



**Corporation of the Town of Latchford
Regular Meeting of Council
Town of Latchford Municipal Office – Council Chambers
Tuesday March 10th, 2026
6:00 pm**

1. Call to Order and Mayoral Comments

2. Adoption of the Agenda

Resolution No.: 26/041

Moved by:

Seconded by:

Be it resolved that the March 10th, 2026 agenda be adopted as circulated.

3. Declaration of Pecuniary Interest/Conflict of Interest

4. Adoption of the Minutes

4.1. Regular Council Meeting February 10th, 2026 & Special Meeting of Council March 4th, 2026

Resolution No.: 26/042

Moved by:

Seconded by:

Be it resolved that the Council of the Corporation of the Town of Latchford hereby approve the minutes of the Regular Meeting of Council held on February 10th, 2026 and Special Meeting of Council held on March 4th, 2026 as circulated and presented.

5. Delegations

5.1. Chief Livingston - LVFD

6. Staff Reports

6.1. Public Works Staff Report No. PW-2026-02

Resolution No.: 26/043

Moved by:

Seconded by:

That Council receive Staff Report No. PW-2026-02 entitled "Public Works Operations Update".

7. Correspondence

7.1. Action Items

7.1.1. Accounts Payable & Payroll Listing for February 3rd 2026 – March 4th, 2026

Resolution No.: 26/044

Moved by:

Seconded by:

Be it resolved that the Council for the Corporation of the Town of Latchford approve the attached accounts payable in the amount of \$122,581.23 and payroll expenses in the amount of \$46,967.29.

7.1.2. Letter of Support – Highway 11/17 Expansion Bill

Resolution No.: 26/045

Moved by:

Seconded by:

Be it resolved that the Council of the Town of Latchford hereby urge the Provincial Government to declare the expansion and modernization of Highways 11 and 17 a project of national significance.

Further, that a copy of this motion be forwarded to Premier Doug Ford, Hon. Prabmeet Sarkaria, Minister of Transportation, Hon. Victor Fedeli, Minister of Economic Development, Job Creation and Trade, Hon. Stephen Lecce, Minister of Energy and Mines, Hon. George Pirie, Minister of Northern Economic Development and Growth, MPP John Vanthof and FONOM.

7.1.3. Coleman Township Request for Support

Resolution No.: 26/046

Moved by:

Seconded by:

Be it resolved that, the Council of the Corporation of the Town of Latchford

7.1.4. Motion for Support – Town of Bracebridge

Resolution No.: 26/047

Moved by:

Seconded by:

Be it resolved that, the Council of the Town of Latchford Support the attached resolution from the Town of Bracebridge and call on all members of Council and the public to support the Elect Respect Pledge as we enter into Election Season.

7.2. Information Items

Resolution No.: 26/60

Moved by:

Seconded by:

Be it resolved the Information Items be noted and filed.

7.2.1. Community Pantry for Latchford – Pilot Initiative

8. Business Arising

8.1. Marcotte Street Lots Update

8.2. Playground Equipment Update

8.3. Donation Board

Resolution No.: 26/048

Moved by:

Seconded by:

Be it resolved that, Council directs staff to bring forward options for consideration for a Donation Board.

8.4. Administration & Corporate Services Ad Hoc Committee

Resolution No.: 26/049

Moved by:

Seconded by:

Be it resolved that, Council approves the Terms of Reference for the Administration & Corporate Services Ad hoc Committee and appoints Councillor Newell and Councillor McDonald to the Committee for the duration of the 2022-2026 Term of Council.

8.5. Waterfront Strategic Plan Ad Hoc Committee

Resolution No.: 26/050

Moved by:

Seconded by:

Be it resolved that, Council approves the Terms of Reference for the Waterfront Strategic Plan Ad Hoc Committee and appoints Councillor Olson and Councillor Cole to the Committee for the duration of the 2022-2026 Term of Council;
And further, that Council directs staff to put out a call for applications from the general public to be appointed to this Committee for the duration of the 2022-2026 term of Council.

8.6. Communities of the Montreal River Update

9. New Business

9.1. FONOM Conference

Resolution No.: 26/051

Moved by:

Seconded by:

Be it resolved that the Council of the Town of Latchford approve Mayor Gadoury-East to attend the FONOM Conference May 11-13th, 2026 in Timmins.

9.2. Zone 8 Election Training

Resolution No.: 26/052

Moved by:

Seconded by:

Be it resolved that Council approve CAO/Clerk-Treasurer Malorie Robinson to attend the Zone 8 Election Training May 20-22 2026 in Kapuskasing.

9.3. AMCTO Conference

Resolution No.: 26/053

Moved by:

Seconded by:

Be it resolved that Council approve CAO/Clerk-Treasurer Malorie Robinson to attend the AMCTO Conference June 7-10, 2026 in Huntsville.

9.4. Ontario Aboriginal Housing Supreme Court Filing

Resolution No.: 26/054

Moved by:

Seconded by:

Be it resolved that Council direct the CAO/Clerk-Treasurer to engage in conversation with Wishart Law Firm LLP on this matter.

9.5. Budget Meeting

Resolution No.: 26/055

Moved by:

Seconded by:

Be it resolved that Council schedule a Special Meeting to review the Draft 2026 Budget on March 24th at 5:45 PM.

9.6. Frog's Breath Funding Application

Resolution No.: 26/061

Moved by:

Seconded by:

Be it resolved that the Council of the Town of Latchford support the Latchford Volunteer Fire Department's application to Frog's Breath to purchase new equipment.

And Further, that Council directs the CAO/Clerk-Treasurer to write a formal letter confirming Council's support for funding in the form of sponsorship.

10.By-Laws

10.1. By-Law 2026-010 Asset Management Plan

Resolution No.: 26/056

Moved by:

Seconded by:

Be it resolved that By-law No. 2026-010, being a by-law to adopt the Asset Management Plan for the Town of Latchford, be read a first, second and third time and finally passed this 17th day of March, 2026.

10.2. By-Law 2026-011 Council Code of Conduct

Resolution No.: 26/057

Moved by:

Seconded by:

Be it resolved that the By-law No. 2026-011 being a by-law to adopt a Council Code of Conduct Policy for the Town of Latchford, be read a first, second and third time and finally passed this 17th day of March 2026.

11.In-Camera

None

12.Adjournment

12.1. By-Law 2026-012 Confirming By-Law

Resolution No.: 26/058

Moved by:

Seconded by:

Be it resolved that By-law No. 2026-012 being a by-law to confirm the certain proceedings of Council for the Corporation of the Town of Latchford for its Council Meeting held on March 17th, 2026 be read a first, second, third time and finally passed by the Council of the Corporation of the Town of Latchford.

12.2. Motion to Adjourn

Resolution No.: 26/059

Moved by:

Seconded by:

Be it resolved that the Council of the Town of Latchford hereby adjourns its meeting at _____ p.m. and to meet again at the Regular Meeting of Council scheduled for April 14th, 2026.



**Corporation of the Town of Latchford
Regular Meeting of Council
Town of Latchford Municipal Office – Council
Chambers Tuesday February 10th, 2026
6:00 pm**

Present: Mayor Gadoury-East, Councillors Newell, Church, McDonald, Cole Olson (Zoom),
Cartner (Zoom)
Staff: Malorie Robinson, CAO/Clerk-Treasurer

1. Call to Order and Mayoral Comments

2. Adoption of the Agenda

Resolution No.: 26/020

Moved by: Councillor Church

Seconded by: Councillor Newell

Be it resolved that the February 10th, 2026 agenda be adopted as circulated.

3. Declaration of Pecuniary Interest/Conflict of Interest

Councillor Cole declared a Conflict of Interest on Item 6 in the Closed Agenda.

4. Adoption of the Minutes

4.1. Regular Council Meeting January 13th, 2026

Resolution No.: 26/021

Moved by: Councillor Cartner

Seconded by: Councillor McDonald

Be it resolved that the Council of the Corporation of the Town of Latchford hereby approve the minutes of the Regular Meeting of Council held on January 13th, 2026 as circulated and presented.

5. Delegations

5.1. Sean Sparling – Integrity Commissioner Report

6. Staff Reports

6.1. CAO/Clerk-Treasurer Report No. CAO-2026-01

Resolution No.: 26/022

Moved by: Councillor McDonald

Seconded by: Councillor Cole

That Council receive Staff Report No. CAO-2026-01 entitled “Establishment of Administration & Corporate Services Ad Hoc Committee”

And that Council establish an Administration & Corporate Services Ad Hoc Committee to support the CAO/Clerk-Treasurer in the development, review, and refinement of administrative and corporate policies;

And that the Committee act in an advisory capacity, with final policy approval remaining with Council;

And that Council appoints Councillor McDonald and Councillor Newell to serve on the Committee for the duration of the policy development mandate or their term of Council.

7. Correspondence

7.1. Action Items

7.1.1. Accounts Payable & Payroll Listing for January 7th 2026 – February 2nd, 2026

Resolution No.: 26/023

Moved by: Councillor Newell

Seconded by: Councillor Church

Be it resolved that the Council for the Corporation of the Town of Latchford approve the attached accounts payable in the amount of \$34,593.57 and payroll expenses in the amount of \$39,271.64.

7.1.2. Letter of Support – Municipality North Grenville

Resolution No.: 26/024

Moved by: Councillor Newell

Seconded by: Councillor Olson

Be it resolved that, the Council of the Corporation of the Town of Latchford hereby supports the attached Letter from the Municipality of North Grenville's OPP Board calling on the Province to provide municipalities with the funding mechanisms, legislative support and implement guidance necessary guidance to deploy stop-arm cameras and complementary safety technologies province wide;

And further that Council directs Staff to send a copy of this resolution and letter to Premier Doug Ford, Minister of Transportation Prabmeet Sarkaria, and MPP John Vanthof.

7.2. Information Items

Resolution No.: 26/025

Moved by: Councillor Church

Seconded by: Councillor McDonald

Be it resolved that the Information Items be noted and filed.

7.2.1. FONOM Media Release – Homelessness

7.2.2. FONOM Letter to Prime Minister Carney – Highway 11/17

7.2.3. NEPH November Board Minutes

7.2.4. NEPH January Board Minutes

8. Business Arising

8.1. Marcotte Street Lots Update

8.2. Playground Equipment

Resolution No.: 26/026

Moved by: Councillor Newell

Seconded by: Councillor Church

Be it resolved that, Council receive Councillor Cole's Report No. COUNCIL-2026-01 entitled "Playground Equipment Options – Climber Structures".

And that, Council directs staff to purchase Option A & B.

8.3. Vacation Policy Update

CAO Robinson to bring drafted policy to the Administration and Corporate Services Committee.

9. New Business

9.1. 2025 Paving Project Approval

Resolution No.: 26/027

Moved by: Councillor Cole

Seconded by: Councillor Cartner

Be it resolved that the Council of the Town of Latchford approve the Paving Project not included in the budget in the amount of \$416,118.75 plus HST, with \$200,000 plus HST being payable this fiscal year and the remainder to be equally paid over a 4 year period.

9.2. Waterfront Strategic Plan

Staff Report No. CAO-2026-02 "Waterfront Strategic Plan"

Resolution No.: 26/028

Moved by: Councillor Newell

Seconded by: Councillor Cartner

Be it resolved that Council receive Staff Report No. CAO-2026-02 entitled "Waterfront Strategic Plan"

And further that Council directs staff to draft a Terms of Reference for the Waterfront Strategic Plan Ad Hoc Committee

10. By-Laws

10.1. By-Law 2026-005 Building Fees and Charges

Resolution No.: 26/029

Moved by: Councillor McDonald

Seconded by: Councillor Church

Be it resolved that the By-law No. 2026-005 being a by-law respecting construction, demolition and change of use permits and inspections be read a first, second and third time and finally passed by the Council of the Corporation of the Town of Latchford.

10.2. By-Law 2026-006 Miller Paving Agreement – 2025 Paving Project

Resolution No.: 26/030

Moved by: Councillor Cole

Seconded by: Councillor Newell

Be it resolved that the By-law No. 2026-002 being a by-law to enter into an agreement with Miller Paving Northern for the 2025 Paving Project effective May 21st, 2025, be read a first, second and third time and finally passed by the Council of the Corporation of the Town of Latchford.

10.3. By-Law 2026-007 Transfer Payment Agreement – Pot Hole Prevention and Repair

Resolution No.: 26/031

Moved by: Councillor Cartner

Seconded by: Councillor Newell

Be it resolved that the By-law No. 2026-007 being a by-law to enter into a Transfer Payment Agreement for Pot Hole Prevention and Repair Grant with His Majesty the King in right of Ontario as represented by the Hon. Minister of Transportation, be read a first, second and third time and finally passed by the Council of the Corporation of the Town of Latchford.

11. In-Camera

- 11.1. Personal matters about an identifiable individual, including municipal or local board employees - Deputy Fire Chief & HR Update – Upcoming Staff Vacancies.

Resolution No.: 26/032

Moved by: Councillor McDonald

Seconded by: Councillor Church

Be it resolved that, Council move into closed session at 6:58 p.m. pursuant to Section 239 (2)(b) of the Municipal Act 2001 as amended to discuss personal matters about an identifiable individual, including municipal or local board employees.

- 11.2. Closed Session Adjournment

Resolution No.: 26/033

Moved by: Councillor Newell

Seconded by: Councillor Cole

Be it resolved that, Council adjourn Closed Session at 7:53 p.m. pursuant to Section 239 (2)(b) of the Municipal Act, 2001, as amended, to discuss personal matters about an identifiable individual, including municipal or local board employees.

12. Adjournment

- 12.1. By-Law 2026-008 Confirming By-Law

Resolution No.: 26/034

Moved by: Councillor McDonald

Seconded by: Councillor Cartner

Be it resolved that By-law No. 2026-008 being a by-law to confirm the certain proceedings of Council for the Corporation of the Town of Latchford for its Council Meeting held on February 10th, 2026 be read a first, second, third time and finally passed by the Council of the Corporation of the Town of Latchford.

- 12.2. Motion to Adjourn

Resolution No.: 26/035

Moved by: Councillor McDonald

Seconded by: Councillor Olson

Be it resolved that the Council of the Town of Latchford hereby adjourns its meeting at 7:55 p.m. and to meet again at the Regular Meeting of Council scheduled for March 10th, 2026.

Sharon Gadoury-East, Mayor

Malorie Robinson, Clerk



**Corporation of the Town of Latchford
Special Meeting of Council
Town of Latchford Municipal Office – Council Chambers
Wednesday March 4th, 2026
5:45 pm**

Present: Mayor Gadoury-East, Councillors Newell, Church, Cole, Olson & Cartner
Issues with the Zoom link prevented Councillor McDonald from joining
Staff: Malorie Robinson, CAO/Clerk-Treasurer

1. Call to Order and Mayoral Comments

2. Adoption of the Agenda

Resolution No.: 26/036

Moved by: Councillor Cartner

Seconded by: Councillor Cole

Be it resolved that the March 4th, 2026 Special Meeting agenda be adopted as circulated.

3. Declaration of Pecuniary Interest/Conflict of Interest

None Noted

4. In-Camera

4.1. Personal matters about an identifiable individual, including municipal or local board employees and labour relations or employee negotiations

Resolution No.: 26/037

Moved by: Councillor Church

Seconded by: Councillor Olson

Be it resolved that, Council move into closed session at 5:46 p.m. pursuant to Section 239 (2)(b) of the Municipal Act 2001 as amended to discuss personal matters about an identifiable individual, including municipal or local board employees and Section 239 (2)(d) labour relations or employee negotiations.

4.2. Closed Session Adjournment

Resolution No.: 26/038

Moved by: Councillor Olson

Seconded by: Councillor Church

Be it resolved that, Council adjourn Closed Session at 6:40 p.m. pursuant to Section 239 (2)(b) of the Municipal Act, 2001, as amended, to discuss personal matters about an identifiable individual, including municipal or local board employees and Section 239 (2)(d) labour relations or employee negotiations.

5. Adjournment

5.1. By-Law 2026-009 Confirming By-Law

Resolution No.: 26/039

Moved by: Councillor Cartner

Seconded by: Councillor Newell

Be it resolved that By-law No. 2026-009 being a by-law to confirm the certain proceedings of Council for the Corporation of the Town of Latchford for its Council Meeting held on March 4th, 2026 be read a first, second, third time and finally passed by the Council of the Corporation of the Town of Latchford.

5.2. Motion to Adjourn

Resolution No.: 26/040

Moved by: Councillor Newell

Seconded by: Councillor Cole

Be it resolved that the Council of the Town of Latchford hereby adjourns its special meeting at 6:43 p.m.

Sharon Gadoury-East, Mayor

Malorie Robinson, Clerk

Mayor and Council, thank you for the opportunity to speak with you this evening.

I am here to formally advise you that a significant portion of our fire department's structural firefighting gear—specifically our helmets, turnout gear, boots and gloves—no longer meet the safety standards set by the **National Fire Protection Association (NFPA)**.

We appreciate council's support and assistance with the certification training we are all currently undertaking but certification is neither the first nor the last step in NFPA compliance.

NFPA 1851 mandates that all structural firefighting regalia be retired and replaced no later than **10 years** from the date of manufacture. Beyond this timeframe, any outdated article should be removed from service and destroyed.

Approximately 25% of our current inventory is expired or will expire within the next year.

Operating with non-compliant gear compromises firefighter safety, increases the risk of line-of-duty injuries, and exposes the municipality to substantial legal and insurance liabilities.

To maintain the safety of our personnel and our ability to provide effective emergency services, we must begin an immediate procurement process for new, NFPA-compliant equipment.

I have prepared a detailed breakdown of the required replacements and the projected budgetary impact.



Corporation of the Town of Latchford

Staff Report to the Mayor and Members of Council

Prepared By	Roger Clark, Public Works Foreman
Approved & Submitted By	Malorie Robinson, CAO/Clerk-Treasurer
Title/Subject	Public Works Operations Update
Date of Report	March 5 th , 2026
Date of Meeting	March 10 th , 2026
Report No.	PW-2026-02

Recommendation:

That Council receive Staff Report No. PW-2026-2 entitled “Public Works Operations Update”.

Overview:

This report provides Council with an update on recent Public Works activities, operational priorities, and upcoming work planned for the spring season.

Winter Operations and Training:

Over the past month, a significant portion of staff time has been dedicated to winter maintenance operations, including snow plowing and sanding. In addition, time has been allocated to ongoing training to ensure staff remain up to date with operational requirements and best practices.

Winter maintenance operations have required a considerable amount of sanding due to conditions this season. As a result, the upcoming spring cleanup is expected to be more intensive than in previous years.

Spring Cleanup Planning:

Planning is underway for the annual spring cleanup. It is anticipated that this year's cleanup may require additional time and resources due to several factors:

- The recent Miller surface treatment project has resulted in excess gravel accumulation that will need to be cleaned from roadways.
- Higher volumes of sand applied during winter operations will require additional sweeping and removal.

These conditions will likely result in a larger cleanup effort than what has been experienced in recent years.

Fitness Centre Painting:

The fitness centre at the Community Centre has recently been repainted. New colour selections were chosen to refresh the space and improve the facility's appearance.

To ensure the project was completed quickly and minimize disruption to residents who regularly use the facility, several volunteers assisted with the painting. Their support allowed the project to be completed efficiently.

Fibre Optic Installation:

The fibre optic installation crew has been operating out of the Town Yard periodically while completing their infrastructure work throughout the municipality. Their project is nearing completion.

If the project continues on schedule, residents and businesses within the Town of Latchford should have the option to access fibre internet services by late spring or early summer.

Highway 11 Manhole Issues:

On March 3, a meeting was held with representatives from the Ministry of Transportation (MTO) to review the two manholes located on Highway 11 near Mortson Avenue. These structures have been causing noise issues and contributing to snow accumulation in the area.

During the inspection:

- The manhole lids were removed and examined. They are showing signs of wear and will likely require replacement.
- Damage was observed in the concrete riser rings caused by the high volume of truck traffic passing over the structures.
- These structures were not originally designed to withstand the current level of heavy truck traffic experienced on Highway 11.

An MTO Regional Controller took measurements and suggested that shifting the highway centre lines closer together—similar to other sections of the roadway—could move the manholes outside the primary traffic path. This adjustment would reduce wear and potentially resolve the issue.

However, MTO's Traffic Division advised that the lane markings would not be moved, indicating the current configuration is intended as a traffic calming measure.

Alternative options being considered include:

- Relocating the sewer and water infrastructure, which would eliminate the issue but would be a very costly solution requiring external funding.
- Abandoning the manhole structures by installing a large metal plate over the area, covering it with gravel, and paving over it. While less costly, this approach could create complications if future access to the infrastructure is required.

Further information will be gathered on these options. Administration and Public Works will also consider preparing a formal letter to the MTO Traffic Division outlining the Town's concerns and recommending reconsideration of the lane configuration as a cost-effective solution.

Upcoming Work and Monitoring:

Over the coming weeks, Public Works will focus on several seasonal tasks, including:

- Monitoring snow melt conditions and drainage.
- Clearing snow from ditches if necessary to maintain proper water flow.
- Completing additional training requirements.
- Reacquainting staff with water treatment plant operations as seasonal transition occurs.

An inspection of the Town dock cribbing is also planned. Current water levels are unusually low, which presents an excellent opportunity to inspect the structure for any potential damage and carry out repairs if required.

Conclusion:

Public Works operations continue to focus on winter maintenance, infrastructure monitoring, and planning for the upcoming spring transition. Staff will continue to monitor conditions closely and prepare for increased spring cleanup efforts while also addressing infrastructure concerns and ongoing projects within the municipality.

Attachments:

None

Title	Name	Signature	Date
Public Works Foreman	Roger Clark		March 10 th , 2026

Expenses by Vendor February 3rd - March 4

Vendor	Amount	Vendor	Amount
B&T PARTS AND SUPPLIES	78.46	OFFICE PRO (TEMISKAMING)	234.23
BELL MOBILITY	220.93	Ontario Door Services	429.40
BREAULT'S DISCOUNT WAREHOUSE	269.14	ONTERA	8.19
CANADA POST CORPORATION	183.98	PIONEER DIESEL 2008 LTD	573.57
CHESS CONTROLS	6,633.10	Playground Canada Inc.	14,119.35
CO-OPERATIVE REGIONALE	6,691.35	PSD CITYWIDE INC.	2,090.50
DEMORA CONTRUCTION SERVICES	940.73	PUROLATOR INC.	29.52
DTSSAB	18,609.00	RAY & SONS	1,491.60
ENCOMPASSIT.CA	167.24	RELIABLE INDUSTRIAL SUPPLY	1,438.17
Gordon Stationery & Office Supplies Ltd.	4,284.33	RONA INC.	111.78
GRANT HOME HARDWARE	601.76	SOCKET ELECTRIC INC.	542.40
HYDRO ONE NETWORKS INC.	19,712.83	STROMA AUTOMATION SOLUTIONS	1,017.14
Iconix Waterworks	12,360.27	TELUS MOBILITY	143.51
JANIX CORP.	479.61	TEMISKAMING PRINTING COMPANY	1,017.00
KEMP PIRIE CROMBEEN	3,094.10	TESTMARK LABORATORIES LTD.	2,461.56
MINISTER OF FINANCE	14,659.16	THE COURT NEWS REPORTER CORP.	66.67
NORTHEASTERN PUBLIC HEALTH	4,132.22	THE ONTARIO AGGREGATE RESOURCES	917.61
NORTHERN INDUSTRIAL & ENVIRONMEN	36.16	TRI-TOWN AUTOMOTIVE & IND.	55.90
NORTHERN ONTARIO FASTFREIGHT	259.90	WD Industrial Group	916.43
NORTHERNTEL L.P.	1,386.60	WYATT IMAGE SOLUTIONS INC.	115.83
AP Subtotal	122,581.23	Payroll Subtotal	46,967.29
Total AP & Payroll			169,548.52



John Vanthof

MPP/député Timiskaming Cochrane



February 26, 2026

Dear Mayor and Council,

I am asking for your support for my motion, which I will be putting forward in the Legislature on March 23rd, 2026 and debated in April.

"That, in the opinion of this house, the Government of Ontario should protect Canada's drivers, east-west trade, national resilience, supply chain reliability and mining projects by working with the Government of Canada to declare the expansion and modernization of Highways 11 and 17 a project of national significance."

This is meant to ensure that we can have the government on record as saying either that they will support the expansion and investment of the highway, or that they are not willing to put it on record despite all of their ads about the Ring of Fire.

As the highways are our main roads, I hope I can count on your support.

Yours sincerely,

John Vanthof, MPP
Timiskaming-Cochrane

Queen's Park - Room/Bureau 348, Main Legislative Building, Queen's Park, Toronto, ON, M7A 1A8
Tel./Tél: 416-325-2000 • Fax/Télecopieur: 416-325-1999 • Email/Courriel: jvanthof-qp@ndp.on.ca

Community Office - Pinewoods Centre, Unit 5, 247 Whitewood Ave., P.O. Box 398, New Liskeard, ON, P0J 1P0
Tel./Tél: 705-647-5995 • Toll Free/Sans Frais: 1-888-701-1105 • Fax/Télecopieur: 705-647-1976
Email/Courriel: jvanthof-co@ndp.on.ca



Township of Coleman Staff Report

To: Mayor and Council **Report No:** 2026-R-31

From: CAO/Clerk-Treasurer **Department:** Administration

Subject: Cobalt Library Board Request

Attachment(s): Appendix 01 – Letter from the Library Board dated January 26, 2026

Recommendation:

BE IT RESOLVED that Council for the Township of Coleman acknowledges receipt of Administrative Report 2026-R-31;

THAT Council approves a contribution of **\$5,125** to the Cobalt Public Library Board for 2026 based on 205 households multiplied by \$25.00; and

THAT Council encourages the Town of Cobalt and the Town of Latchford to consider the same funding formula for their 2026 allocations to the Cobalt Public Library.

Background:

On January 26, 2026 the Township received a letter from the Cobalt Public Library Board requesting additional financial support to help offset service demands and ensure the continued delivery of quality library services.

According to their 2025 Financial Statements, the Board ended the fiscal year in a deficit position of **(\$11,820.92)**.

The Township of Coleman entered into an agreement with the Cobalt Public Library Board on March 21, 2022 as authorized by By-law 22-13.

As a “contracting Township” the Township of Coleman receives an annual grant (Public Library Operating Grant) from the Ministry of Tourism, Culture & Gaming in the amount of \$1,498.

Since 2022, the Township has been providing an annual contribution to the Cobalt Public Library in the amount of \$2,000 (\$1,498 PLOG + \$502 Municipal Contribution).



Recommendation:

Staff have reviewed the Board's 2025 Financial Statements and consulted with the Board Treasurer on the significant decrease in financial support in 2025.

