain appropriate approvals where required, except where otherwise provided, and to affix the Corporate Seal of the Corporation of the Township of Horton to all such documents.
3. That this By-Law shall come into force and take effect upon the passing thereof.

READ a first and second time this 19th day of July, 2022.

READ a third time and passed this 19th day of July, 2022.

MAYOR David M. Bennett

CAO/CLERK Hope Dillabough

RETURN TO AGENDA