The Ministry of Tourism, Culture and Gaming require the grant money received by contracting Townships be transferred to the Library Board. They also encourage contracting Townships to consider a "top-up" of the PLOG Grant.

In some cases, contracting Townships match the PLOG Grant and in other cases the Board reviews its Budget with the contracting Townships and suggests a per household rate. Locally, the Temiskaming Shores Public Library contracts services with several surrounding Townships and base their contributions on a household rate.

At their October 23, 2025 meeting, the Cobalt Public Library Board passed a motion to reduce the Non-Resident fee to \$25. Staff is recommending Council consider a contribution to the Cobalt Public Library based on the same rate set by the Board for Non-Residents.

The recommendation was reviewed with the Finance Committee on February 4, 2026 the following recommendation was passed for Council's consideration:

Library Services

Moved By: S. Cote
Seconded By: D. Cleroux

BE IT RESOLVED THAT the Finance Committee recommends Council approve the 2026 contribution to the Cobalt Public Library Board in the amount of \$5,125 based on 205 households X \$25 per household.

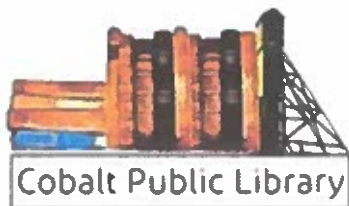
CARRIED

Financial Considerations:

The new fee structure will increase the Township's contribution by **\$3,125**. The increase has been included in the DRAFT 2026 Budget for Council's consideration.

Prepared By: Chris Oslund

Date: February 23, 2026



Box 170, 30 Lang St. Cobalt, ON P0J 1P0
cobaltpubliclibrary@gmail.com
705-679-8120

January 26, 2026

To: Mayor, Dan Cleroux

CC: Councillors, Lois Perry, Sue Cote, Marilyn Lubbock, Patrick Rieux

Subject: Coleman Township Patron Usage at Cobalt Public Library

Currently, our records indicate that there are 11 registered library cardholders living in Coleman Township. In the past year these patrons have taken out a combined total of 247 library items using their Cobalt Public Library card. In addition, another 38 individuals identifying as residents of Coleman Township have physically signed in within the last year and made use of Cobalt Public Library services.

Please note that these figures do not fully represent actual usage by residents of Coleman Township. Some residents have a Cobalt address on file (PO Box), which can affect how patron data is recorded and reported. We acknowledge this discrepancy and are actively working to improve our data collection and reporting processes to ensure more accurate and reliable statistics going forward. We have initiated a new coding system to determine residents in each of the Latchford, Coleman, and Cobalt catchments.

Based on the demonstrated level of use by Coleman Township residents, the Cobalt Public Library requests consideration for additional annual financial support to help offset service demands and ensure the continued delivery of quality library services to all users. We have attached our financial figures from 2025 for your review.

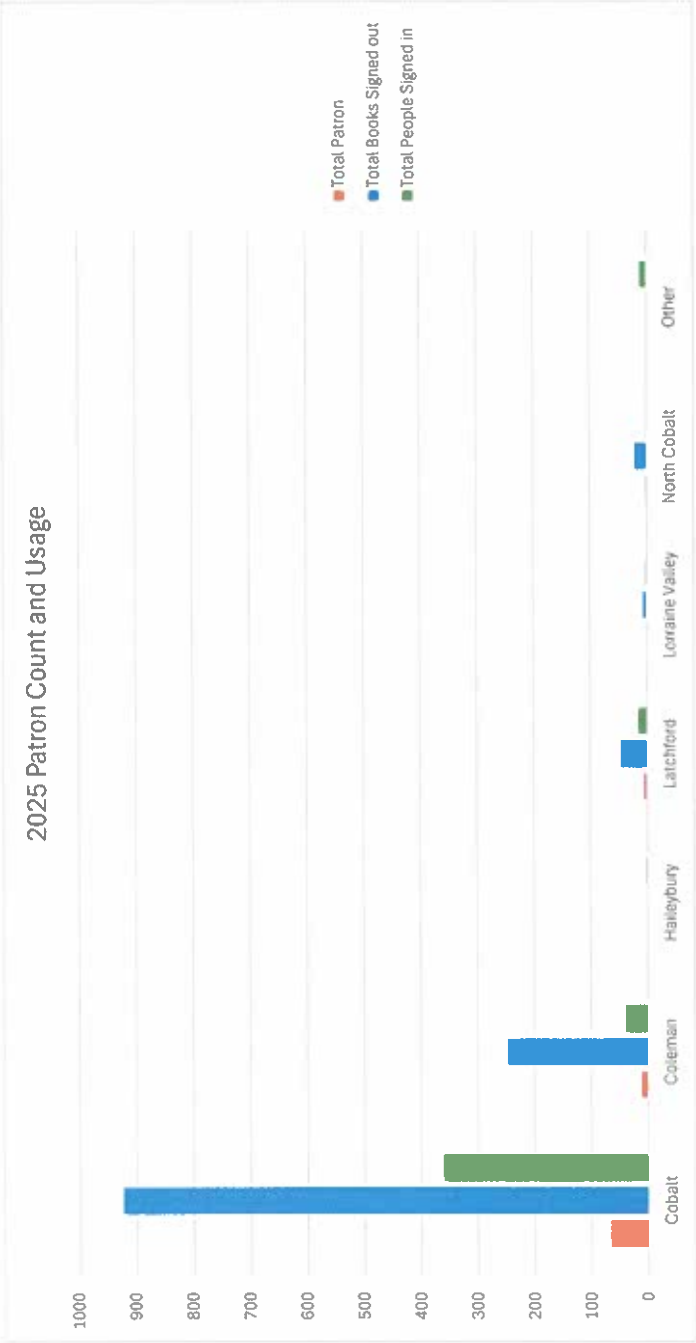
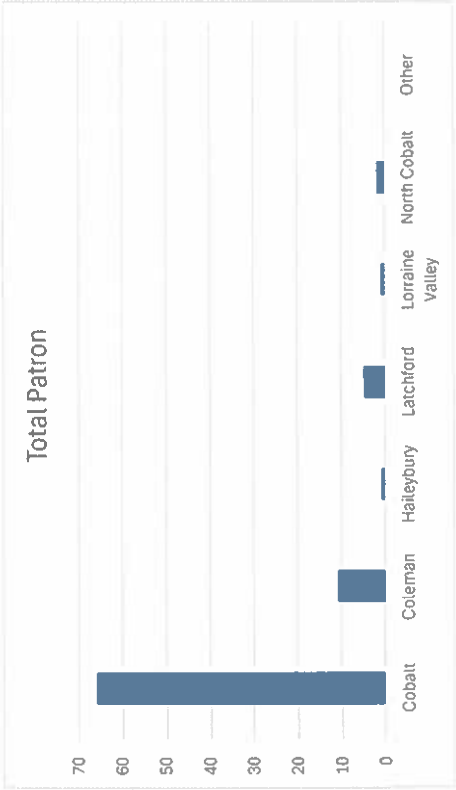
We appreciate your understanding as we refine our reporting methods. Should you require any additional information or clarification, please do not hesitate to contact us.

Sincerely,

Bonnie Mederak
Chief Executive Officer
Cobalt Public Library

Patron Count and Usage

	Total Patron	Total Books Signed out	Total People Signed in
Cobalt	66	924	360
Coleman	11	247	38
Haileybury	1	1	2
Latchford	5	47	15
Lorraine Valley	1	7	2
North Cobalt	2	21	1
Other	86	1247	11



Total Patron Count and Total books signed out are library card holders. The Total sign in are captured from people actually signing in the book, not everyone signs in so these numbers are not accurate. We have quite a few people who come in and use our services that do not have a library card. We are working on how to capture the true count of patrons that use our library. So in saying that our counts are actually higher.

SUMMARY	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YTD
Opening	34,075.74	31,558.88	25,630.74	24,649.23	52,668.40	46,890.70	47,258.23	36,917.74	30,705.55	25,956.23	24,510.13	19,786.24	34,075.74
Income	11,769.02	122.95	5,293.70	35,378.11	-	7,135.40	-	-	227.35	3,883.87	1,396.55	6,939.15	72,146.10
Expenses	- 14,285.88	- 6,051.09	- 6,275.21	- 7,358.94	- 5,777.70	- 6,767.87	- 10,340.49	- 6,212.19	- 4,976.67	- 5,329.97	- 6,120.44	- 4,470.57	- 83,967.02
Net	- 2,516.86	- 5,928.14	- 981.51	28,019.17	- 5,777.70	367.53	- 10,340.49	- 6,212.19	- 4,749.32	- 1,446.10	- 4,723.89	2,468.58	- 11,820.92
Ending	31,558.88	25,630.74	24,649.23	52,668.40	46,890.70	47,258.23	36,917.74	30,705.55	25,956.23	24,510.13	19,786.24	22,254.82	22,254.82

INCOME													
PLOG													6,242.00
Town of Cobalt						5,000.00							5,000.00
Coleman Twp						2,000.00							2,000.00
Town of Latchford													
Temiskaming Foundation:													
Agnico Eagle				28,230.00									28,230.00
Paul Penna / Linda Cote				900.00									900.00
Kiwanis Club of Cobalt				1,500.00									1,500.00
Church - Large Print / Audio				545.00									545.00
Legacy Fund - Computers / Video Games				1,500.00									1,500.00
Community Grant										3,100.00			3,100.00
For Kids Sake										783.87			783.87
Planet Youth Grant - Tabletop Games				1,400.00									1,400.00
Canada Helps											1,199.40		1,199.40
OLS - Connectivity				1,319.40									1,319.40
DSTAB8				2,500.00									2,500.00
Printing				28.50					202.35			40.15	464.10
Fundraising				44.45								250.00	1,159.90
Donations				12.00					25.00			407.00	560.20
Transfer to/from Donation Account				105.12									95.12
Source Ded / HST Refunds				11,663.90									13,599.11
Misc Deposits													
	11,769.02	122.95	5,293.70	35,378.11	-	7,135.40	-	-	227.35	3,883.87	1,396.55	6,939.15	72,146.10

EXPENSES													
Wages	5,092.40	3,453.92	3,453.92	3,454.24	3,453.92	3,453.92	3,458.87	4,604.24	2,722.85	2,407.50	2,698.19	2,692.08	40,946.05
Remittances	797.80	797.78	833.96	833.96	833.96	833.96	833.96	822.92	1,110.52	690.42	636.38	668.82	9,694.44
EHT			336.92										336.92
WSIB													
Bank Fees	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	24.00
OLS Overdrive Membership	771.23												771.23
OLS JASI Membership							763.11						763.11
OLS Ancestry/Mango Membership	85.03											85.83	170.86
Public Libraries License/Dues	75.00												75.00
Brodart Materials	66.97										222.46	98.13	387.56
Computers (Maint. / Software)													1,209.05
Printer/Scanner/Etc.		94.61											1,209.05
Payroll / Remittance Prep / Bookkeeping													
Office Supplies	22.66	39.88	75.12	661.05									661.05
Cleaning Supplies		33.61	7.63	56.49	2.95								670.36
Misc. Supplies	37.28	32.76	20.62					29.72		80.15	86.10	65.59	41.24
Legal Fees	259.77												90.66
Auditor Fees							3,955.00						259.77
Security (Cameras + Building Locks)	3,500.74												3,955.00
Grant Specific Expenses (not books)	841.44	212.44			194.31					280.86	1,126.58	300.25	3,500.74
Staff Training/Expenses	41.00												2,955.88
Library Events				460.48							18.58	24.93	41.00
Programming			38.90				16.95						503.99
Books, Magazines, Newspapers	1,995.72	353.92	821.23	1,044.52	719.09		535.76	146.95	118.84	971.98	415.01		55.85
Gifts / Donations / Fund. Exp			6.00								303.00	153.00	7,626.59
Enbridge (6th of the month)	157.84	225.00	225.00	225.00	227.45	225.00	225.00	268.22	274.00	274.00			462.00
Hydro One (26th of the month)	368.82	409.10	283.77	225.00	225.00	225.00	225.00	225.00	225.00	225.00	225.00		2,600.51
Eastlink (Telephone/Internet) (25th)	170.18	169.87	170.14	170.00	119.02	113.14	113.14	113.14	113.14	113.14	113.14		3,086.69
TOC Taxes (Water)		226.20		226.20					243.12	243.12			1,591.19
Misc Payments													938.64
	14,285.88	6,051.09	6,275.21	7,358.94	5,777.70	6,767.87	10,340.49	6,212.19	4,976.67	5,329.97	6,120.44	4,470.57	83,967.02

\$ (11,820.92)



The Corporation of the Town of Bracebridge

February 16, 2026

Re: Item for Discussion – Elect Respect

At its meeting of February 11, 2026, the Council of the Corporation of the Town of Bracebridge ratified motion #26-GC-009, regarding Elect Respect, as follows:

“WHEREAS democracy is healthy when everyone is able to participate fully and safely and contribute to the well-being of their community;

AND WHEREAS we are witnessing the dissolution of democratic discourse and respectful debate across all levels of government and in neighbouring jurisdictions;

AND WHEREAS Ontario’s municipally elected officials are dealing with increasingly hostile, unsafe work environments facing threats and harassment;

AND WHEREAS social media platforms have exacerbated disrespectful dialogue, negative commentary, and toxic engagement which disincentivizes individuals, especially women and candidates from diverse backgrounds from running for office;

AND WHEREAS better decisions are made when democracy is respectful and constructive and the voices of diverse genders, identities, ethnicities, races, sexual orientation, ages and abilities are heard and represented around municipal council tables;

AND WHEREAS the Association of Municipalities of Ontario’s Healthy Democracy Project has identified concerning trends with fewer people voting in local elections and running for municipal office;

AND WHEREAS in 2024, female elected representatives from across Halton formed a group called H.E.R. (Halton Elected Representatives) which pledged to speak out against harassment and negativity in politics and call on elected officials to uphold the highest standards of conduct;

AND WHEREAS H.E.R. Halton has launched a campaign called *Elect Respect* to promote the importance of healthy democracy and safe, inclusive, respectful work environments for all elected officials that encourages individuals to participate in the political process;

AND WHEREAS on June 5, 2025, the Canadian Association of Feminist Parliamentarians launched a non-partisan “Parliamentary Civility Pledge” to encourage all parliamentarians to commit to end workplace harassment and increase civility on Parliament Hill, modelled after the pledge developed in Halton by representatives of H.E.R.;

NOW THEREFORE BE IT RESOLVED THAT the Council of the Town of Bracebridge supports the *Elect Respect* pledge and commits to:

- Treat others with respect in all spaces—public, private, and online;
- Reject and call out harassment, abuse, and personal attacks;
- Focus debate on ideas and policies, not personal attacks;
- Help build a supportive culture where people of all backgrounds feel safe to run for and hold office;
- Call on relevant authorities to ensure the protection of elected officials who face abuse or threats; and,
- Model integrity and respect by holding one another to the highest standards of conduct.

AND FURTHER THAT Bracebridge Council calls on elected officials, organizations and community members to support the *Elect Respect* campaign and sign the online pledge at www.electrespect.ca.

AND FURTHER THAT a copy of this resolution be sent to the Association of Municipalities of Ontario (AMO), the Association of Municipal Managers, Clerks and Treasurers of Ontario (AMCTO) the Federation of Canadian Municipalities, the Muskoka Parry Sound MP and MPP, the Minister of Municipal Affairs and Housing, the Ontario Provincial Police (Bracebridge Detachment), the Royal Canadian Mounted Police and all Ontario municipalities."

In accordance with Council's direction, I am forwarding you a copy of the resolution for your reference.

Please do not hesitate to contact me if I can provide any additional clarification in this regard.

Yours truly,



Lori McDonald
Director of Corporate Services/Clerk

From: Colleen Tresidder

Date: March 10th, 2026

Subject: Pilot Initiative – Community Pantry for Latchford

Good evening, Council. I'd like to take a few minutes to inform you about a small pilot project I'm preparing to launch: a test of a Latchford Community Pantry.

The purpose of this pilot is to explore whether a community pantry could be a useful and sustainable resource for residents. The concept is simple — a small, accessible space where people can take basic items when they need them and contribute items when they're able. Similar initiatives in other northern communities have shown positive results, including reduced food waste and increased neighbour-to-neighbour support.

At this stage, the project is still in development. The pilot will help determine what items are most needed, what kind of setup works best, and what level of community engagement we can expect. It will also give us a chance to identify any operational needs, such as stocking, maintenance, or partnerships with local groups.

My goals for the pilot are to start small, gather meaningful feedback, and learn what will work best for Latchford before making any long-term recommendations. I will keep Council updated as the project progresses and will share any findings that may help guide future decisions.

Thank you for your time. I'm happy to answer any questions.

Colleen Tresidder

colleentresidder22@gmail.com

(705) 406-5731



Town of Latchford

THE CORPORATION OF THE TOWN OF LATCHFORD

Administration & Corporate Services Ad Hoc Committee Terms of Reference

Establishment

The Administration & Corporate Services Ad Hoc Committee is hereby established as an advisory committee of Council pursuant to the Municipal Act, 2001 and the Town's Procedural By-law.

Purpose

The purpose of the Committee is to support good governance and organizational effectiveness by:

- Assisting in the development and review of municipal policies prior to presentation to Council;
- Reviewing and refining administrative and corporate procedures;
- Providing advisory input on human resources and staffing matters before formal Council consideration;
- Strengthening internal controls, accountability, and consistency in corporate practices.

The Committee is advisory in nature and does not have decision-making authority.

Mandate

The Committee shall:

- Review draft corporate policies prepared by the CAO;
- Recommend revisions, improvements, or updates to existing policies;
- Review proposed HR policies, staffing structures, and administrative procedures;
- Provide input on organizational planning and corporate services matters;
- Ensure alignment with applicable legislation and municipal best practices;
- Forward recommendations to Council for consideration.

The Committee shall not:

- Direct staff;

- Make binding decisions;
- Replace Council's authority on governance or staffing approvals.

Composition

The Committee shall consist of:

- Two (2) Members of Council, appointed by resolution;
- The Mayor or their designate;
- The Chief Administrative Officer (CAO);
- One (1) staff member designated for minute-taking and administrative support.

Additional staff may attend meetings as required for subject matter expertise.

Chair

The Chair shall be selected from among the two Council members at the first meeting of the Committee. The Chair is responsible for:

- Presiding over meetings
- Working with staff to set agendas
- Ensuring meetings are conducted in an orderly and respectful manner

Meetings

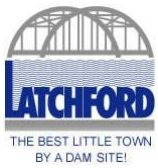
- Meetings shall be held as required.
- Meetings shall be conducted in accordance with the Town's Procedural By-law.
- Minutes shall be recorded and maintained in accordance with the Town's records retention policies.
- Matters that qualify under Section 239 of the Municipal Act may be discussed in Closed Session

Reporting

The Committee shall report to Council through staff. Recommendations and updates will be brought forward via staff reports or meeting minutes. Final approval of all policies and staffing matters rests with Council and the CAO where applicable.

Term

- The Committee shall serve at the pleasure of Council;
- Council may dissolve the Committee by resolution at any time
- Membership shall align with the current term of Council unless otherwise directed.



Town of Latchford

THE CORPORATION OF THE TOWN OF LATCHFORD

Waterfront Strategic Plan Ad Hoc Committee Terms of Reference

Purpose

The Waterfront Strategic Plan Ad Hoc Committee is established by Council to provide guidance, input, and community perspective in the development of a Waterfront Strategic Plan for the Town of Latchford. The Committee's role is advisory in nature and intended to support Council and staff by helping identify opportunities, priorities, and recommendations related to waterfront development, recreation, economic growth, and community use.

Mandate

The Committee shall:

- Assist in shaping the vision, goals, and guiding principles for the Town's waterfront.
- Provide input on potential land use, amenities, infrastructure needs, and community programming.
- Engage community perspectives and relay feedback to Council.
- Review draft materials related to the Waterfront Strategic Plan.
- Provide recommendations to Council through staff.
- Support staff in identifying funding opportunities and partnerships where appropriate.

The Committee does not have decision-making authority. All final decisions remain with Council.

Composition

The Committee shall consist of five (5) members, appointed by Council:

- Two (2) Members of Council
- Two (2) Members of the Public
- One (1) Staff Member, appointed by the CAO, to provide administrative support, act as a resource, and record meeting minutes

Public members shall be appointed through a Council-approved process and should represent a cross-section of community interests.

Chair

The Chair shall be selected from among the two Council members at the first meeting of the Committee. The Chair is responsible for:

- Presiding over meetings
- Working with staff to set agendas
- Ensuring meetings are conducted in an orderly and respectful manner

Term of Appointment

The Committee is an Ad Hoc Committee and shall exist until completion of the Waterfront Strategic Plan or until dissolved by Council.

Public member appointments will be for the duration of the Committee unless otherwise determined by Council.

Meetings

- Meetings will be scheduled as required, based on project needs.
- A quorum shall consist of a majority of appointed members.
- Meetings may be held in person or virtually, as determined by staff.
- Minutes will be recorded by the designated staff member and shared with Council.

Reporting

The Committee shall report to Council through staff. Recommendations and updates will be brought forward via staff reports or meeting minutes.

Roles and Responsibilities

Committee Members shall:

- Attend meetings regularly and participate constructively
- Review materials in advance of meetings
- Respect confidentiality where required
- Act in the best interest of the community
- Declare any conflicts of interest

Staff Support shall:

- Coordinate meetings and agendas
- Provide technical and administrative assistance
- Record and distribute minutes
- Act as liaison between the Committee and Council

Resources

Staff time and municipal resources will be provided within existing operational capacity. Any requests for additional funding or external consultants must be approved by Council.

Dissolution

The Committee shall be dissolved upon completion of the Waterfront Strategic Plan, or at Council's discretion.



Town of Latchford

THE CORPORATION OF THE TOWN OF LATCHFORD

BY-LAW No.: 2026-010

Being a By-Law to adopt the Final Phase of the Asset Management Plan for the Town of Latchford.

Whereas Section 11 of the Municipal Act, 2001, S.O. 2001, c.25, as amended, authorizes municipalities to pass by-laws respecting matters within their jurisdiction;

And Whereas the Province of Ontario enacted Ontario Regulation 588/17 under the Infrastructure for Jobs and Prosperity Act, 2015, requiring municipalities to prepare and adopt strategic asset management policies and asset management plans;

And Whereas the Council of the Corporation of the Town of Latchford recognizes the importance of managing municipal infrastructure in a manner that supports sustainable service delivery, fiscal responsibility, and long-term financial planning;

And Whereas the Asset Management Plan provides a framework to guide the planning, construction, operation, maintenance, renewal, and replacement of municipal infrastructure assets;

Now therefore, the Council of the Corporation of the Town of Latchford hereby enacts as follows:

1. **That**, the Asset Management Plan attached as schedule “A” to this By-law, be hereby adopted to meet the requirements of O’Reg. 588/17.
2. **And that**, the Asset Management Plan shall be used as a guiding document for the management of municipal infrastructure assets and long-term financial planning.
3. **And that**, this by-law shall repeal and replace any other by-laws that may be inconsistent of the provisions contained herein.
4. **And that**, this By-law shall come into force and take effect upon final passing thereof.
5. **And finally**, the Clerk for the Corporation of the Town of Latchford is hereby authorized to make minor modifications or corrections of a grammatical or typographical nature to the By-law, after the passage of this By-law, where such modifications or corrections do not alter the intent of the By-law or its associated schedule.

Read a first, second and third time and finally passed on the 17th day of March, 2026.

Sharon Gadoury-East, Mayor

Malorie Robinson, Clerk

Asset Management Plan 2025

Town of Latchford

January 2026



This Asset Management Plan was prepared by:



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

Key Statistics

\$29.7 m	2024 Replacement Cost of Asset Portfolio
\$175 k	Replacement Cost of Infrastructure Per Household
90%	Percentage of Assets in Fair or Better Condition
98%	Percentage of Assets with Assessed Condition Data
\$628 k	Annual Capital Infrastructure Deficit
15 Years	Recommended Timeframe for Eliminating Annual Infrastructure Deficit (Tax-Funded)
20 Years	Recommended Timeframe for Eliminating Annual Infrastructure Deficit (Rate-Funded)
2.53%	Target Investment Rate
0.41%	Actual Investment Rate

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1. Executive Summary

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

1.1 Scope

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

This AMP include the following asset categories:



Figure 1 Core and Non-Core Asset Categories

1.2 Compliance

With the development of this AMP the Town of Latchford has achieved compliance with July 1, 2025, requirements under O. Reg. 588/17. This includes requirements for proposed levels of service and inventory reporting for all asset categories.

1.3 Findings

The overall replacement cost of the asset categories included in this AMP totals \$29.7 million. 90% of all assets analyzed in this AMP are in fair or better condition and assessed condition data was available for 98% of assets. For the remaining 2% of assets, assessed condition data was unavailable, and asset age was used to approximate condition. Generally, age misstates the true condition of assets, making assessments essential to accurate asset management planning, and a recurring recommendation in this AMP.

To meet capital replacement and rehabilitation needs for existing infrastructure, prevent infrastructure backlogs, and achieve long-term sustainability, the Town's average annual capital requirement totals \$751 thousand. Based on a historical analysis of sustainable capital funding sources, the Town is committing approximately \$123 thousand towards capital projects or reserves per year. As a result, there is currently an annual funding gap of \$628 thousand.

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

1.4 Recommendations

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

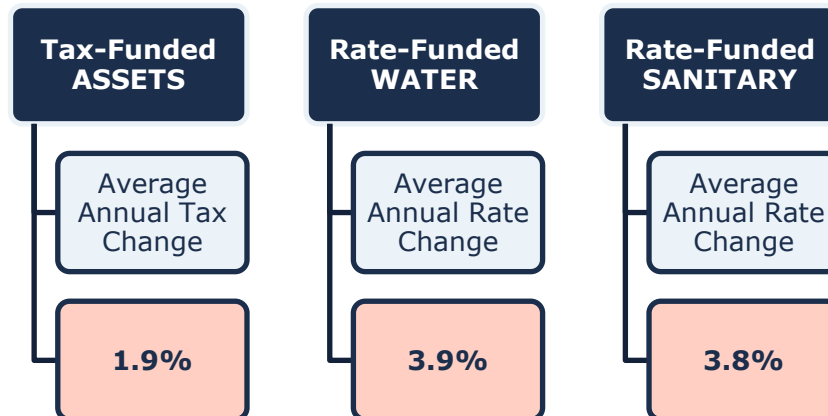


Figure 2 Proposed Tax/Rate Changes

Recommendations to guide continuous refinement of the Town'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 proposed levels of service

2. Introduction & Context

2.1 Community Profile

Census Characteristic	Town of Latchford	Ontario
Population 2021	355	14,223,942
Population Change 2016-2021	13.4	5.8%
Total Private Dwellings	206	5,929,250
Population Density	2.3/km ²	15.9/km ²
Land Area	152.26 km ²	892,411.76 km ²

Table 1 Town of Latchford Community Profile

The Town of Latchford is located in Northeastern Ontario in the Timiskaming District. The Town is surrounded by bodies of water including Bay Lake and the Montreal River.

The region was settled in 1903 as the Montreal River Station; the Town acted as a river crossing for the Northern Ontario Railway. The key economic sectors supporting the Town included silver mining followed by timber and pulp mills. Today the Town is made up of a notable population of senior people who have exited the work force.

Demand in the region is driven by moderate population growth, a budding summer cottage community, and an aging population above the provincial average. Population growth is largely due to urban sprawl and low housing prices. The Town generates a total revenue of \$1.1 million from taxes and rates and has an annual capital budget of \$96,000 as of 2021.

Town staff have identified the water network as a primary infrastructure priority. The water network is aging, particularly the water treatment plant, and maintenance and rehabilitation activities are mostly reactive.

A significant portion of infrastructure projects are heavily reliant on the availability of grants. Staff intend to support proactive lifecycle management within the town of Latchford by investing in critical infrastructure, improving long-term capital planning, and advancing their asset management program.

2.2 Asset Management Overview

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

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

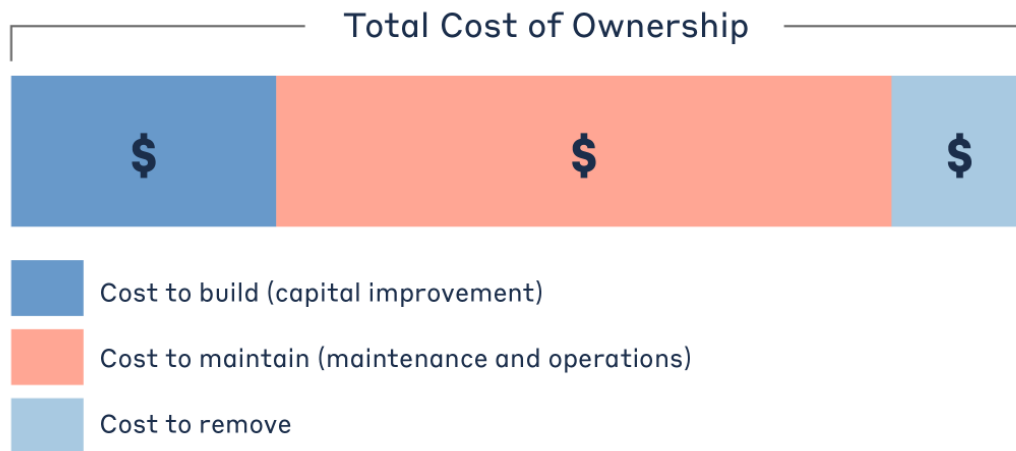


Figure 3 Total Cost of Asset Ownership

These costs can span decades, requiring planning and foresight to ensure financial responsibility is spread equitably across generations. An asset management plan is critical to this planning, and an essential element of 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.

2.2.1 Foundational Asset Management Documentation

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

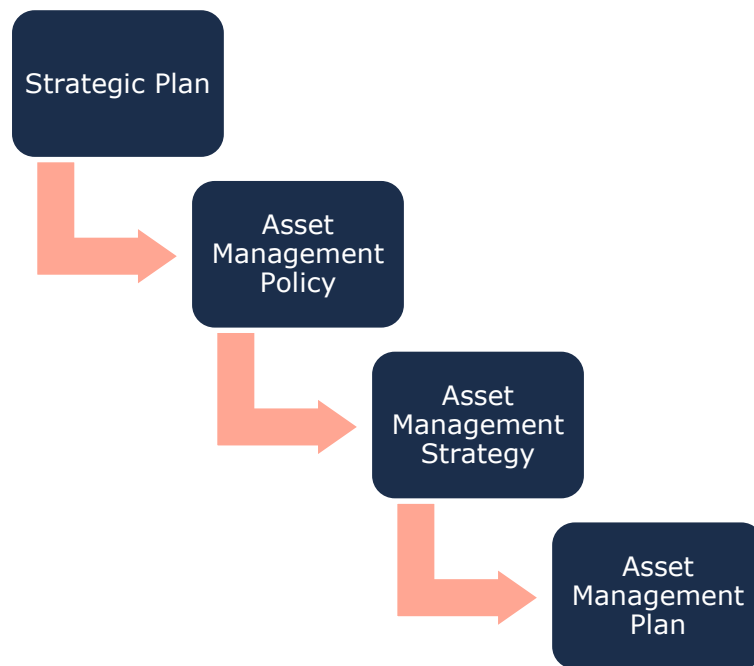


Figure 4 Foundational Asset Management Documents

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

Asset Management Policy

An asset management policy represents a statement of the principles guiding the Town'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 Town adopted By-law No. 2020-007 "A Strategic Asset Management Policy" on March 19, 2020, in accordance with Ontario Regulation 588/17.

The objectives of the policy include:

- Forward looking
- Budgeting and planning
- Environmental Conscious
- Community focused

An asset management policy represents a statement of the principles guiding the Town'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.

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

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

Asset Management Plan

The asset management plan (AMP) presents the outcomes of the Town'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 (Current & Proposed)
- ◆ 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 Town to re-evaluate the state of infrastructure and identify how the organization's asset management and financial strategies are progressing.

2.2.2 Key Concepts in Asset Management

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

Lifecycle Management Strategies

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

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

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

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

Lifecycle Activity	Cost	Typical Associated Risks
<i>Maintenance</i> Activities that prevent defects or deteriorations from occurring	\$	♦ Balancing limited resources between planned maintenance and reactive, emergency repairs and interventions. ♦ Diminishing returns associated with excessive maintenance activities, despite added costs. ♦ Intervention selected may not be optimal and may not extend the useful life as expected, leading to lower payoff and potential premature asset failure.
<i>Rehabilitation/ Renewal</i> Activities that rectify defects or deficiencies that are already present and may be affecting asset performance	\$\$\$	♦ Useful life may not be extended as expected. ♦ May be costlier overall when assessed against full reconstruction or replacement. ♦ Loss or disruption of service, particularly for underground assets.
<i>Replacement/ Reconstruction</i> Asset end-of-life activities that often involve the complete replacement of assets	\$\$\$\$\$	♦ Incorrect or unsafe disposal of existing asset. ♦ Costs associated with asset retirement obligations. ♦ Substantial exposure to high inflation and cost overruns. ♦ Replacements may not meet capacity needs for a larger population. ♦ Loss or disruption of service, particularly for underground assets.

Table 2 Lifecycle Management: Typical Lifecycle Interventions

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

Risk & Criticality

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

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

Formula to Assess Risk of Assets

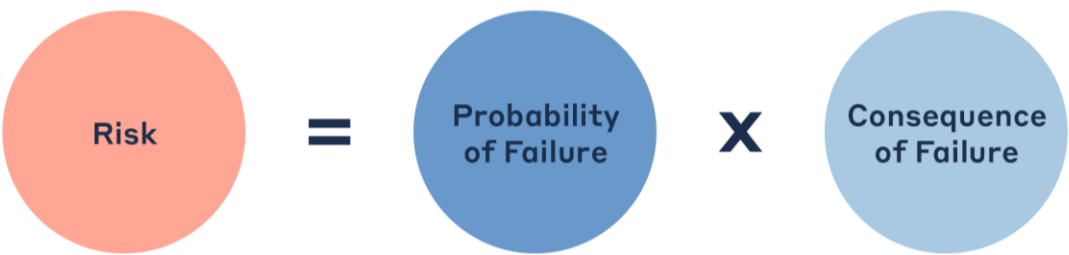


Figure 5 Risk Equations

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

Probability of Failure

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

Consequence of Failure

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

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

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

Table 3 Risk Analysis: Types of Consequences of Failure

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

Levels of Service

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

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

Community Levels of Service

Community levels of service are a simple, plain language description or measure of the service that the community receives. For core asset categories as applicable (Roads, Water&

Wastewater) the province, through O. Reg. 588/17, has provided qualitative descriptions that are required to be included in this AMP.

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

For core asset categories as applicable the province, through O. Reg. 588/17, has also provided technical metrics that are required to be included in this AMP.

Current and Proposed Levels of Service

This AMP focuses on measuring the current level of service provided to the community. Once current levels of service have been measured, the Town 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 Town. 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 Town must identify a lifecycle management and financial strategy which allows these targets to be achieved.

2.3 Scope & Methodology

2.3.1 Asset Categories for this AMP

This asset management plan for the Town of Latchford is produced in compliance with O. Reg. 588/17. The July 2025 deadline under the regulation—the second of three AMPs—requires analysis of core and non-core asset categories.

The AMP summarizes the state of the infrastructure for the Town's asset portfolio, establishes current & proposed levels of services, outlines lifecycle strategies for optimal asset management & performance, and provides financial strategies to reach sustainability for the asset categories listed below.



Figure 6 Tax Funded and Rate Funded Asset Categories

2.3.2 Data Effective Date

It is important to note that this plan is based on data as of **December 2024**; therefore, it represents a snapshot in time using the best available processes, data, and information at the Town. Strategic asset management planning is an ongoing and dynamic process that requires continuous data updates and dedicated data management resources.

2.3.3 Deriving Replacement Costs

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

User-Defined Cost and Cost Per Unit

Based on costs provided by municipal staff which could include average costs from recent contracts; data from engineering reports and assessments; staff estimates based on knowledge and experience.

Cost Inflation / CPI Tables

Historical costs of the assets are inflated based on Consumer Price Index or Non-Residential Building Construction Price Index.

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

2.3.4 **Estimated Useful Life (EUL)**

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

2.3.5 **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 Town can determine the extent of any existing funding gap. The reinvestment rate is calculated as follows:



Figure 7 Target Reinvestment Rate Calculation

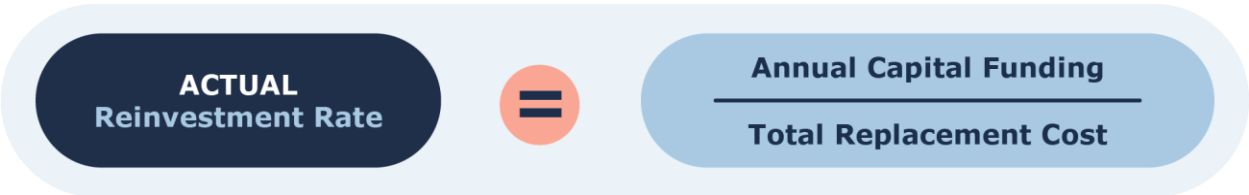


Figure 8 Actual Reinvestment Rate Calculation

2.3.6 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 Town's asset portfolio. The table below outlines the condition rating system used in this AMP to determine asset condition. This rating system is aligned with the Canadian Core Public Infrastructure Survey which is used to develop the Canadian Infrastructure Report Card. When assessed condition data is not available, service life remaining is used to approximate asset condition.

Condition	Description	Criteria	Service Life Remaining (%)
Very Good	Fit for the future	Well maintained, good condition, new or recently rehabilitated	80-100
Good	Adequate for now	Acceptable, generally approaching mid-stage of expected service life	60-80
Fair	Requires attention	Signs of deterioration, some elements exhibit significant deficiencies	40-60
Poor	Increasing potential of affecting service	Approaching end of service life, condition below standard, substantial 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

Table 4 Standard Condition Rating Scale

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

2.4 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)¹. Along with creating better performing organizations, more livable 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.

Figure 9 below outlines key reporting requirements under O. Reg 588/17 and the associated timelines.

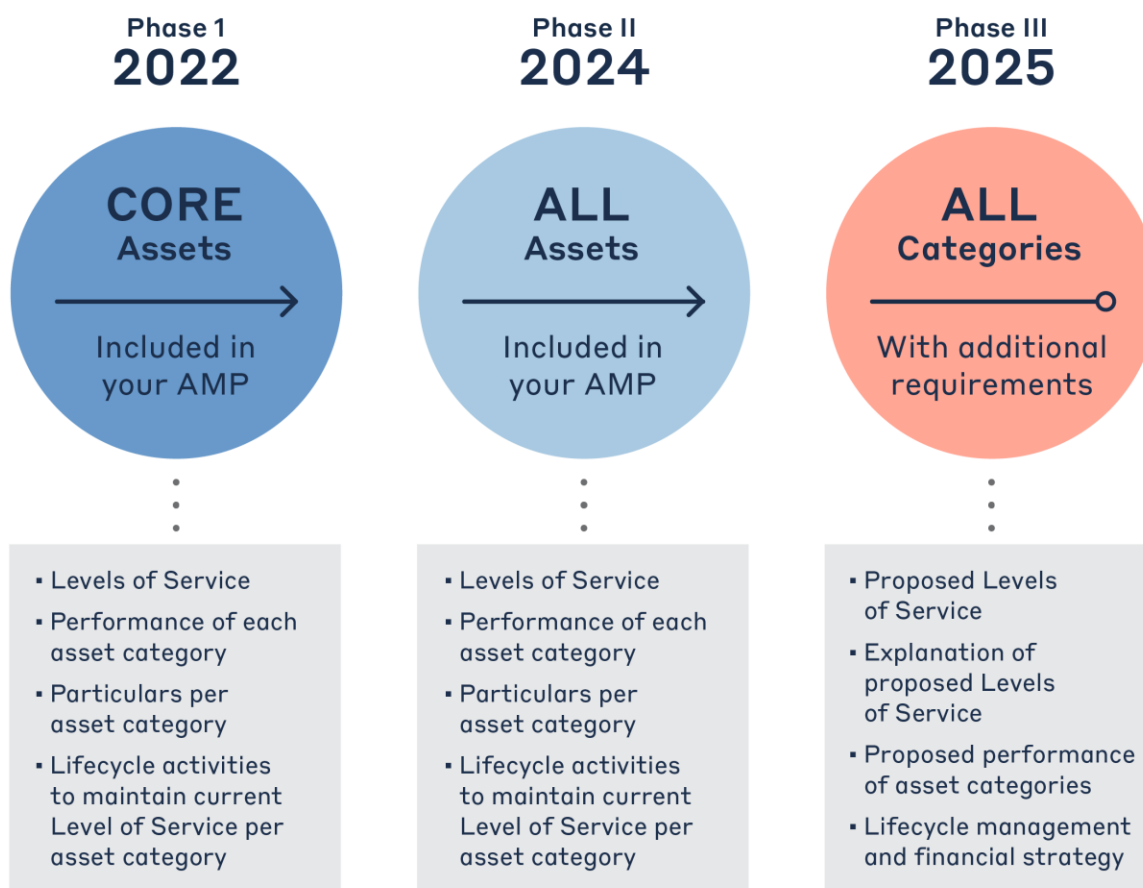


Figure 9 O. Reg. 588/17 Requirements and Reporting Deadlines

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

2.4.1 O. Reg. 588/17 Compliance Review

Requirement	O. Reg. 588/17 Section	AMP Section Reference	Status
Summary of assets in each category	S.5(2), 3(i)	5.1 – 11.1	Complete
Replacement cost of assets in each category	S.5(2), 3(ii)	5.1 – 11.1	Complete
Average age of assets in each category	S.5(2), 3(iii)	5.3 – 11.3	Complete
Condition of assets in each category	S.5(2), 3(iv)	5.2 – 11.2	Complete
Description of municipality's approach to assessing the condition of assets in each category	S.5(2), 3(v)	5.4 – 11.4	Complete
Current levels of service in each category	S.5(2), 1(i-ii)	5.7 – 11.7	Complete
Current performance measures in each category	S.5(2), 2	5.7 – 11.7	Complete
Lifecycle activities needed to maintain current levels of service for 10 years	S.5(2), 4	5.4 – 11.4	Complete
Costs of providing lifecycle activities for 10 years	S.5(2), 4	Appendix A	Complete
Growth assumptions	S.5(2), 5(i-ii) S.5(2), 6(i-vi)	12.1 – 12.2	Complete

Table 5: O.Reg 588/17 Compliance Review

3. Portfolio Overview – State of the Infrastructure

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

3.1 Asset Hierarchy & Data Classification

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



Figure 10 Asset Hierarchy and Data Classification

3.2 Portfolio Overview

3.2.1 Total Replacement Cost of Asset Portfolio

The seven asset categories analyzed in this Asset Management Plan have a total current replacement cost of \$29.7 million. This estimate was calculated using user-defined costing, as well as inflation of historical or original costs to current date. This estimate reflects replacement of historical assets with similar, not necessarily identical, assets available for procurement today. Figure 11 illustrates the replacement cost of each asset category; at 44% of the total portfolio, Water Network form the largest share of the Town's asset portfolio, followed by Sanitary Network at 26%.

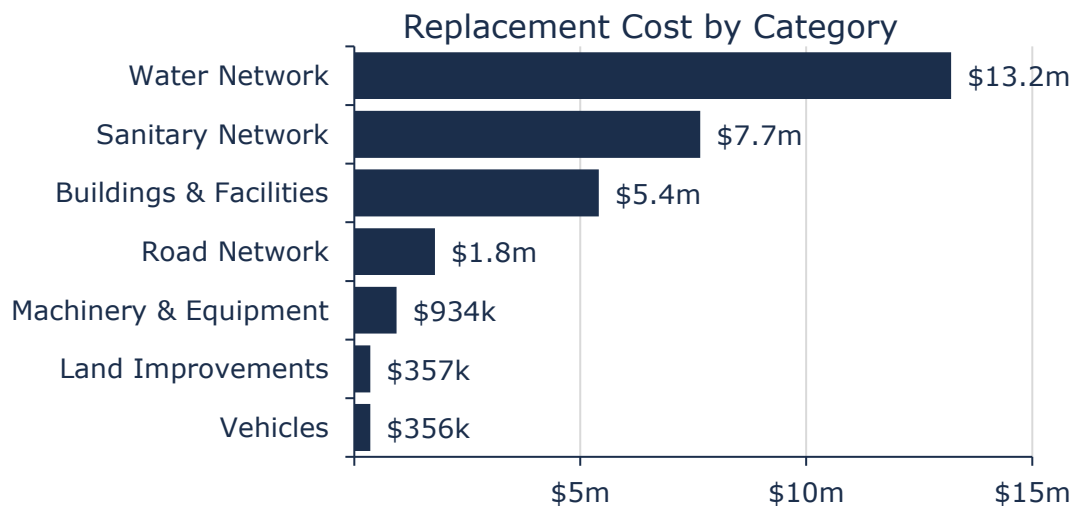


Figure 11 Current Replacement Cost by Asset Category

3.2.2 Target vs. Actual Reinvestment Rate

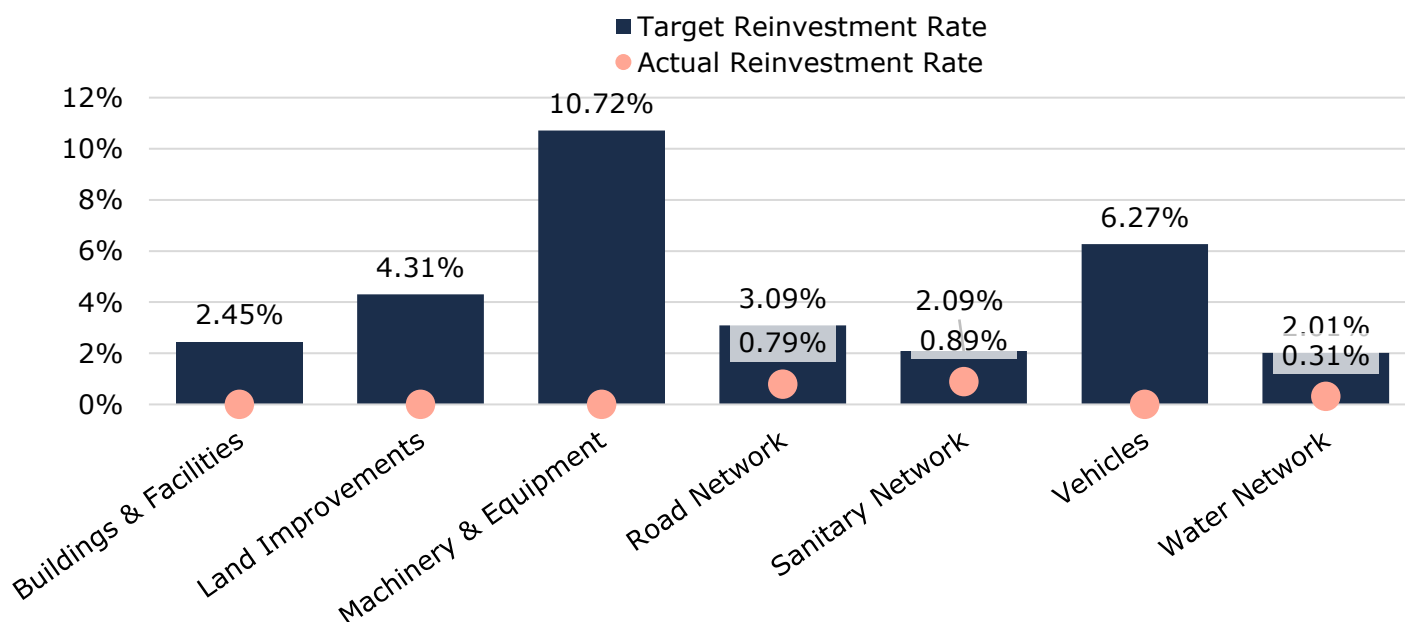


Figure 12 Current Vs. Target Reinvestment Rate

The graph above depicts funding gaps by comparing the target to the current reinvestment rate. To meet the existing long-term capital requirements, the Town requires an annual capital investment of \$751 thousand, for a target portfolio reinvestment rate of 2.53%. Currently, annual investment from sustainable revenue source is \$123 thousand, for a current portfolio reinvestment rate of 0.41%. Target and current re-investment rates by asset category are detailed below.

3.2.3 Condition of Asset Portfolio

Figure 13 and Figure 14 summarize asset condition at the portfolio and category levels, respectively. Based on both assessed condition and age-based analysis, 90% of the Town’s infrastructure portfolio is in fair or better condition, with the remaining 10% in poor or worse condition. Typically, assets in poor or worse condition may require replacement or major rehabilitation in the immediate or short-term. Targeted condition assessments may help further refine the list of assets that may be candidates for immediate intervention, including potential replacement or reconstruction.

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

Condition data was available for majority of the assets. For all remaining assets, age was used as an approximation of condition. Further, when assessed condition data was available, it was projected to current year-end (2024). This ‘projected condition’ can generate lower condition ratings than those established at the time of the condition assessment. The rate of this deterioration will also depend on lifecycle curves used to project condition over time.

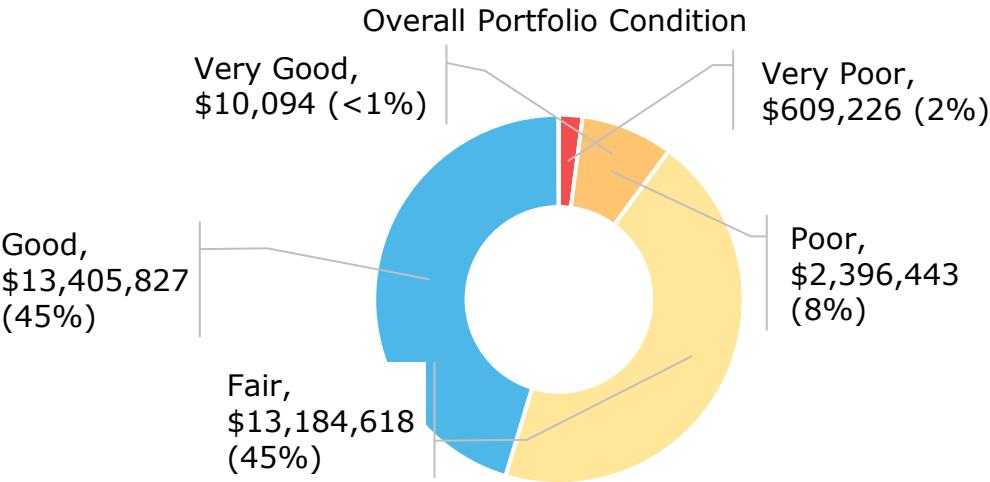


Figure 13 Asset Condition: Portfolio Overview

As further illustrated in Figure 14 at the category level, the majority of major, core infrastructure including roads, bridges, and structural culverts are in fair or better condition, based on in-field condition assessment data. Most vehicles are in poor or worse condition. See Table 6 for details on how condition data was derived for each asset segment.

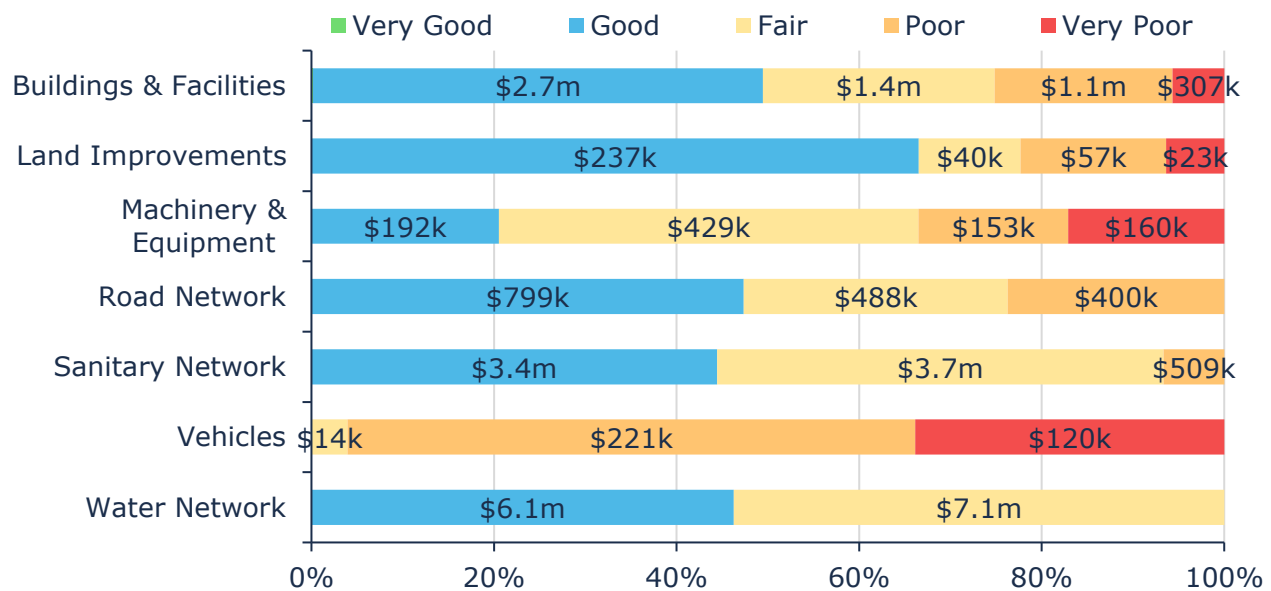


Figure 14 Asset Condition by Asset Category

As outlined previously, buildings and facilities are not componentized into their individual major elements and components. This limits the validity of current condition estimates as they are presented only at the 'parent' asset level.

Source of Condition Data

This AMP relies on assessed condition for 98% of assets, based on and weighted by replacement cost. For the remaining assets, age is used as an approximation of condition. Assessed condition data is invaluable in asset management planning as it reflects the true condition of the asset and its ability to perform its functions. Table 6 below identifies the source of condition data used throughout this AMP.

Asset Category	Asset Segment(s)	% of Assets with Assessed Conditions	Source of Condition Data
Road Network	All	100%	Staff Assessments (2021)
Water Network	All	100%	Staff Assessments (2021)
Sanitary Sewer Network	All	100%	Staff Assessments (2021)
Buildings & Facilities	All	96%	Staff Assessments (2021)
Land Improvements	All	100%	Staff Assessments (2021)
Vehicles	All	0%	Age-based

Asset Category	Asset Segment(s)	% of Assets with Assessed Conditions	Source of Condition Data
Machinery & Equipment	All	82%	Staff Assessments (2021)

Table 6 Source of Condition Data

3.2.4 Risk Matrix

Using the risk equation and preliminary risk models, Figure 15 shows how assets across the different asset categories are stratified within a risk matrix.

1 - 4 Very Low \$317,786 (1%)	5 - 7 Low \$5,095,100 (17%)	8 - 9 Moderate \$9,032,174 (30%)	10 - 14 High \$11,736,122 (40%)	15 - 25 Very High \$3,523,342 (12%)
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Figure 15 Risk Matrix: All Assets

The analysis shows that based on current risk models, approximately 12% of the Town's assets, with a current replacement cost of approximately \$3.5 million, carry a risk rating of 15 or higher (red) out of 25. Assets in this group may have a high probability of failure based on available condition data and age-based estimates and were considered to be most essential to the Town.

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

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

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

3.2.5 Forecasted Capital Requirements

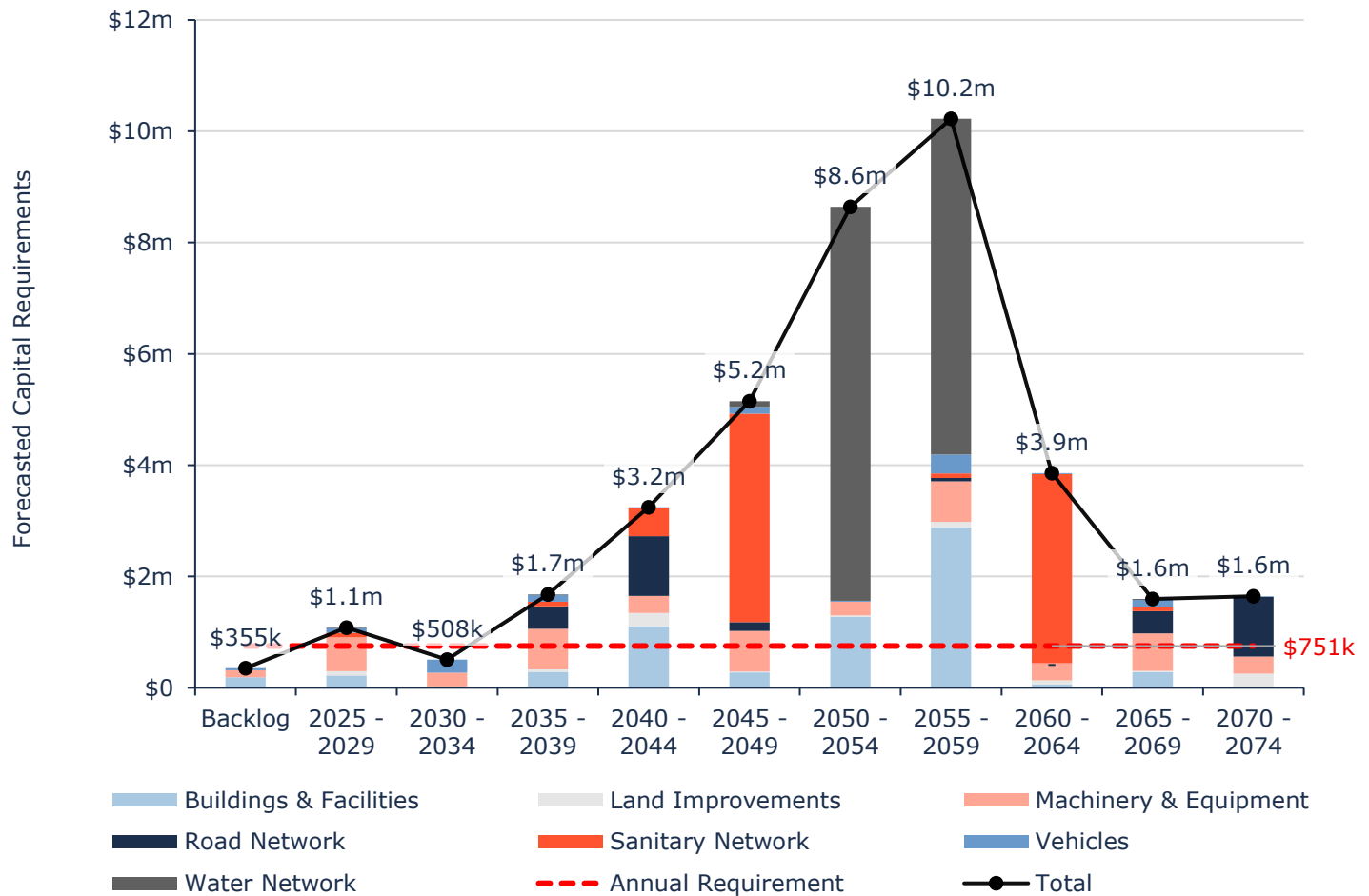


Figure 16 Capital Replacement Needs: Portfolio Overview 2025-2074

Aging assets require maintenance, rehabilitation, and replacement. Figure 16 above illustrates the cyclical short-, medium- and long-term infrastructure replacement requirements for all asset categories analyzed in this AMP over a 50-year time horizon. On average, \$751 thousand is required each year to remain current with capital replacement needs for the Town's asset portfolio (red dotted line). Although actual spending may fluctuate substantially from year to year, this figure is a useful benchmark for annual capital expenditure targets (or allocations to reserves) to ensure projects are not deferred and replacement needs are met as they arise. This figure relies on age and available condition data.

The chart also illustrates a backlog of more than \$355 thousand, comprising assets that remain in service beyond their estimated useful life. It is unlikely that all such assets are in a state of disrepair, requiring immediate replacements. This makes continued and expanded targeted and consistent condition assessments integral. Risk frameworks, proactive lifecycle strategies, and levels of service targets can then be used to prioritize projects, continuously refine estimates for both backlogs and ongoing capital needs, and help select the right treatment for each asset. In addition, more effective componentization of buildings will improve these projections, including backlog estimates.

4. Proposed Levels of Service

4.1 Overview

4.1.1 O. Reg. 588/17 Proposed Levels of Service Requirements

The third iteration of municipal Asset Management Plans required under O. Reg. 588/17 requires the evaluation of levels of service (LOS) that includes:

- Proposed LOS options (i.e. increase, decrease, or maintain current LOS) and the risks associated with these options.
- How the proposed LOS may differ from current LOS.
- Whether the proposed LOS are achievable; and
- The municipality's ability to afford proposed LOS.

Additionally, a lifecycle management and financial strategy to support the proposed LOS must be identified for a period of 10 years with specific reporting on:

- Identification of lifecycle activities needed to provide the proposed LOS.
- Annual costs over the next 10 years to achieve the proposed LOS; and
- Identification of proposed funding projected to be available.

4.1.2 Considerations

Proposed LOS for the Town have been developed through comprehensive engagement with Town staff, and public engagement through a publicly available satisfaction survey. In order to achieve any target LOS goal, careful consideration of the following should be given to the following:

Financial Impact Assessments

- Assess historical expenditures/budget patterns to gauge feasibility of increasing budgets to achieve increased service levels
- Consider implications of LOS adjustments on other services and other infrastructure programs (i.e. trade-offs)

Infrastructure Condition Assessments

- Regularly assess the condition of critical infrastructure components
- Use standardized condition assessment protocols (where possible) to quantify the state of the infrastructure
- Identify non-critical components where maintenance could potentially be deferred without causing severe degradation
- Use current condition metrics as benchmarks to gauge feasibility of large adjustments to LOS

Service Metrics

- Measure user satisfaction, response times, and other relevant indicators for specific services

Service Impact Assessments

- Evaluate potential impacts on user satisfaction and service delivery due to changes in infrastructure condition

Key Lifecycle Activities

- Implement routine maintenance and inspections to ensure infrastructure reaches its optimal useful life
- Monitor and optimize operational processes for efficiency
- Regularly review and update preventive maintenance schedules
- Prioritize critical infrastructure components for maintenance
- Implement cost-saving measures without compromising safety or compliance
- Develop strategies for managing and communicating service impacts to stakeholders
- Invest in technology and process improvements to enhance maintenance efficiency
- Upgrade critical infrastructure components to improve overall reliability
- Explore opportunities for innovation and efficiency gains

Risk Management

- Identify potential risks to infrastructure and service quality resulting from adjusted service levels
- Develop contingency plans to address unforeseen challenges without compromising service quality
- Monitor performance closely to ensure that the target investment translates to the desired infrastructure condition

Infrastructure Condition Enhancements

- Identify areas for improvement and increased maintenance to enhance overall infrastructure condition

Timelines

- Although O. Reg. 588/17 requires evaluation of expenditures for a 10-year period in pursuit of proposed LOS, it does not require municipalities to achieve the LOS within this 10-year timeframe (ex. a municipality may have a goal to reach X% condition by 2050, the AMP is required to review the first 10 years of the strategy to reach this goal)
- Careful consideration should be given to setting realistic targets for when proposed service levels can be achieved.

Stakeholder Engagement

- It is recommended to ensure adjustments to LOS are not made in isolation and without consultation of various stakeholders. This could include, but is not limited to:
 - Department Heads/Infrastructure Managers
 - Residents
 - Service Users
 - Council
- Efforts should be made to communicate changes to LOS transparently to all affected stakeholders

Flexibility

- Priorities may change over time due to a variety of factors, such as:
 - Financial state of the municipality
 - Availability of grants
 - Significant increases or decreases in population
 - Changes in political priorities
 - Changes in resident priorities
 - New technologies
 - Changes in legislation
- Any proposed changes to LOS should be flexible and able to adapt to changes listed above, and other unforeseen circumstances

4.2 Stakeholder Engagement

In order to determine appropriate levels of service, the Town of Latchford engaged with their staff and residents, to solicit feedback on areas of focus/improvement. These engagement activities took place throughout summer 2025. Summaries of stakeholder engagement results can be found in the following sections.

4.2.1 Public Engagement

The following summary synthesizes feedback from 15 resident questionnaires collected during the Summer of 2025. The input provided highlights community priorities concerning core infrastructure, recreational facilities, and financial expectations, offering qualitative data to guide strategic asset management decisions.

Feedback on current service levels

- Residents consistently identified core services such as roads, waste management, and emergency services as having high importance to their households .
- Opinions regarding the availability of roads and water systems varied significantly with some residents expressing satisfaction while others cited safety concerns regarding road conditions and a lack of sidewalks yet there remains a unified preference to maintain service levels rather than reduce them.
- A strong theme regarding the visual appeal and regulation of the community emerged as residents expressed displeasure with the accumulation of stored vehicles and refuse on private properties because the condition of certain areas detracts from the overall image of the town .
- There were specific calls to strictly apply existing standards to improve the town's character as the current state of certain properties creates a barrier to attracting new residents and businesses .
- Feedback on soft services, such as recreational trails and library access, highlighted specific gaps because some residents pointed out a lack of maintenance and availability in these areas.
- Specific and actionable requests included the addition of amenities such as a portable toilet at the boat launch park while positive sentiments were shared regarding municipal staff as one resident specifically commended the town worker for their dedication and care for the community.

Financial Sentiment

- Opinions on financial strategy and willingness to pay for improvements revealed a divide in resident sentiment.
- While some residents indicated a willingness to pay for enhancements in core services like roads and waste management others expressed strong concerns regarding affordability.
- Some respondents felt that residential taxes are comparably high and suggested that the Town should find operational efficiencies before engaging in new spending .
- One specific suggestion for cost saving involved potential administrative amalgamation or shared services with the Township of Coleman.

4.2.2 Staff Engagement

Engagement with Town staff provided an essential perspective on the current state of municipal assets. The following is a high-level summary of the feedback received, organized by asset category, along with an analysis of the key themes that emerged from the discussion.

Road Network: Staff report high satisfaction with road condition and availability noting that closures are rare. Resources are viewed as sufficient because the operating budget covers regular upkeep while government grants fund capital work. A strategic plan to surface treat gravel laneways in 2025 is expected to reduce future maintenance costs.

Water Network: The system is considered reliable with a highly responsive utility department. While current maintenance like flushing is effective, the overall approach remains reactive without proactive CCTV inspection programs.

Sanitary Network: Wastewater services are functioning well with no recent backups or overflow events. Resources are sufficient to maintain the network though the maintenance strategy is characterized as reactive rather than proactive.

Buildings & Facilities: Municipal buildings are well maintained and reliable with staff highlighting the Recreation Centre and Town Office as key assets. A need to increase the utilization of the Community Centre was identified to better serve social needs.

Land Improvements: Service levels are satisfactory with a responsive approach to repairs. Regular inspections ensure assets remain in good shape though increased funding for parks was noted as a potential need.

Vehicles: The fleet is reliable and well suited to the needs of a small town with low mileage extending the useful life of assets. Safety issues are prioritized, and current resources are sufficient for necessary maintenance.

Machinery & Equipment: Equipment availability is adequate to meet operational demands. The current strategy of maintaining assets well and budgeting for unexpected repairs is viewed as effective and sustainable.

4.3 Proposed Levels of Service Scenarios

The three scenarios outlined in the following section were analyzed as options for proposed service levels for all categories included in this Asset Management Plan.

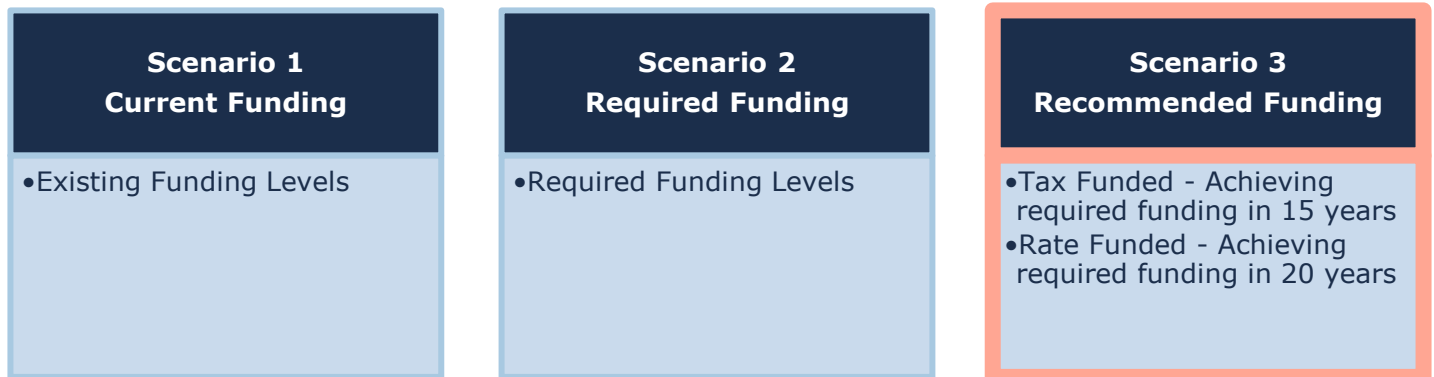


Figure 17: PLOS Scenario Overview

4.3.1 Scenario 1: Maintain Current Funding

This scenario assumes no tax and rate increases and maintains existing spending levels (no funds were redistributed; therefore, some categories are funded more than others).

Lifecycle Changes Required for Scenario 1

This scenario represents the status quo, where the Municipality continues with current lifecycle strategies and funding levels without implementing any changes.

Affordability/Achievability of Scenario 1

While this scenario appears affordable in the short term due to zero tax or rate increases, it is not financially sustainable as it creates a massive infrastructure deficit that will require exponentially higher funding in the future.

This is the easiest scenario to implement immediately as it requires no additional financial contribution from residents.

Changes to Community and Technical Levels of Service for Scenario 1

The Town of Latchford does not anticipate any changes to qualitative community levels of services for any of the asset categories included within this AMP. All asset categories will see adjustments to their technical levels of service over time, particularly relating to capital reinvestment rate and average condition of assets. Refer to each asset category for more details.

Risks Associated with Scenario 1

There is an increased risk of service interruptions in core infrastructure, such as unplanned water main repairs or road defects, which may require emergency response.

As assets age, the Municipality faces a higher likelihood of operational challenges. Managing a network with lower condition ratings requires more frequent inspection and reactive maintenance to mitigate liability and safety risks.

Aging water and wastewater systems will require careful monitoring to ensure they continue to meet provincial environmental standards and performance targets.

4.3.2 Scenario 2: Achieve Optimal Funding (Immediate Term)

This scenario assumes immediate tax and rate increases to meet the average annual requirements.

- Annual Tax Increase ~35.8%
- Annual Water Rate Increase ~128.0%
- Annual Wastewater Rate Increase ~107.5%

Lifecycle Changes Required for Scenario 2

- This scenario allows for the immediate implementation of optimal lifecycle strategies, where interventions occur exactly at the right time to maximize asset life.
- The Municipality could immediately address the accumulated backlog of deferred maintenance, upgrading assets to a high standard within a short timeframe.

Affordability/Achievability of Scenario 2

- The required increases are likely unaffordable for the average household and would place an immense financial strain on residents and local businesses.
- Implementing triple-digit rate increases immediately is rarely politically or socially feasible and would likely face strong opposition from the community.

Changes to Community and Technical Levels of Service for Scenario 2

The Town of Latchford does not anticipate any changes to qualitative community levels of services for any of the asset categories included within this AMP. All asset categories will see adjustments to their technical levels of service over time, particularly relating to capital reinvestment rate and average condition of assets. Refer to each asset category for more details.

Risks Associated with Scenario 2

The substantial immediate tax and rate increases required for this scenario are not financially feasible for the community.

4.3.3 Scenario 3: Achieve Optimal Funding (Recommended Term)

This scenario assumes gradual tax and rate increases, stabilizing at 100% of the average annual requirements in recommended time frame.

- Annual Tax Increase ~1.9% (15 years)
- Annual Water Rate Increase ~3.9% (20 years)
- Annual Wastewater Rate Increase ~3.8% (20 years)

Lifecycle Changes Required for Scenario 3

- This scenario supports a gradual shift from reactive to proactive management, focusing on high-risk assets first while slowly moving toward preventative maintenance as funding stabilizes over the 15-to-20-year timeline.
- Lifecycle events are prioritized based on risk and criticality, ensuring critical assets like water mains and arterial roads are addressed first.

Affordability/Achievability of Scenario 3

- The proposed increases are manageable and align more closely with inflation and cost of living adjustments, smoothing the financial impact on households over two decades.
- This approach strikes a balance between fiscal responsibility and asset needs, making it the most realistic path for Council to adopt and for residents to accept.

Changes to Community and Technical Levels of Service for Scenario 3

The Town of Latchford does not anticipate any changes to qualitative community levels of services for any of the asset categories included within this AMP. All asset categories will see adjustments to their technical levels of service over time, particularly relating to capital reinvestment rate and average condition of assets. Refer to each asset category for more details.

Risks Associated with Scenario 3

- While mitigating the financial impact on residents, taking 15 to 20 years to reach target funding levels means a prolonged period of sub-optimal asset management. Being unable to immediately complete all strategic interventions may result in reduced reliability and the potential for costly unbudgeted repairs to maintain services during the transition.
- Without the immediate implementation of mid-lifecycle interventions, such as asphalt overlays or sewer lining, the Municipality risks missing opportunities to extend asset lifespans at a lower cost. Relying on existing replacement strategies during the funding ramp-up may result in higher total ownership costs compared to a fully optimized preservation model.

Appropriateness of Scenario 3 to Meet Latchford's Needs

- Stakeholder engagement confirmed a desire to maintain service levels within financial constraints. Scenario 3 was selected as the most appropriate option, as recommended tax and rate increases offer a manageable investment that balances affordability with network stabilization.
- This strategy avoids the financial shock of the Optimal Scenario while preventing the service gaps predicted in the Current Funding model. By committing to a gradual increase, the Town reduces reliance on reactive repairs and external grants, creating a stable financial foundation to support long term goals.

Core Assets

5. Road Network

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

5.1 Inventory & Valuation

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

Segment	Quantity	Unit of Measure	Replacement Cost	Primary RC Method
Culverts	1	Assets	\$56,849	CPI
Gravel Roads	800	Length (m)	\$98,315	Cost per Unit
HCB Roads	2,280	Length (m)	\$915,789	Cost per Unit
LCB Roads	3,880	Length (m)	\$642,910	Cost per Unit
Streetlights	2	Assets	\$72,182	CPI
TOTAL			\$1,786,045	

Table 7 Detailed Asset Inventory: Road Network

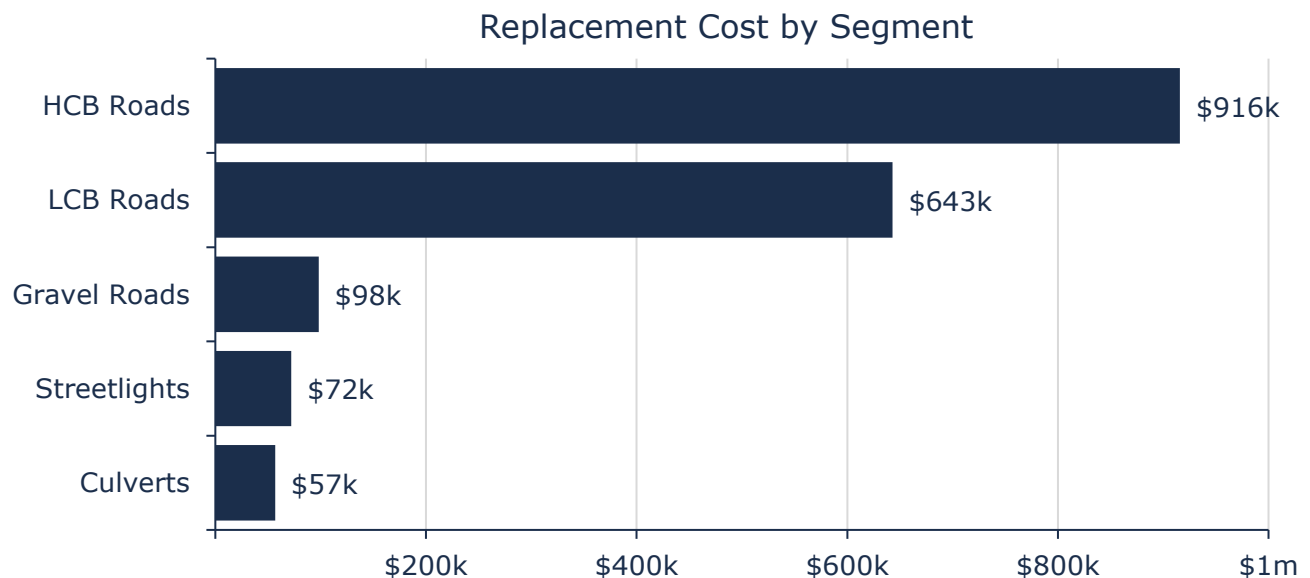


Figure 18 Portfolio Valuation: Road Network

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

5.2 Asset Condition

Figure 19 summarizes the replacement cost-weighted condition of the Town's road network. Based on assessed data, 76% of assets are in fair or better condition; the remaining 24% of assets are in poor condition. This condition data was projected from inspection date to current year to estimate their condition today.

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

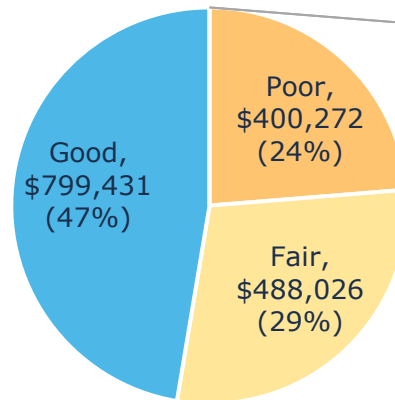


Figure 19 Asset Condition: Road Network Overall

As illustrated in Figure 20, More than 60% of LCB roads with a total replacement cost of \$400 thousand are in poor condition.

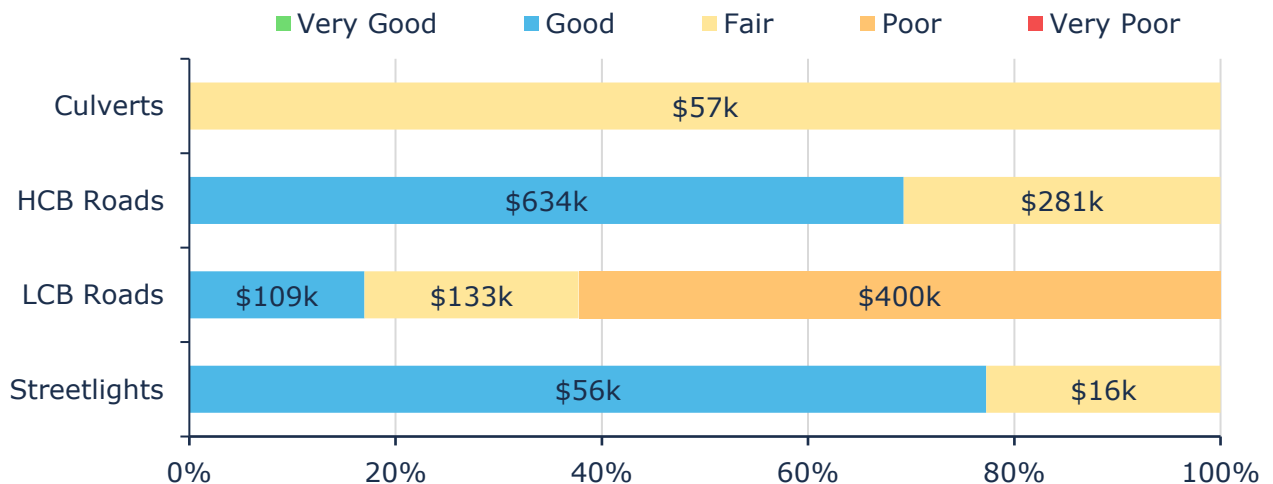


Figure 20 Asset Condition: Road Network by Segment

5.3 Age Profile

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

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

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

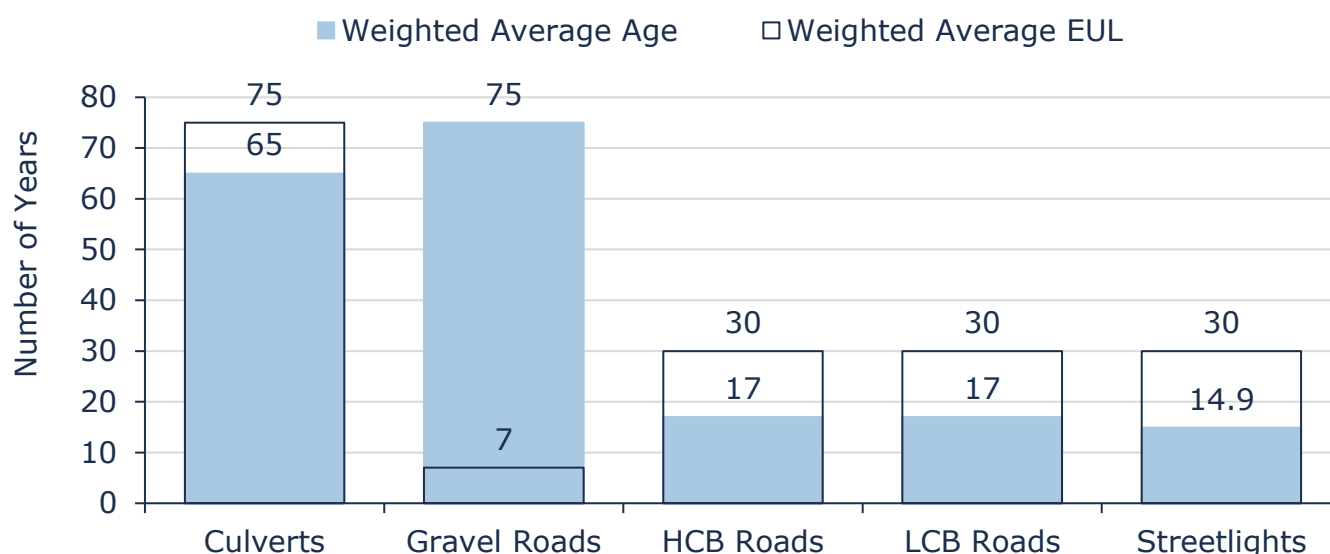


Figure 21 Estimated Useful Life vs. Asset Age: Road Network

Age analysis shows that the majority of culverts have entered the latter stages of their expected useful life, with an average age of 65 years against a design life of 75 years. Paved Roads and streetlights are well within their expected useful lives. Gravel roads continue to remain in service well beyond their expected useful life. Gravel roads can be maintained on a perpetual cycle through the operational maintenance budget with a regular roadway granular replacement program.

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

5.4 Current Approach to Lifecycle Management

The following table outlines the Town's current lifecycle management strategies for the Town's road network.

Figure 22: Lifecycle Management Strategies: Road Network Assets

Activity Type	Description of Current Strategy
Maintenance	Maintenance activities for roads and sidewalks include winter maintenance such as snow removal and salt/sand for ice removal as needed. Most gravel roads are treated with calcium chloride as needed.
Rehabilitation	Rehabilitation activities are conducted as needed and as funding becomes available. These activities are mostly reactive. Gravel roads may be re-graveled with 1 to 3 inches of aggregate; LCB roads may be surface treated; and a shave and pave and/or slurry seal may be executed for HCB roads.
Replacement	Replacement activities are prioritized based on asset condition and health and safety risks.

5.5 Forecasted Long-Term Replacement Needs

Figure 13 illustrates the cyclical short-, medium- and long-term infrastructure rehabilitation and replacement requirements for the Town's road network. This analysis was run until 2059 to capture at least one iteration of replacement for the longest-lived asset in Citywide Assets, the Town's primary asset management system and asset register. The Town's average annual requirements (red dotted line) total \$57 thousand for all assets in the road network. Although actual spending may fluctuate substantially from year to year, this figure is a useful benchmark value for annual capital expenditure targets (or allocations to reserves) to ensure projects are not deferred and replacement needs are met as they arise.

The chart illustrates substantial low to moderate needs through the forecast period. A peak expenditure of \$1.1 million is forecasted from 2040 to 2044 period. These projections are based on asset replacement costs, age analysis, and condition data when available. They are designed to provide a long-term, portfolio-level overview of capital needs and should be used to support improved financial planning over several decades.

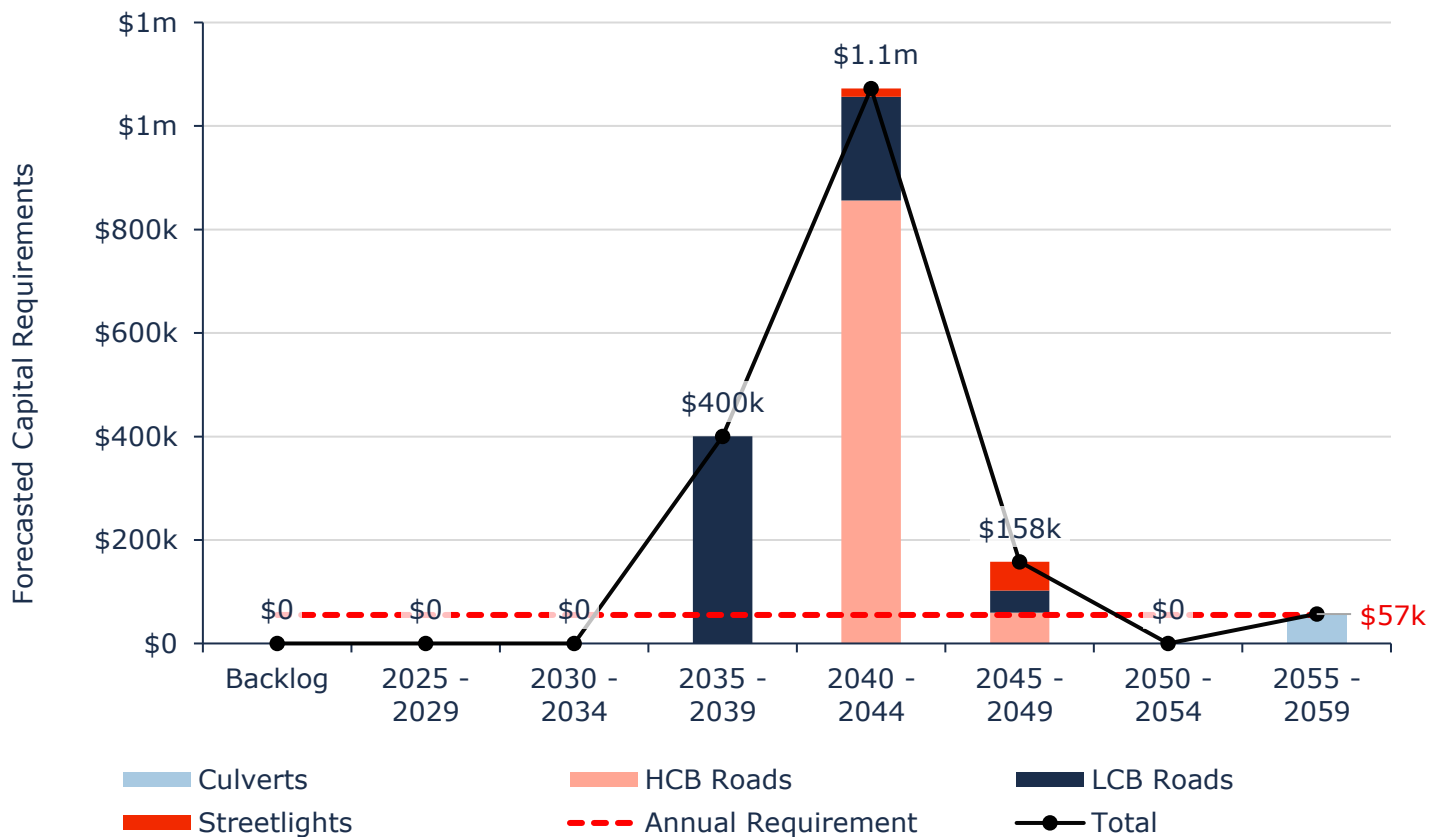


Figure 23 Forecasted Capital Replacement Needs: Road Network 2024-2059

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

A summary of the 10-year replacement forecast can be found in Appendix A – 10-Year Capital Requirements.

5.6 Risk Analysis

The risk matrix below is generated using available asset data, including condition, material and replacement costs.

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

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

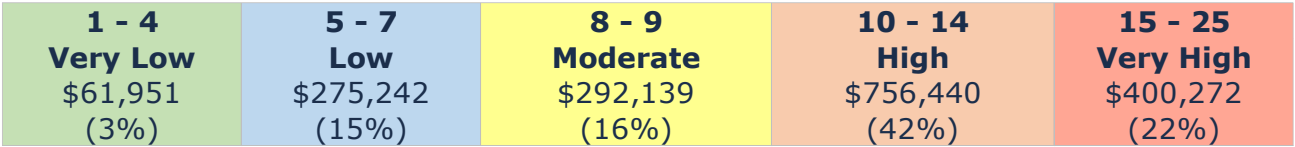


Figure 24 Risk Matrix: Road Network

5.7 Levels of Service

The tables that follow summarize the Town’s current levels of service with respect to prescribed KPIs under Ontario Regulation 588/17.

5.7.1 Community Levels of Service

Service Attribute	Qualitative Description	Current LOS (2024)
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	Very Poor: Widespread signs of deterioration. Requires remedial work to bring road up to standard. Service is affected Poor: Large portions of road exhibiting deterioration with rutting, potholes, distortions, longitude and lateral cracking. Road is mostly below standard. Fair: Some sections of road starting to deteriorate. Requires some remedial work and surface upgrade in near future. Good: Road is in overall good condition. Few sections are starting to show signs of minimal deterioration. Very Good: Road is well maintained and in excellent condition. Surface was newly or recently upgraded. No signs of deterioration or remedial work required.

Table 8 O. Reg. 588/17 Community Levels of Service: Road Network

5.7.2 Technical Levels of Service

Service Attribute	Technical Metric	Current LOS (2024)
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
	Lane-km of local roads (MMS classes 5 and 6) per land area (km/km ²)	0.09
Quality	Average pavement condition index for paved roads in the Town	HCB: 62% LCB: 47%
	Average surface condition for unpaved roads in the Town (e.g. excellent, good, fair, poor)	Poor
Performance	Capital reinvestment rate	0.79%

Table 9 O. Reg. 588/17 Technical Levels of Service: Road Network

5.7.3 Proposed Levels of Service

As per O. Reg. 588/17, by July 1, 2025, municipalities are required to consider proposed levels of service (PLOS), discuss the associated risks and long-term sustainability of these service levels, and explain the Town's ability to afford the PLOS.

The below tables and graphs explain the proposed levels of service scenarios that were analyzed for the road network. Further PLOS analysis at the portfolio level can be found in Section 4. Proposed Levels of Service Analysis.

Proposed Levels of Service Scenarios

The scenarios for Road Network are analyzed using three funding models: Optimal Budget, Current Funding, and Recommended Funding.

1. The Current Funding scenario is based on the current available funding.
2. The Optimal Budget scenario represents the average annual funding required to maintain or improve the network's condition, allowing for proactive asset management
3. The Recommended Budget scenario is a financial strategy designed to gradually close the funding gap over the next 15 years, which includes a 1.9% yearly tax increase.

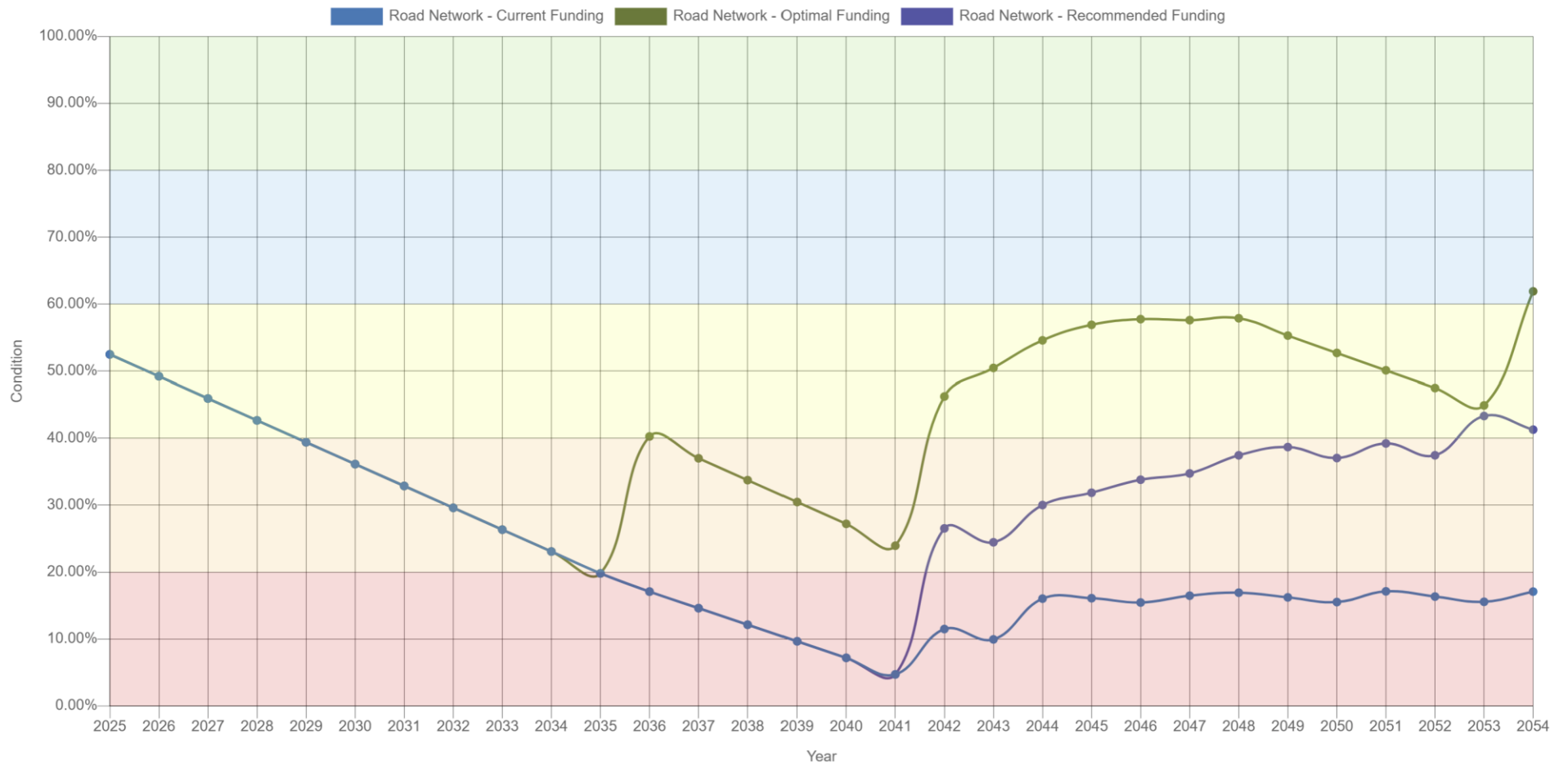


Figure 25: PLOS: Road Network – Current vs Optimal vs Recommended Funding (30-year Forecast)

Figure 25 compares current, optimal & recommended budget scenarios, and provides a forecast of corresponding average condition of road network assets.

- Current Funding scenario shows a steady decline in the average condition of the road network, dropping from above 50% in 2025 to well below 20% by 2035. The condition remains in the 'Very Poor' range for the remainder of the forecast period, indicating a significant funding gap and a substantial accumulation of deferred maintenance that the current budget cannot address.
- In contrast, the Optimal Budget scenario demonstrates a proactive strategy. With this level of investment, the road network's condition recovers significantly after 2040, eventually reaching the 'Good' range (above 60%) by the end of the forecast period. This budget would allow the municipality to proactively manage assets and prevent the long-term deterioration seen in the other scenarios.
- The recommended budget allows for a planned approach to managing the road network's condition. While the condition drops in the short term, this strategy supports a recovery starting in 2041. By 2054, the average condition reaches above 40% (the threshold of the 'Fair' range), significantly higher than the current funding scenario. This gradual increase allows the municipality to improve the road network's condition over time, ultimately reaching a sustainable level.

Recommendations

- Adopt the recommended budget strategy of a 1.9% annual tax increase to secure the capital required to maintain service levels. This approach balances the divided resident sentiment regarding affordability versus willingness to pay, avoiding immediate and drastic hikes while preventing future costs.
- Proceed with the staff identified plan to surface treat gravel laneways starting in 2025. This supports the public desire for operational efficiency by reducing the long-term labor and material costs associated with maintaining loose top roads.
- Investigate resident suggestions for shared services or administrative cooperation with the Township of Coleman. Joint procurement for materials or sharing specialized maintenance equipment could lower unit costs and stretch the budget further.
- Address feedback regarding the Town image by enforcing property standards along road allowances. Improving the character of these areas helps remove barriers to attracting new residents and businesses.
- Direct maintenance efforts toward areas with high pedestrian traffic to mitigate risk, resolving the specific safety concerns and sidewalk gaps identified by the public.

Risk for Not Maintaining Acceptable LOS

- Although staff currently view resources as sufficient, the analysis predicts the network condition will flatline near zero by 2040 without increased funding. Delaying investment creates a massive backlog, forcing future Councils to levy significantly higher taxes to reconstruct failed roads that could have been preserved for less.
- Failing to maintain service levels contradicts the clear public mandate. As the network deteriorates, the current divide between satisfied residents and those citing safety concerns will widen, potentially eroding the positive sentiment currently held towards municipal staff and leadership.
- As roads degrade from Fair to Poor condition, surface defects like potholes and heaving become more frequent. This raises the Municipality exposure to liability claims for vehicle damage or injury, particularly in areas where residents have already flagged safety as a priority.

6. Water Network

The water services provided by the Town are overseen by municipal staff. The department is responsible for the following: water mains, fire hydrants, and water treatment plant.

6.1 Inventory & Valuation

Table 10 summarizes the quantity and current replacement cost of the Town's various water network assets as managed in its primary asset management register, Citywide Assets.

Segment	Quantity	Unit of Measure	Replacement Cost	Primary RC Method
Hydrants	32	Assets	\$310,168	Cost per Unit
Water Treatment Plant	3	Assets	\$5,208,427	CPI
Watermains	4,960	Length (m)	\$7,685,209	Cost per Unit
TOTAL			\$13,203,805	

Table 10 Detailed Asset Inventory: Water Network

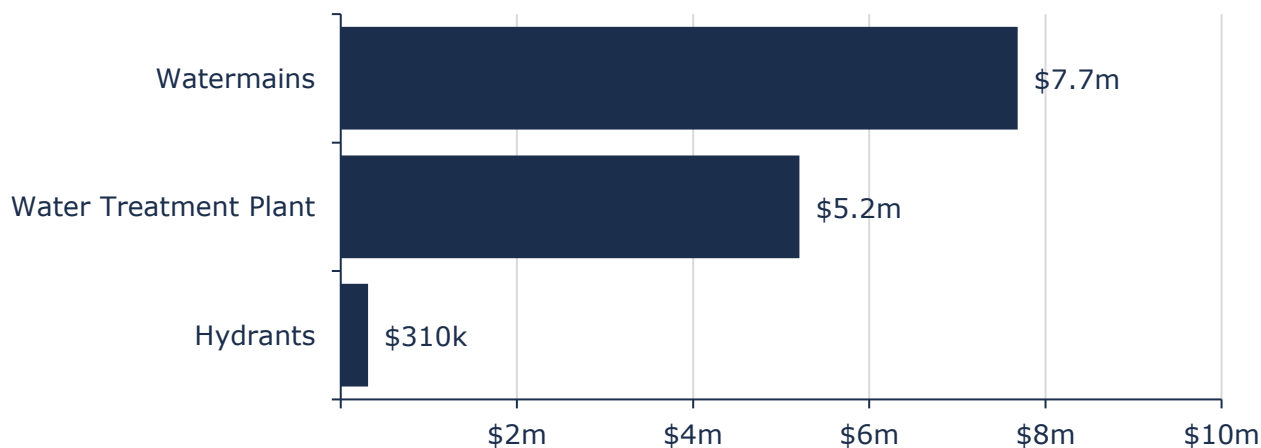


Figure 26 Portfolio Valuation: Water Network

6.2 Asset Condition

Figure 27 summarizes the replacement cost-weighted condition of the Town's water network. Based on a combination of field inspection data all assets are in fair or better condition. Condition data was projected from inspection date to current year to estimate their condition today.

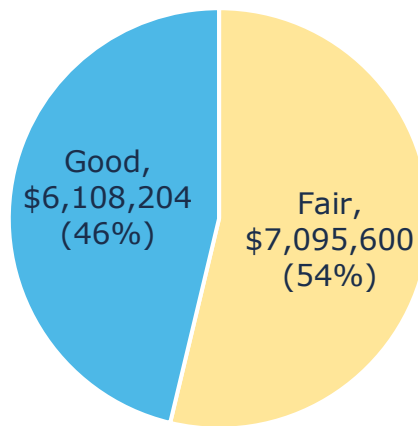


Figure 27 Asset Condition: Water Network Overall

Figure 28 further provides a condition breakdown by asset segments.

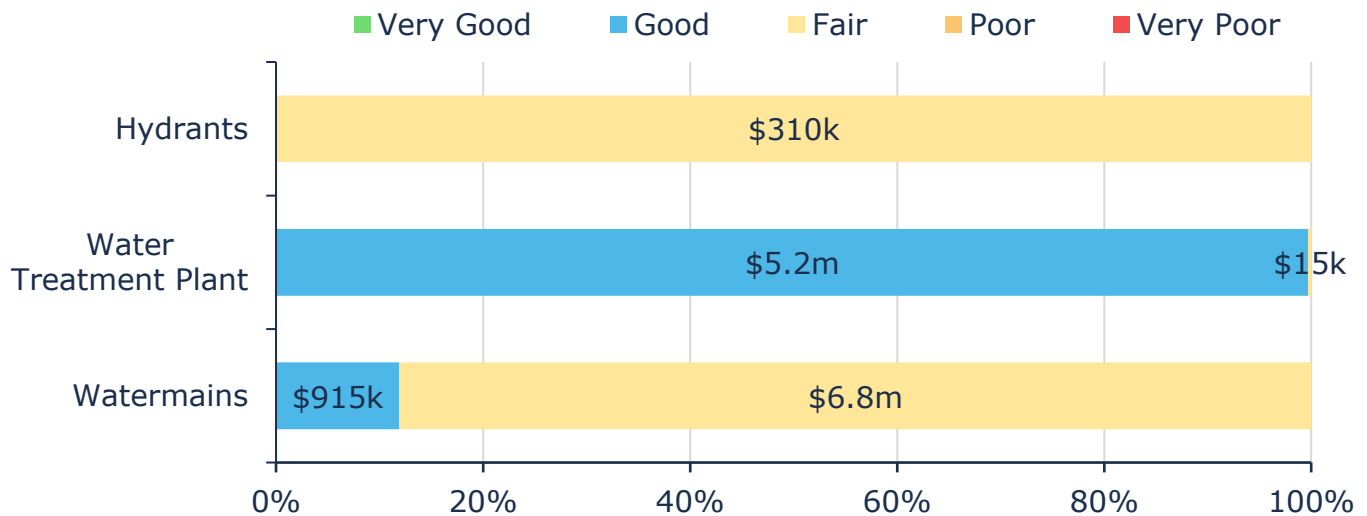


Figure 28 Asset Condition: Water Network by Segment

6.3 Age Profile

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

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

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

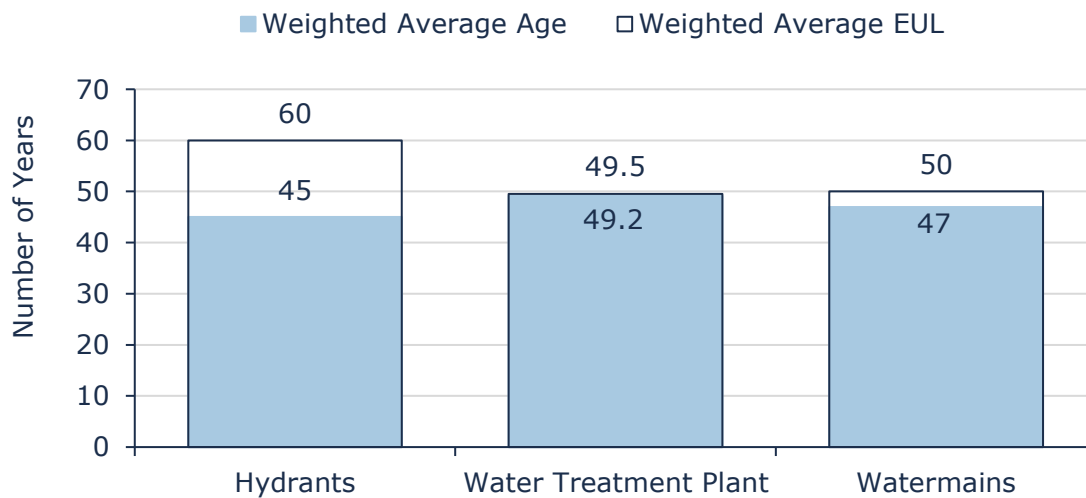


Figure 29 Estimated Useful Life vs. Asset Age: Water Network

6.4 Current Approach to Lifecycle Management

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

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

Activity Type	Description of Current Strategy
Maintenance	Main flushing is completed twice per year using in-house resources. The valve exercising program include an annually in the Spring.
	Leak detection and CCTV inspections are reactive.
Rehabilitation	Trenchless re-lining of water mains presents significant challenges and is not always a viable option.
Replacement	In the absence of mid-lifecycle rehabilitative events, most mains are simply maintained with the goal of full replacement once it reaches its end-of-life.
	Replacement activities are identified based on an analysis of main age and material, the main break rate, as well as any issues identified during regular maintenance activities.

Table 11 Lifecycle Management Strategy: Water Network

6.5 Forecasted Long-Term Replacement Needs

Figure 30 illustrates the cyclical short-, medium- and long-term infrastructure rehabilitation and replacement requirements for the Town's water network. This analysis was run until 2059 to capture at least one iteration of replacement for the longest-lived asset in Citywide Assets, the Town's primary asset management system and asset register. The Town's average annual requirements (red dotted line) total \$256,000 for all assets in the water network. Although actual spending may fluctuate substantially from year to year, this figure is a useful benchmark value for annual capital expenditure targets (or allocations to reserves) to ensure projects are not deferred and replacement needs are met as they arise.

The chart illustrates very low capital needs for the next 25 years. Notable expenditure is expected at \$7.1 million between 2050-2054, and at \$6.0 million between 2055-2059. These projections are based on asset replacement costs, age analysis, and condition data when available. They are designed to provide a long-term, portfolio-level overview of capital needs and should be used to support improved financial planning over several decades.

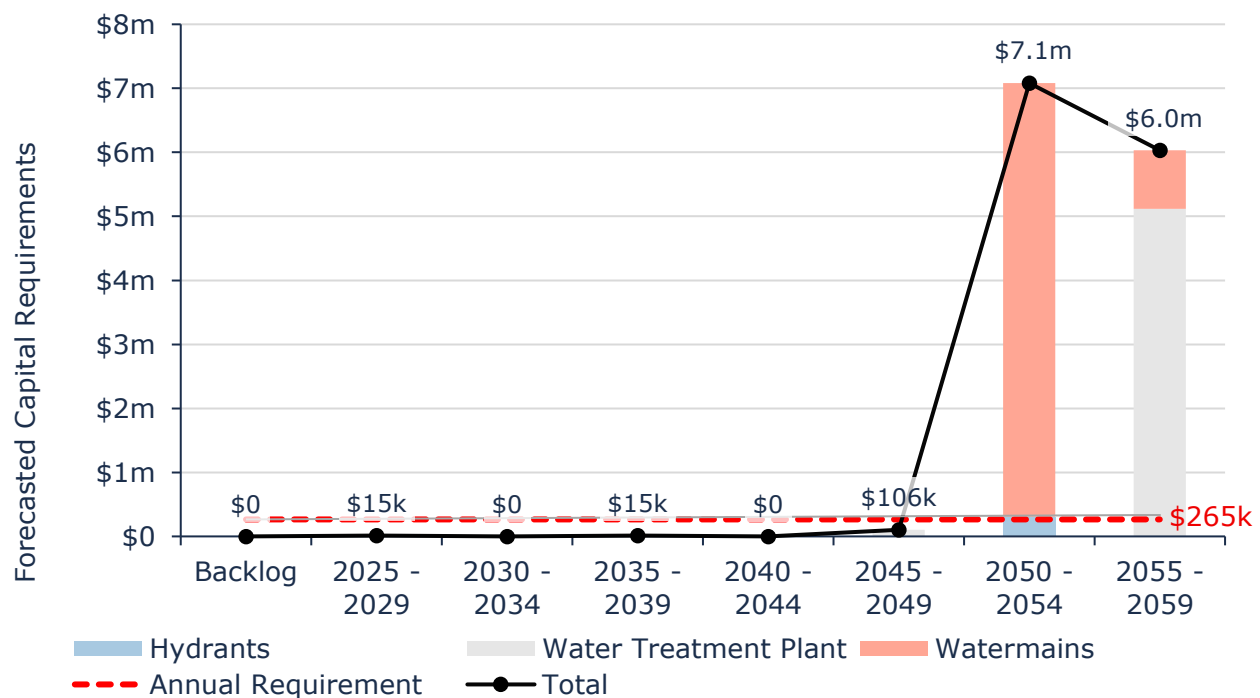


Figure 30 Forecasted Capital Replacement Needs: Water Network 2024-2059

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

A summary of the 10-year replacement forecast can be found in Appendix A – 10-Year Capital Requirements.

6.6 Risk Analysis

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

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

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

1 - 4 Very Low \$232,461 (2%)	5 - 7 Low \$4,449,008 (34%)	8 - 9 Moderate \$3,109,646 (24%)	10 - 14 High \$5,412,690 (41%)	15 - 25 Very High - (0%)
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Figure 31 Risk Matrix: Water Network

6.7 Levels of Service

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

6.7.1 Community Levels of Service

Service Attribute	Qualitative Description	Current LOS (2024)
Scope	Description, which may include maps, of the user groups or areas of the municipality that are connected to the municipal water system	Refer to Appendix B
	Description, which may include maps, of the user groups or areas of the municipality that have fire flow	Refer to Appendix B
Reliability	Description of boil water advisories and service interruptions	The Town has not experienced any service interruptions in 2024. The Town follows Ontario's Drinking Water Quality Management Standard (DWQMS). When a boil water advisories or service interruption occurs, the Town delivers a notice to affected households.

Table 12 O. Reg. 588/17 Community Levels of Service: Water Network

6.7.2 Technical Levels of Service

Service Attribute	Technical Metric	Current LOS (2024)
Scope	% of properties connected to the municipal water system	67%
	% of properties where fire flow is available	67%
Reliability	# of connection-days per year where a boil water advisory notice is in place compared to the total number of properties connected to the municipal water system	0
	# of connection-days per year where water is not available due to water main breaks compared to the total number of properties connected to the municipal water system	0
Performance	Capital reinvestment rate	0.31%

Table 13 O. Reg. 588/17 Technical Levels of Service: Water Network

6.7.3 Proposed Levels of Service

As per O. Reg. 588/17, by July 1, 2025, municipalities are required to consider proposed levels of service (PLOS), discuss the associated risks and long-term sustainability of these service levels, and explain the Town's ability to afford the PLOS.

The below tables and graphs explain the proposed levels of service scenarios that were analyzed for the road network. Further PLOS analysis at the portfolio level can be found in Section 4. Proposed Levels of Service Analysis.

Proposed Levels of Service Scenarios

The scenarios for Water Network are analyzed using three funding models: Optimal Budget, Current Funding, and Recommended Funding.

1. The Current Funding scenario is based on the current available funding.
2. The Optimal Budget scenario represents the average annual funding required to maintain or improve the network's condition, allowing for proactive asset management
3. The Recommended Budget scenario is a financial strategy designed to gradually close the funding gap over the next 20 years, which includes a 3.9% yearly rate increase.

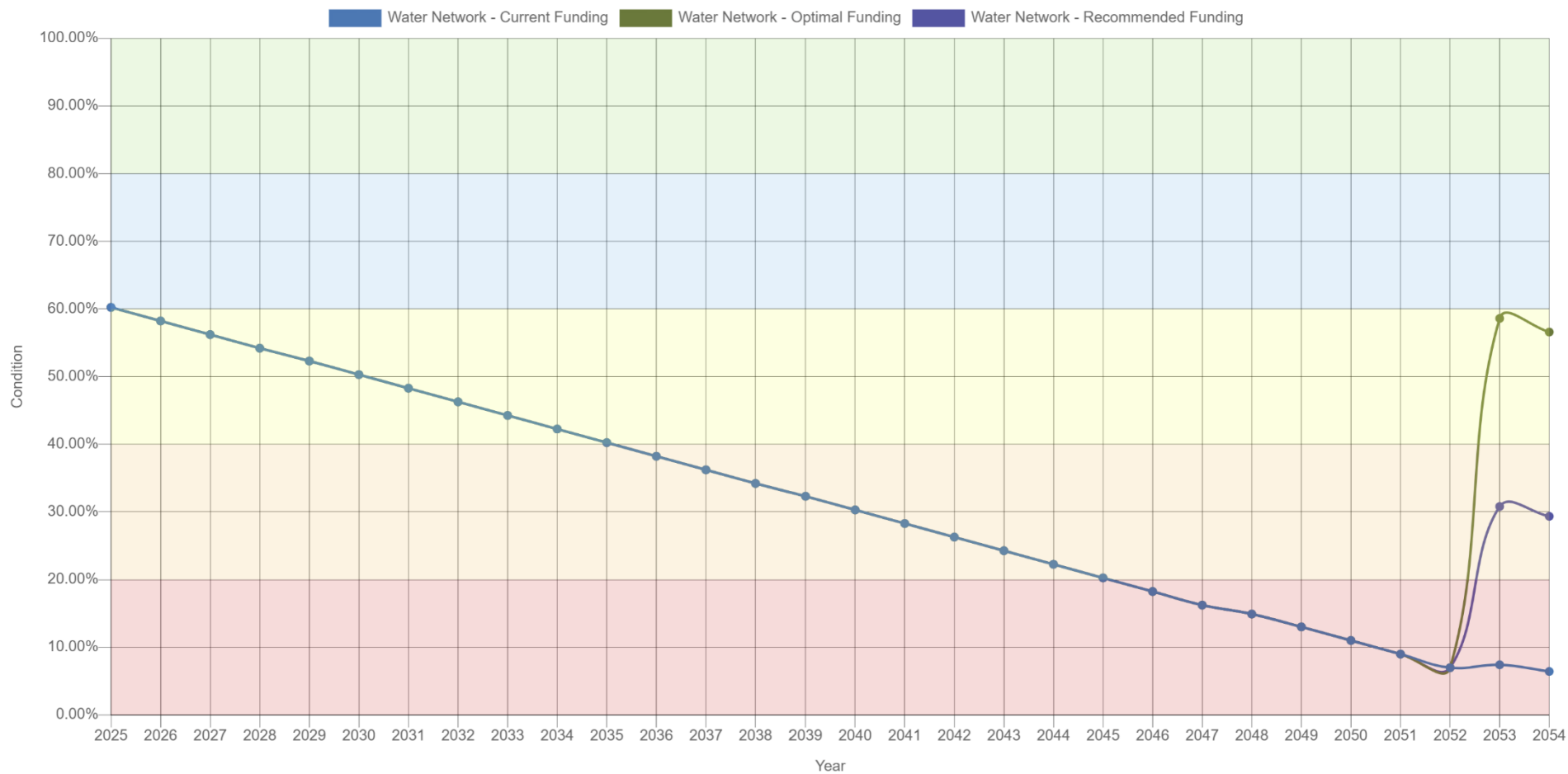


Figure 32: PLOS: Water Network – Current vs Optimal vs Recommended Funding (30-year Forecast)

Figure 32 compares current, optimal & recommended budget scenarios, and provides a forecast of corresponding average condition of Water Network assets.

- Current Funding scenario shows a consistent, linear decline in the average condition. Starting near the border of the 'Good' and 'Fair' ranges (~60%) in 2025, the condition drops into the 'Poor' range (below 40%) by approximately 2035. It continues to deteriorate, entering the 'Very Poor' range (below 20%) by 2045, indicating a significant accumulation of deferred maintenance that the current budget cannot address.
- In contrast, the Optimal Budget scenario follows the same trajectory as the current funding for the majority of the forecast period, likely reflecting the long lifecycles of water assets. However, a significant divergence occurs after 2051, where major rehabilitation or replacement projects are triggered. This investment drives a sharp recovery, restoring the network condition to near the 60% mark by the end of the term.
- The recommended budget scenario, which incorporates a 3.9% yearly rate increase to close the funding gap over 20 years, also tracks the baseline decline until the final years of the forecast. Similar to the optimal scenario, a recovery begins after 2051. By the end of the period, the average condition rebounds to above 30% (Poor). While lower than the optimal target within this timeframe, over a longer period, as replacement needs are fulfilled due to sustainable funding, the network condition is expected to improve further.

Recommendations

- Implement the recommended 3.9% annual rate increase to close the funding gap over the next 20 years. This steady approach ensures that sufficient reserves are accumulated to cover the major rehabilitation projects projected for the future, protecting future ratepayers from sharp rate hikes.
- Shift the maintenance strategy from reactive to proactive by introducing a regular inspection program such as CCTV. Staff indicated that current efforts lack this data, so gathering real condition information will help identify weak points early and extend the life of the network.
- Continue the current flushing schedule which staff have identified as effective. This ensures water quality remains high and meets the expectations of residents who rank core services as a top priority for their households.
- Leverage government grants specifically for water infrastructure to offset the costs of the required upgrades. This helps manage the rate increases while ensuring the network keeps pace with community needs.

Risk for Not Maintaining Acceptable LOS

- A continued decline in the network condition without the recommended rate increase will lead to a significant accumulation of deferred maintenance. This places a higher financial burden on the municipality in the long term as emergency repairs are typically more costly than planned work.
- The current lack of proactive inspection data creates an operational risk where issues are only addressed after they occur. This increases the likelihood of unexpected service disruptions that could impact households and businesses.
- Although the utility department is currently viewed as responsive, a deteriorating network will eventually strain their capacity to react. This poses a risk to service reliability given the critical nature of clean water access.

7. Sanitary Sewer Network

The Sanitary Network provided by the Town are overseen by municipal staff. The department is responsible for sanitary mains, lift stations, and sanitary treatment plant.

7.1 Inventory & Valuation

Table 14 summarizes the quantity and current replacement cost of the Town's various sanitary sewer network assets as managed in its primary asset management register, Citywide Assets.

Segment	Quantity	Unit of Measure	Replacement Cost	Primary RC Method
Lift Stations	1	Quantity	\$83,132	CPI
Sanitary Mains	3,850	Length (m)	\$4,171,052	Cost per Unit
Sanitary Treatment Plant	1	Quantity	\$3,401,681	CPI
TOTAL			\$7,655,865	

Table 14 Detailed Asset Inventory: Sanitary Sewer Network

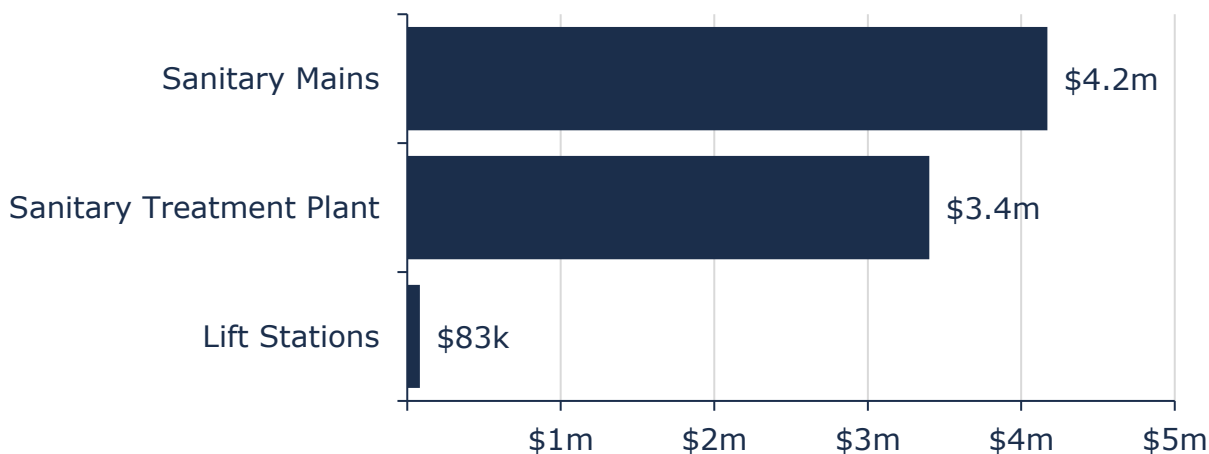


Figure 33 Portfolio Valuation: Sanitary Sewer Network

7.2 Asset Condition

Figure 34 summarizes the replacement cost-weighted condition of the Town's sanitary sewer network. Based on a combination of field inspection data and age, 93% of assets are in fair or better condition; the remaining 7% of assets are in poor to very poor condition. Condition data was projected from inspection date to current year to estimate their condition today.

Assets in poor or worse condition may be candidates for replacement in the short term; similarly, assets in fair condition may require rehabilitation or replacement in the medium term and should be monitored for further degradation in condition. As illustrated in Figure 34 the majority of the Town's sanitary sewer network assets are in fair or better condition.

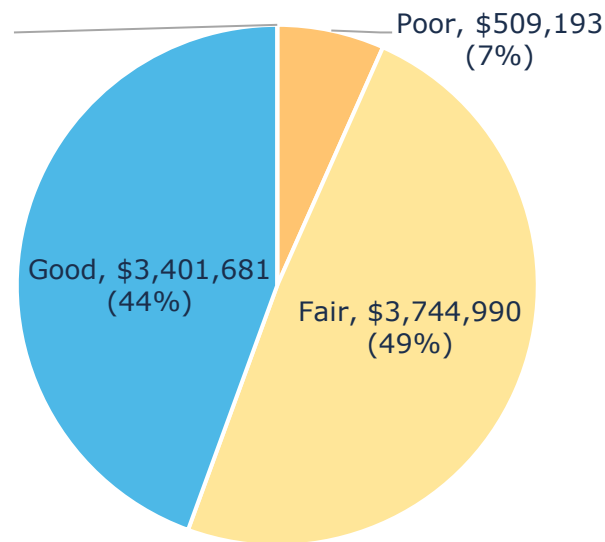


Figure 34 Asset Condition: Sanitary Sewer Network Overall

As illustrated in Figure 35, based on condition assessments, approximately 10% of the Town's sanitary sewer mains are in poor condition.

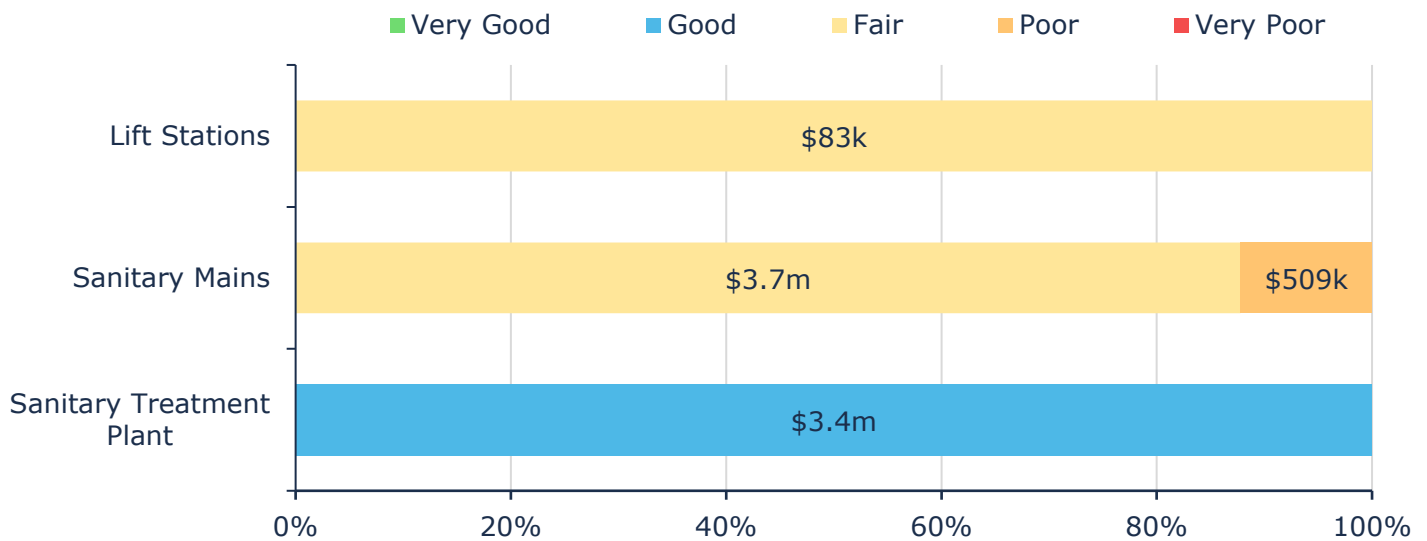


Figure 35 Asset Condition: Sanitary Sewer Network by Segment

7.3 Age Profile

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

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

Figure 36 illustrates the average current age of each asset type and its estimated useful life. Both values are weighted by the replacement cost of individual assets.

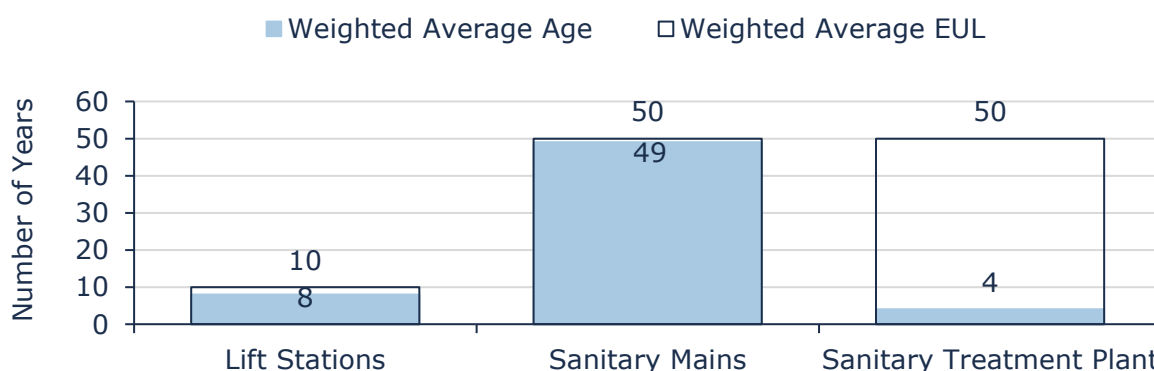


Figure 36 Estimated Useful Life vs. Asset Age: Sanitary Sewer Network

7.4 Current Approach to Lifecycle Management

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

Activity Type	Description of Current Strategy
Maintenance	CCTV inspections are reactive.
Rehabilitation	Trenchless re-lining of sanitary mains presents significant challenges and is not always a viable option.
Replacement	In the absence of mid-lifecycle rehabilitative events, most mains are simply maintained with the goal of full replacement once it reaches its end-of-life.
	Replacement activities are identified based on an analysis of the main break rate as well as any issues identified during regular maintenance activities.

Table 15 Lifecycle Management Strategy: Sanitary Sewer Network

7.5 Forecasted Long-Term Replacement Needs

Figure 37 illustrates the cyclical short-, medium- and long-term infrastructure rehabilitation and replacement requirements for the Town's sanitary sewer network. This analysis was run until 2064 to capture at least one iteration of replacement for the longest-lived asset in Citywide Assets, the Town's primary asset management system and asset register. The Town's average annual requirements (red dotted line) total \$160,000 for all assets in the sanitary sewer network. Although actual spending may fluctuate substantially from year to year, this figure is a useful benchmark value for annual capital expenditure targets (or allocations to reserves) to ensure projects are not deferred and replacement needs are met as they arise.

The chart illustrates low to moderate capital needs throughout the forecast period. Notable expenditure is expected at \$3.7 million between 2045-2049, and \$3.4 million between 2060-2064 periods. These projections are based on asset replacement costs, age analysis, and condition data when available. They are designed to provide a long-term, portfolio-level overview of capital needs and should be used to support improved financial planning over several decades.

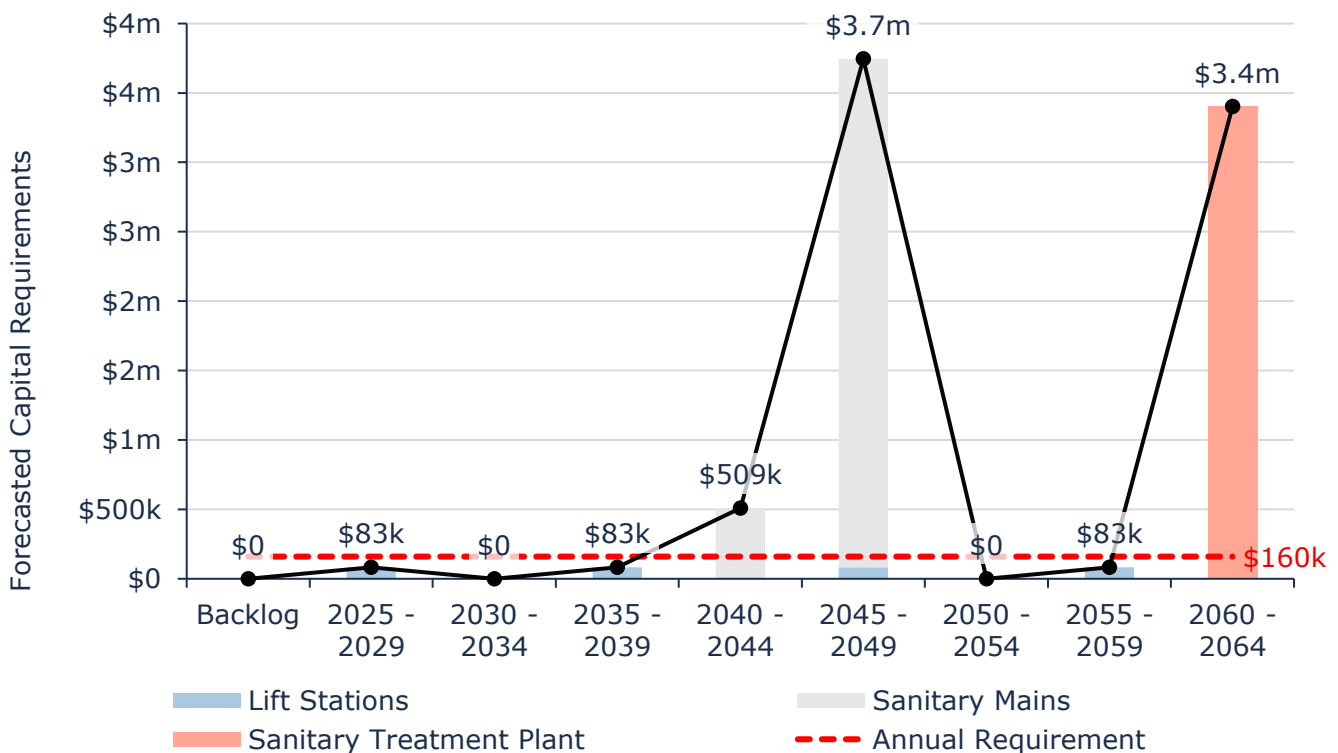


Figure 37 Forecasted Capital Replacement Needs: Sanitary Sewer Network 2024-2064

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

A summary of the 10-year replacement forecast can be found in Appendix A – 10-Year Capital Requirements.

7.6 Risk Analysis

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

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

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

1 - 4 Very Low - (0%)	5 - 7 Low - (0%)	8 - 9 Moderate \$3,744,990 (49%)	10 - 14 High \$3,401,681 (44%)	15 - 25 Very High \$509,193 (7%)
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Figure 38 Risk Matrix: Sanitary Sewer Network

7.7 Levels of Service

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

7.7.1 Community Levels of Service

Service Attribute	Qualitative Description	Current LOS (2024)
Scope	Description, which may include maps, of the user groups or areas of the municipality that are connected to the municipal wastewater system	Refer to Appendix B
Reliability	Description of how combined sewers in the municipal wastewater system are designed with overflow structures in place which allow overflow during storm events to prevent backups into homes	Town doesn't own any combined sewers.
	Description of the frequency and volume of overflows in combined sewers in the municipal wastewater system that occur in habitable areas or beaches	Town doesn't own any combined sewers.
	Description of how stormwater can get into sanitary sewers in the municipal wastewater system, causing sewage to	Stormwater can enter into sanitary sewers due to cracks in sanitary mains or through indirect connections (e.g. weeping tiles). In the case of heavy rainfall events, sanitary

Service Attribute	Qualitative Description	Current LOS (2024)
	overflow into streets or backup into homes	sewers may experience a volume of water and sewage that exceeds its designed capacity. In some cases, this can cause water and/or sewage to overflow backup into homes. The disconnection of weeping tiles from sanitary mains and the use of sump pumps and pits directing storm water to the storm drain system can help to reduce the chance of this occurring.
	Description of how sanitary sewers in the municipal wastewater system are designed to be resilient to stormwater infiltration	The Town follows a series of design standards that integrate servicing requirements and land use considerations when constructing or replacing sanitary sewers. These standards have been determined with consideration of the minimization of sewage overflows and backups.
	Description of the effluent that is discharged from sewage treatment plants in the municipal wastewater system	Effluent refers to water pollution that is discharged from a wastewater treatment plant, and may include suspended solids, total phosphorous and biological oxygen demand. The Environmental Compliance Approval (ECA) identifies the effluent criteria for municipal wastewater treatment plants.

Table 16 O. Reg. 588/17 Community Levels of Service: Sanitary Sewer Network

7.7.2 Technical Levels of Service

Service Attribute	Technical Metric	Current LOS (2024)
Scope	% of properties connected to the municipal wastewater system	63%
	# of events per year where combined sewer flow in the municipal wastewater system exceeds system capacity compared to the total number of properties connected to the municipal wastewater system	0
Reliability	# of connection-days per year having wastewater backups compared to the total number of properties connected to the municipal wastewater system	0
	# of effluent violations per year due to wastewater discharge compared to the total number of properties connected to the municipal wastewater system	0.014
Performance	Capital reinvestment rate	0.89%

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

7.7.3 Proposed Levels of Service

As per O. Reg. 588/17, by July 1, 2025, municipalities are required to consider proposed levels of service (PLOS), discuss the associated risks and long-term sustainability of these service levels, and explain the Town's ability to afford the PLOS.

The below tables and graphs explain the proposed levels of service scenarios that were analyzed for the road network. Further PLOS analysis at the portfolio level can be found in Section 4. Proposed Levels of Service Analysis.

Proposed Levels of Service Scenarios

The scenarios for Sanitary Sewer Network are analyzed using three funding models: Optimal Budget, Current Funding, and Recommended Funding.

1. The Current Funding scenario is based on the current available funding.
2. The Optimal Budget scenario represents the average annual funding required to maintain or improve the network's condition, allowing for proactive asset management
3. The Recommended Budget scenario is a financial strategy designed to gradually close the funding gap over the next 20 years, which includes a 3.8% yearly tax increase.

Figure 39 compares current, optimal & recommended budget scenarios, and provides a forecast of corresponding average condition of Sanitary Sewer Network assets.

- Current Funding scenario shows a consistent downward trend in the average condition. Starting above 50% (Fair) in 2025, the condition drops into the 'Poor' range (below 40%) by the early 2030s. It continues to deteriorate, entering the 'Very Poor' range (below 20%) by the early 2040s and ending the forecast near 10%, indicating a significant accumulation of deferred maintenance that the current budget cannot address.
- In contrast, the Optimal Budget scenario follows the same decline trajectory for the majority of the forecast period, reflecting the long lifecycles of sewer assets. However, a major divergence occurs in 2051, where significant rehabilitation or replacement projects are triggered. This investment drives a sharp recovery, restoring the network condition to approximately 60% (border of 'Good'/'Fair') by the end of the term.
- The Recommended Budget scenario, which incorporates a 3.8% yearly rate increase to close the funding gap over 20 years, closely tracks the current funding trajectory within this specific forecast window. This indicates that while funding is increasing, the accumulation of reserves required for major interventions is still in progress. While the sharp recovery seen in the optimal scenario is not yet visible within this 30-year timeframe, the financial strategy is sound. Over a longer period, as replacement needs are fulfilled due to sustainable funding, the network condition is expected to improve.

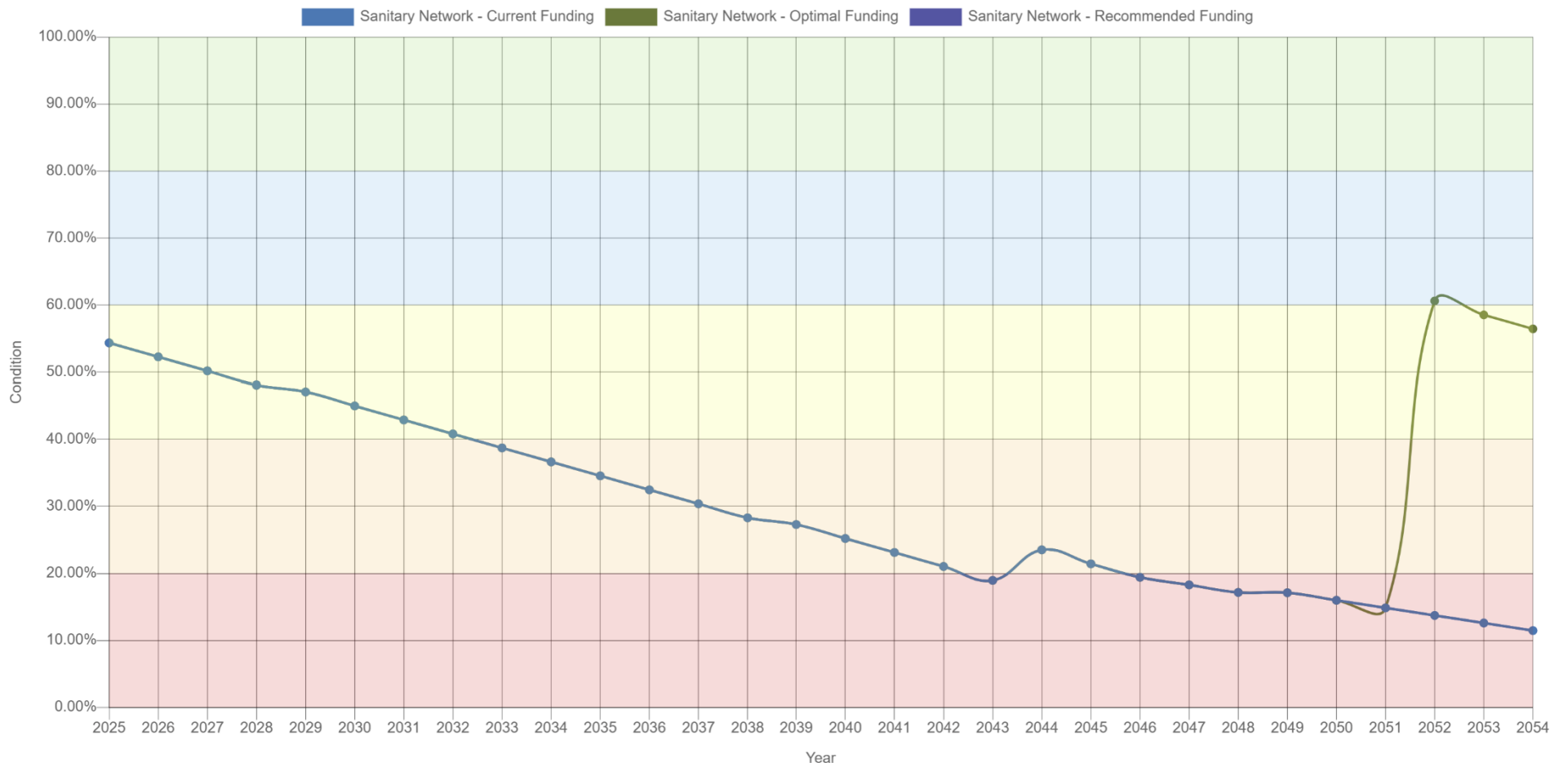


Figure 39: PLOS: Sanitary Sewer Network – Current vs Optimal vs Recommended Funding (30-year Forecast)

Recommendations

- Adopt the recommended financial strategy which includes a 3.8% annual rate increase to close the funding gap over the next 20 years. This steady funding stream is essential to build the reserves needed for major rehabilitation projects projected for the 2050s.
- Transition from the current reactive maintenance approach to a proactive strategy. Although staff report that the system is functioning well with no recent backups, implementing regular condition assessments such as CCTV inspections will identify potential issues before they cause service disruptions.
- Maintain the current high level of service by continuing to prioritize the response to safety issues. Staff indicated that resources are currently sufficient for necessary maintenance, and this standard should be upheld to protect public health and the environment.
- Leverage government grants specifically for wastewater infrastructure to support the required capital investments. This helps manage the rate increases while ensuring the network remains reliable for current and future residents.

Risk for Not Maintaining Acceptable LOS

- Maintaining wastewater rates at current levels will result in a funding gap and a growing backlog of deferred maintenance. This increases the long-term financial burden on the Municipality as emergency repairs on aging assets are typically more expensive than planned rehabilitation.
- Relying solely on a reactive maintenance strategy increases the operational risk of unexpected blockage or collapse. Without proactive inspection data, the Municipality may not be aware of deteriorating pipe conditions until an overflow event occurs.
- While the system is currently reliable, a decline in asset condition poses a risk to the environment and public health. Deteriorating sewers can lead to inflow and infiltration issues, potentially overwhelming the system during wet weather events despite the current lack of backups.

Non-Core Assets

8. Buildings & Facilities

The Town of Latchford owns and maintains several facilities and recreation centers that provide key services to the community. These include:

- Administrative offices
- A Fire hall
- Public works garages and storage sheds
- A Community center, museums, and a comfort station

8.1 Inventory & Valuation

Table 18 summarizes the quantity and current replacement cost of all buildings assets available in the Town's asset register. The majority of buildings and facilities are not componentized. The quantity listed represents the number of asset records currently available for each department.

Segment	Quantity	Unit of Measure	Replacement Cost	Primary RC Method
Comfort Station	3	Quantity	\$92,029	CPI
Community Centre	345	Quantity	\$1,585,184	CPI
Fire Hall	5	Quantity	\$135,893	CPI
Medical Clinic	5	Quantity	\$1,176,966	CPI
Municipal Office	31	Quantity	\$997,010	CPI
Museums	9	Quantity	\$946,452	CPI
Public Works	3	Quantity	\$479,264	CPI
TOTAL			\$5,412,798	

Table 18 Detailed Asset Inventory: Buildings & Facilities

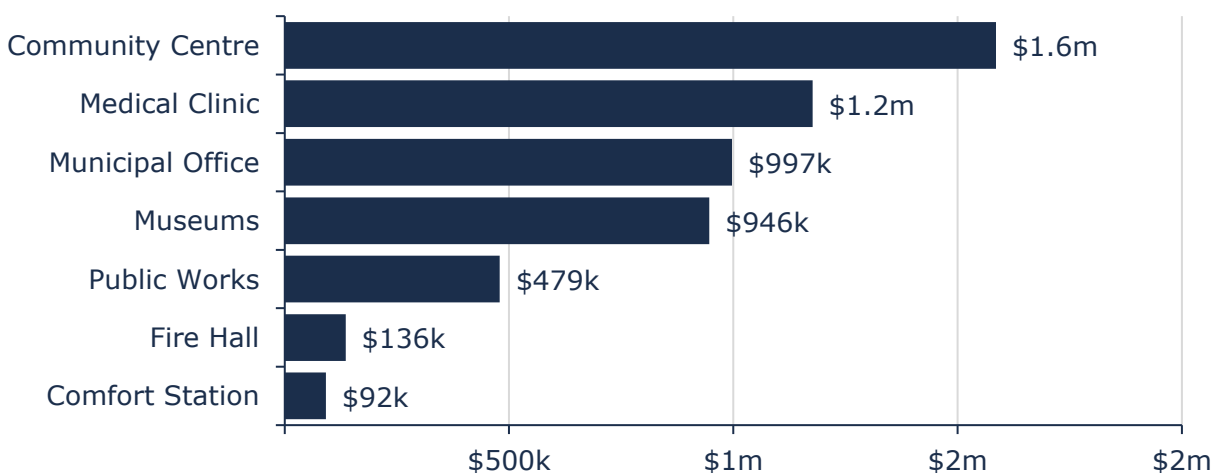


Figure 40 Portfolio Valuation: Buildings & Facilities

8.2 Asset Condition

Figure 47 summarizes the replacement cost-weighted condition of the Town's buildings and facilities portfolio. Based on age-based, and assessed conditions, 74% of buildings and facilities assets are in fair or better condition; however, the remaining 26% are in poor or worse condition. These assets may be candidates for replacement in the short term; similarly, assets in fair condition may require rehabilitation or replacement in the medium term and should be monitored for further degradation in condition. As buildings and facilities are not componentized, condition data is presented only at the site level, rather than at the individual element or component level within each building.

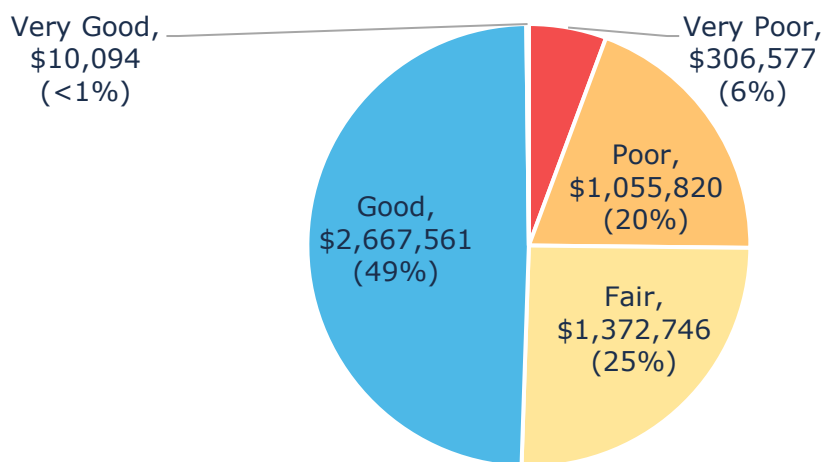


Figure 41 Asset Condition: Buildings & Facilities Overall

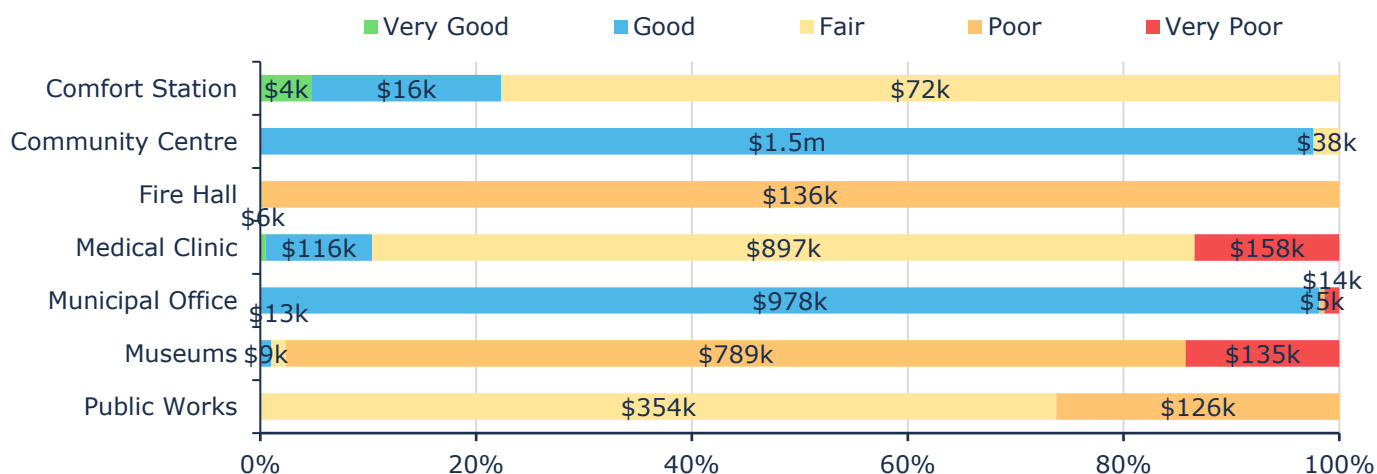


Figure 42 Asset Condition: Buildings & Facilities by Segment

Figure 42 summarizes the age-based condition of buildings and facilities by segments. Approximately 15% of Medical Clinic & Museum assets are in poor to worse condition. However, in the absence of componentization, this data has limited value. Componentization of assets and

integration of condition assessments will provide a more accurate and reliable estimation of the condition of various facilities.

8.3 Age Profile

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

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

Figure 43 illustrates the average current age of each asset type and its estimated useful life. Both values are weighted by the replacement cost of individual assets.

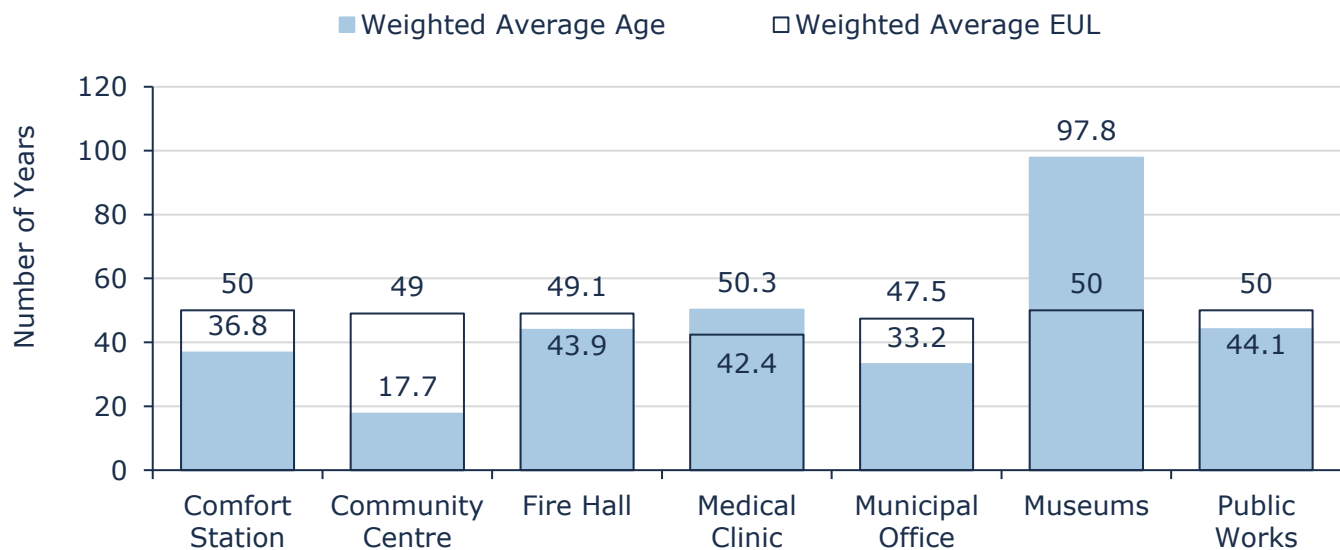


Figure 43 Estimated Useful Life vs. Asset Age: Buildings & Facilities

8.4 Current Approach to Lifecycle Management

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

Table 19 outlines the Town’s current lifecycle management strategy.

Activity Type	Description of Current Strategy
Maintenance	Maintenance is triggered by inspections identifying safety, accessibility, functionality, and structural issues. Maintenance activities are completed on a reactive basis when operational issues are identified through complaints and service requests.
Rehabilitation/ Replacement	Rehabilitations such as roof replacements or HVAC component replacements are considered on an as needed basis. The primary considerations for asset replacement are asset failure, availability or grant funding, safety issues, and volume of use.
Inspections	All buildings receive health and safety inspections on an annual basis which involve a building walkthrough to identify defects and safety hazards.

Table 19 Lifecycle Management Strategy: Buildings & Facilities

8.5 Forecasted Long-Term Replacement Needs

Figure 44 illustrates the cyclical short-, medium- and long-term infrastructure replacement requirements for the Town's buildings and facilities portfolio. This analysis was run until 2059 to capture at least one iteration of replacement for the longest-lived asset in Citywide Assets, the Town's primary asset management system and asset register. The Town's average annual requirements (red dotted line) total \$133 thousand for all buildings and facilities. Although actual spending may fluctuate substantially from year to year, this figure is a useful benchmark value for annual capital expenditure targets (or allocations to reserves) to ensure projects are not deferred and replacement needs are met as they arise.

Replacement needs are forecasted to rise over the next 20 years, reaching \$2.9 million between 2055 and 2059. The chart also illustrates a backlog of more than \$192 thousand, dominated by Medical Clinic assets, and comprising assets that have reached the end of their useful life but still remain in operation. These projections and estimates are based on current asset records, their replacement costs, and age analysis. They are designed to provide a long-term, portfolio-level overview of capital needs and should be used to support improved financial planning over several decades.

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

A summary of the 10-year replacement forecast can be found in Appendix A – 10-Year Capital Requirements.

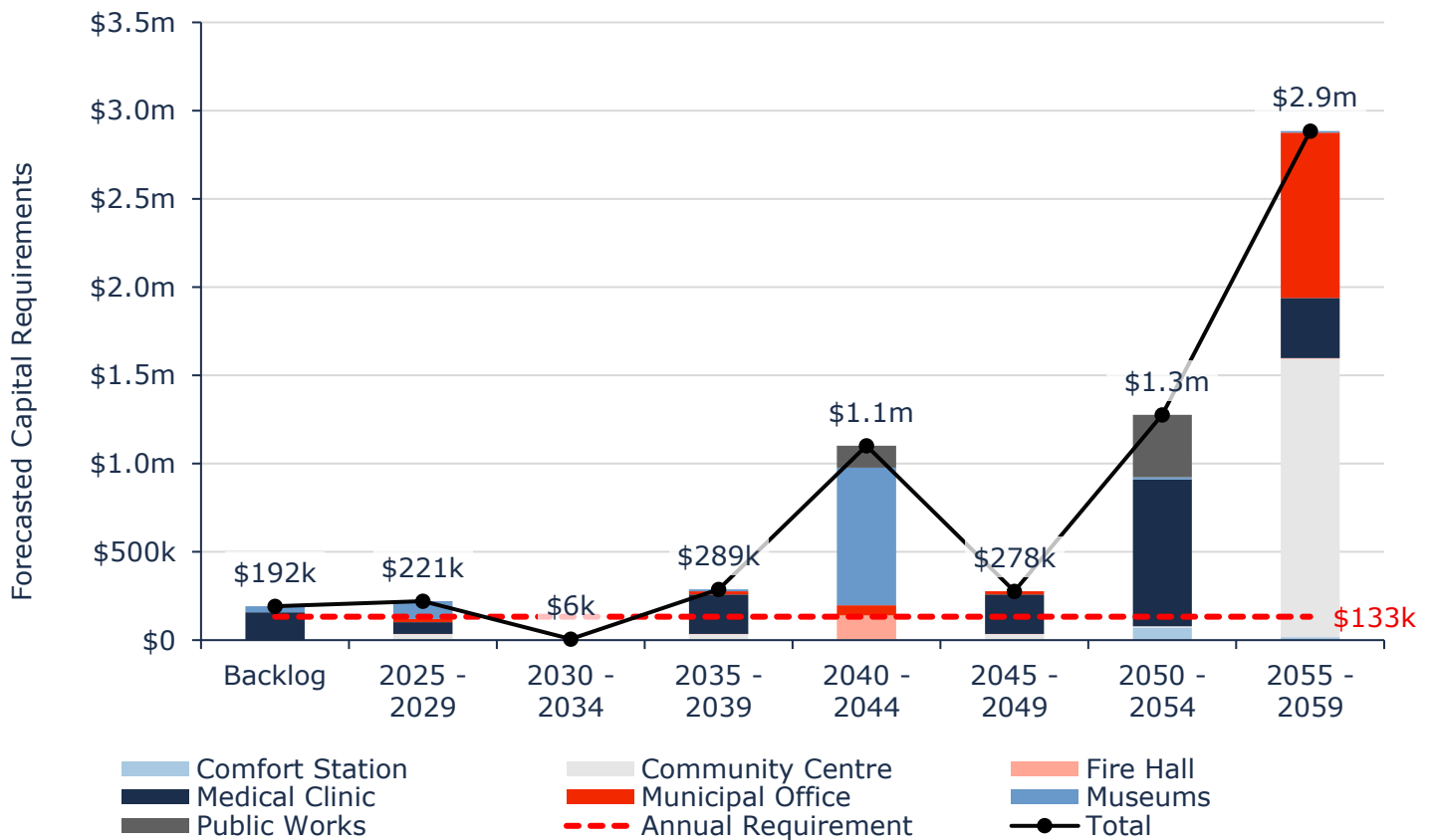


Figure 44 Forecasted Capital Replacement Needs Buildings & Facilities 2024-2059

8.6 Risk Analysis

The risk matrix below is generated using available asset data, condition and replacement costs.

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

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

1 - 4 Very Low \$20,384 (<1%)	5 - 7 Low \$114,806 (2%)	8 - 9 Moderate \$1,167,658 (22%)	10 - 14 High \$1,955,341 (36%)	15 - 25 Very High \$2,154,609 (40%)
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Figure 45 Risk Matrix: Buildings & Facilities

8.7 Levels of Service

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

8.7.1 Community Levels of Service

Service Attribute	Qualitative Description	Current LOS (2024)
Scope	Description, which may include maps of the types of facilities that the municipality operates and maintains	The Town of Latchford owns and maintains several facilities and recreation centers that provide key services to the community. These include: • Administrative offices • A Fire hall • Public works garages and storage sheds • A Community center, museums, and a comfort station

Table 20 Community Levels of Service: Buildings & Facilities

8.7.2 Technical Levels of Service

Service Attribute	Technical Metric	Current LOS (2024)
Quality	Average Condition of Facilities in the Municipality	54%
Performance	Capital reinvestment rate	0%

Table 21 Technical Levels of Service: Buildings & Facilities

8.7.3 Proposed Levels of Service

As per O. Reg. 588/17, by July 1, 2025, municipalities are required to consider proposed levels of service (PLOS), discuss the associated risks and long-term sustainability of these service levels, and explain the Town's ability to afford the PLOS.

The below tables and graphs explain the proposed levels of service scenarios that were analyzed for the road network. Further PLOS analysis at the portfolio level can be found in Section 4. Proposed Levels of Service Analysis.

Proposed Levels of Service Scenarios

The scenarios for Buildings & Facilities are analyzed using three funding models: Optimal Budget, Current Funding, and Recommended Funding.

1. The Current Funding scenario is based on the current available funding.
2. The Optimal Budget scenario represents the average annual funding required to maintain or improve the network's condition, allowing for proactive asset management
3. The Recommended Budget scenario is a financial strategy designed to gradually close the funding gap over the next 15 years, which includes a 1.9% yearly tax increase.

Figure 46 compares current, optimal & recommended budget scenarios, and provides a forecast of corresponding average condition of Buildings & Facilities assets.

- Current Funding scenario shows a continuous decline in the average condition, starting slightly above 50% (Fair) in 2025 and dropping into the 'Poor' range by 2031. The condition continues to deteriorate, entering the 'Very Poor' range (below 20%) by 2041, indicating a significant accumulation of deferred maintenance that the current budget cannot address.
- In contrast, the Optimal Budget scenario mitigates the severe degradation seen in the current funding model. While the condition still declines into the 'Poor' range, it avoids the 'Very Poor' zone entirely. The condition stabilizes and begins a sharp recovery after 2041, ending the period just below the 40% threshold, approaching the 'Fair' range.
- The recommended budget allows for a stabilized approach to managing the facilities. The condition closely tracks the optimal scenario for the majority of the forecast period before diverging slightly in the final years. By 2044, the average condition settles above 30% (Poor). While this does not fully restore the assets to a 'Fair' condition, it successfully prevents the assets from falling into the 'Very Poor' category, offering a significantly better long-term outcome than the status quo.

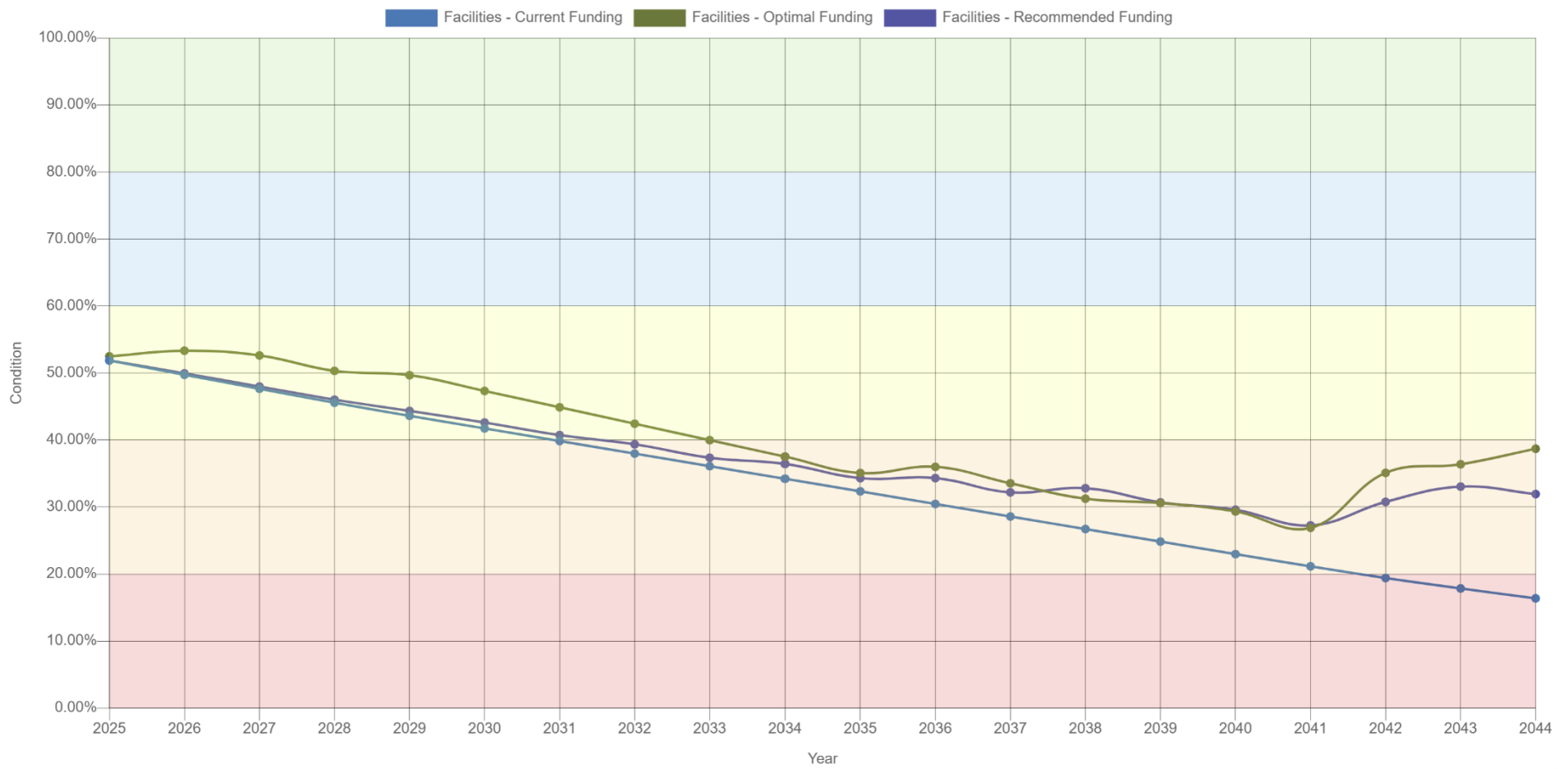


Figure 46: PLOS: Buildings & Facilities – Current vs Optimal vs Recommended Funding (20-year Forecast)

Recommendations

- Adopt the recommended budget strategy of a 1.9% annual tax increase to bridge the infrastructure gap. The analysis indicates that without this investment, the facility network condition will drop significantly by 2041. Securing this funding ensures the longevity of key community hubs like the Recreation Centre and Town Office.
- Develop a strategy to increase the utilization of the Community Centre. Staff identified this facility as a key asset that is currently underutilized relative to its potential to serve the social needs of the municipality.
- Address specific actionable requests from the public, such as the addition of amenities like a portable toilet at the boat launch park. Implementing these smaller scale improvements demonstrates responsiveness to community needs and enhances the user experience at recreational sites.
- Continue the current effective maintenance practices for high priority buildings. Staff report that municipal buildings are currently reliable and well maintained, and sustaining this standard is essential to avoid the steep deterioration curve predicted in the current funding scenario.

Risk for Not Maintaining Acceptable LOS

- Although staff currently view the buildings as well maintained, the analysis predicts a severe decline within 15 years under current funding. This creates a risk of significant capital expenditures in the future, as allowing buildings to deteriorate often requires full renovation or reconstruction rather than simple repair.
- Neglecting the feedback regarding soft services and amenities creates a community satisfaction risk. Residents have explicitly pointed out gaps in recreational trails and boat launch amenities and failing to address these could lead to a perception that community values are being overlooked.
- As facilities age and the condition drops, the risk of unexpected component issues increases. This could impact the reliability of building services, potentially disrupting municipal operations or forcing the temporary closure of community spaces used for social programs.

9. Land Improvements

The Town of Latchford owns a small number of assets that are considered land improvements. This category includes parking lots, walkways, and other assets in municipal parks.

9.1 Inventory & Valuation

Table 22 summarizes the quantity and current replacement cost of all land improvements assets available in the Town's asset register.

Segment	Quantity	Unit of Measure	Replacement Cost	Primary RC Method
Campground	1	Quantity	\$39,795	CPI
Docks	1	Quantity	\$22,740	CPI
Parks	4	Quantity	\$119,384	CPI
Pavement	1	Quantity	\$124,840	CPI
Pavilions	2	Quantity	\$49,844	CPI
TOTAL			\$356,603	

Table 22 Detailed Asset Inventory: Land Improvements

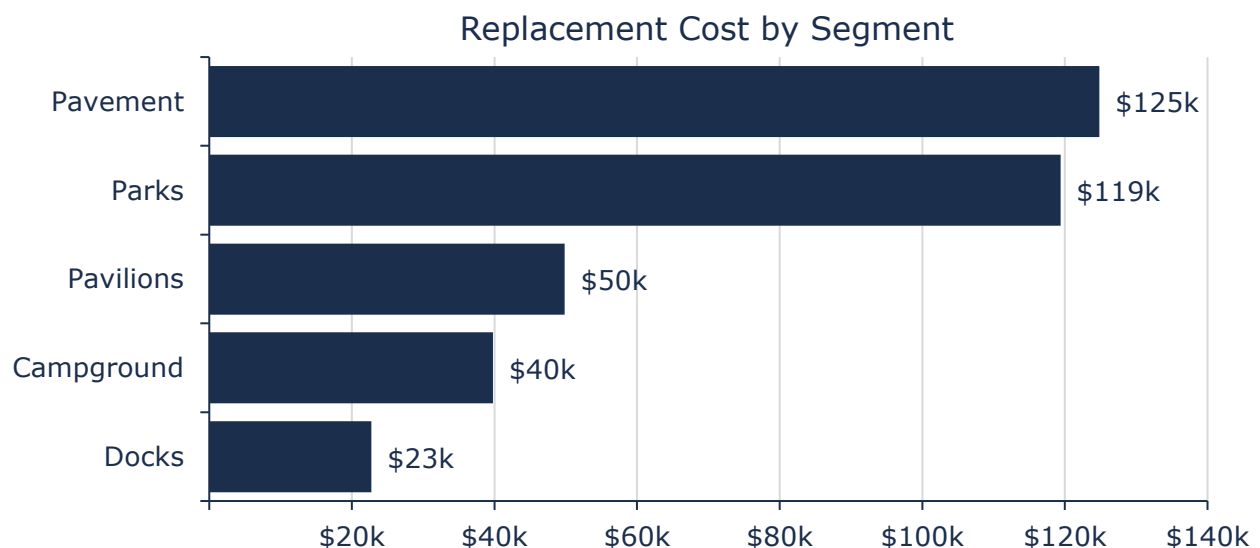


Figure 47 Portfolio Valuation: Land Improvements

9.2 Asset Condition

Figure 48 summarizes the replacement cost-weighted condition of the Town's land improvements portfolio. Based on assessed data, 78% of assets are in fair or better condition, the remaining 22% are in poor or worse condition. These assets may be candidates for

replacement in the short term; similarly, assets in fair condition may require rehabilitation or replacement in the medium term and should be monitored for further degradation in condition.

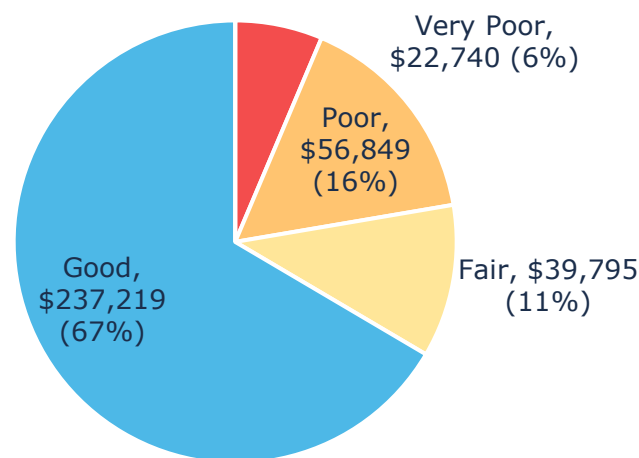


Figure 48 Asset Condition: Land Improvements Overall

Figure 49 summarizes the age-based condition of land improvements by each department. Assets in poor or worse condition are concentrated primarily in parks.

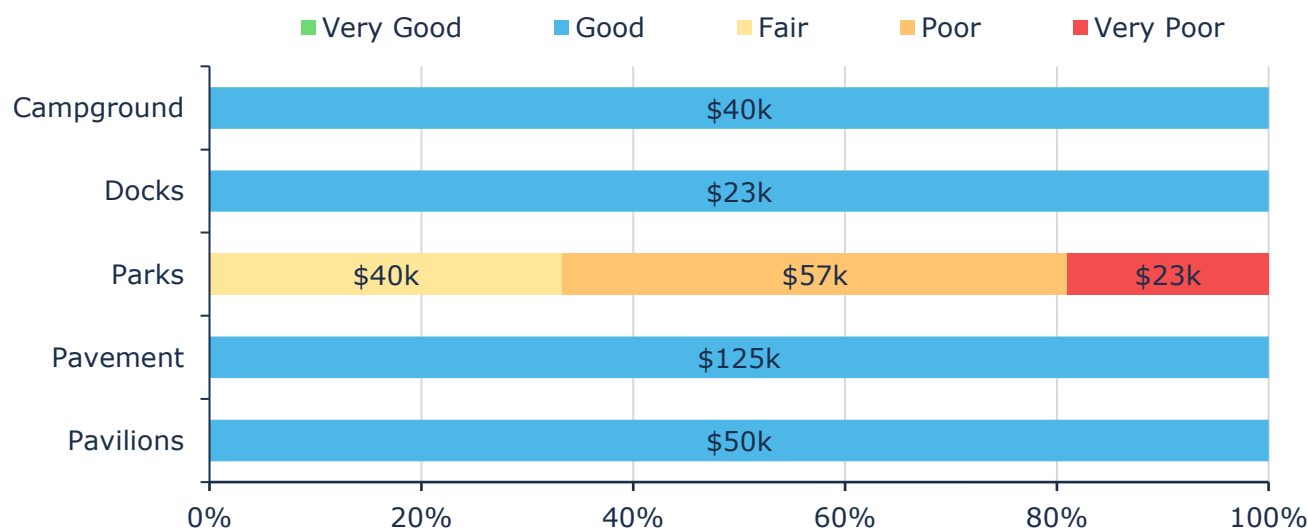


Figure 49 Asset Condition: Land Improvements by Segment

9.3 Age Profile

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

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

Figure 50 illustrates the average current age of each asset type and its estimated useful life. Both values are weighted by the replacement cost of individual assets.

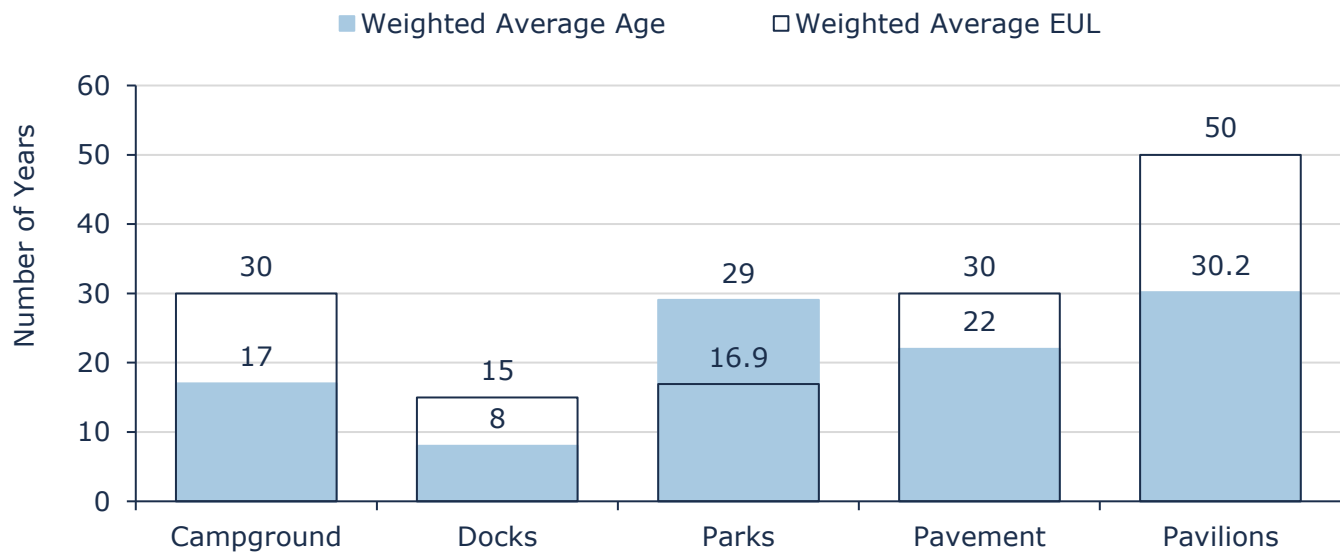


Figure 50 Estimated Useful Life vs. Asset Age: Land Improvements

9.4 Current Approach to Lifecycle Management

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

Table 23 outlines the Township’s current lifecycle management strategy.

Activity Type	Description of Current Strategy
Maintenance	Maintenance activities are completed on a reactive basis when operational issues are identified, through complaints, service requests, or ad-hoc inspections
Rehabilitation / Replacement	Without the availability of up-to-date condition assessment information replacement activities are purely reactive in nature
Inspections	Inspections are conducted on an ad-hoc basis

Table 23 Lifecycle Management Strategy: Land Improvements

9.5 Forecasted Long-Term Replacement Needs

Figure 51 illustrates the cyclical short-, medium- and long-term infrastructure replacement requirements for the Town's land improvements portfolio. This analysis was run until 2064 to capture at least one iteration of replacement for the longest-lived asset in Citywide Assets, the Town's primary asset management system and asset register. The Town's average annual requirements (red dotted line) total \$15 thousand for all land improvements. Although actual spending may fluctuate substantially from year to year, this figure is a useful benchmark value for annual capital expenditure targets (or allocations to reserves) to ensure projects are not deferred and replacement needs are met as they arise.

Replacement needs are forecasted to fluctuate over the 40-year time horizon, peaking at \$244 thousand between 2040 and 2044 as assets reach the end of their useful life. These projections and estimates are based on asset replacement costs and age analysis. They are designed to provide a long-term, portfolio-level overview of capital needs and should be used to support improved financial planning over several decades.

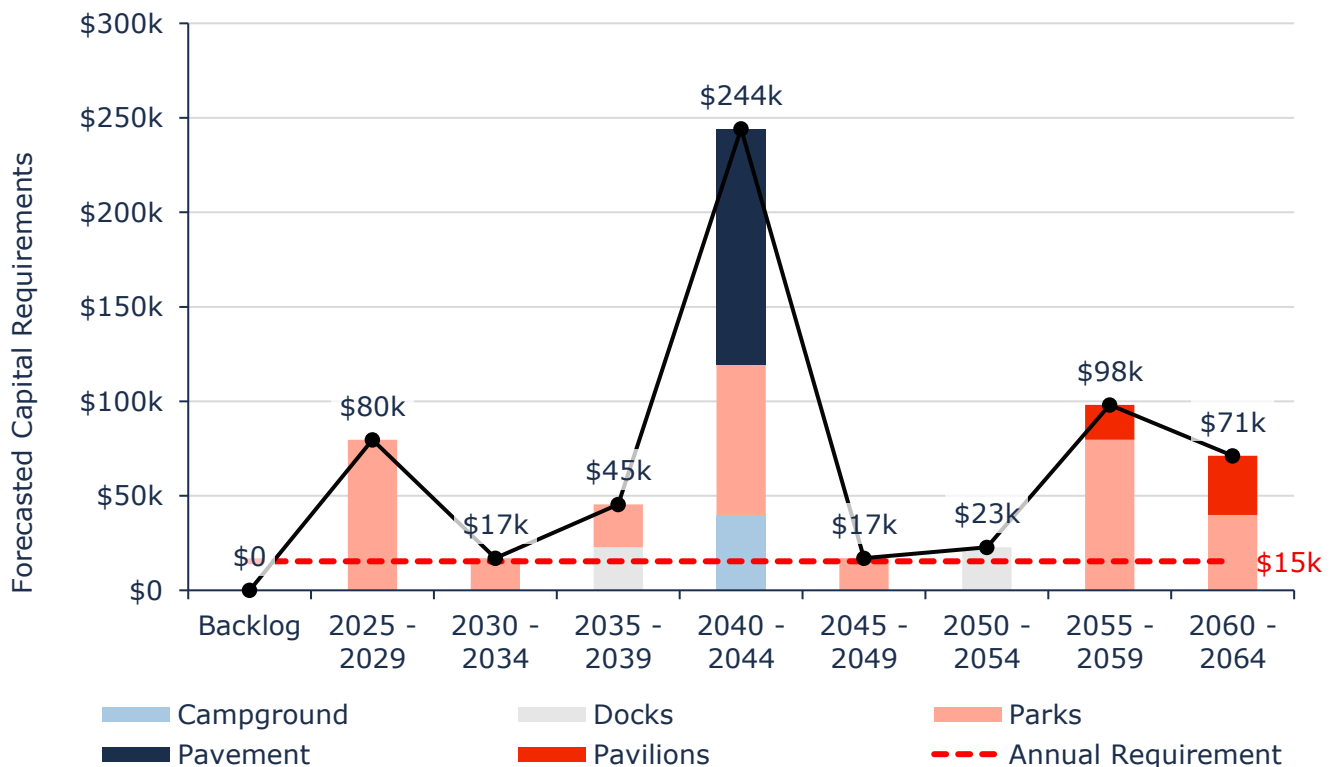


Figure 51 Forecasted Capital Replacement Needs: Land Improvements 2024-2064

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

A summary of the 10-year replacement forecast can be found in Appendix A – 10-Year Capital Requirements.

9.6 Risk Analysis

The risk matrix below is generated using available asset data, including condition and replacement costs.

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

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

1 - 4 Very Low - (0%)	5 - 7 Low \$112,379 (32%)	8 - 9 Moderate \$164,635 (46%)	10 - 14 High \$56,849 (16%)	15 - 25 Very High \$22,740 (6%)
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Figure 52 Risk Matrix: Land Improvements

9.7 Levels of Service

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

9.7.1 Community Levels of Service

Service Attribute	Qualitative Description	Current LOS (2024)
Scope	Description of land improvements assets that the municipality operates and maintains	The Town of Latchford owns a small number of assets that are considered land improvements. This category includes parking lots, walkways, and other assets in municipal parks.

Table 24 Community Levels of Service: Land Improvements

9.7.2 Technical Levels of Service

Service Attribute	Technical Metric	Current LOS (2024)
Quality	Average condition of outdoor recreation facilities and land improvements in the municipality	54%
Performance	Capital reinvestment rate	0%

Table 25 Technical Levels of Service: Land Improvements

9.7.3 Proposed Levels of Service

As per O. Reg. 588/17, by July 1, 2025, municipalities are required to consider proposed levels of service (PLOS), discuss the associated risks and long-term sustainability of these service levels, and explain the Town’s ability to afford the PLOS.

The below tables and graphs explain the proposed levels of service scenarios that were analyzed for the road network. Further PLOS analysis at the portfolio level can be found in Section 4. Proposed Levels of Service Analysis.

Proposed Levels of Service Scenarios

The scenarios for Land Improvements are analyzed using three funding models: Optimal Budget, Current Funding, and Recommended Funding.

- 1. The Current Funding scenario is based on the current available funding.
- 2. The Optimal Budget scenario represents the average annual funding required to maintain or improve the network's condition, allowing for proactive asset management
- 3. The Recommended Budget scenario is a financial strategy designed to gradually close the funding gap over the next 15 years, which includes a 1.9% yearly tax increase.

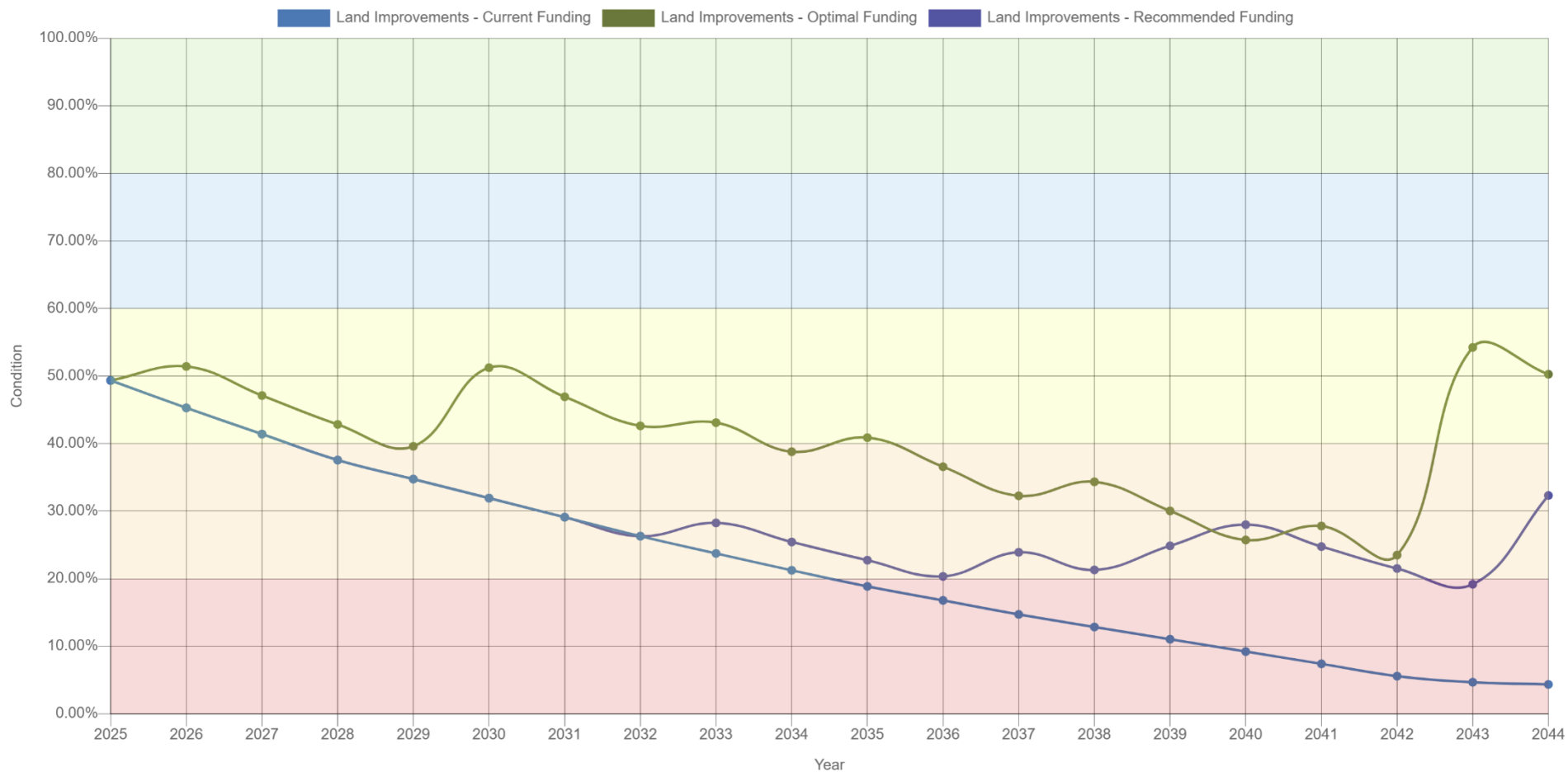


Figure 53: PLOS: Land Improvements – Current vs Optimal vs Recommended Funding (20-year Forecast)

Figure 53 compares current, optimal & recommended budget scenarios, and provides a forecast of corresponding average condition of Land Improvements assets.

- Current Funding scenario shows a consistent downward trend. Starting near the 50% mark, the condition quickly drops into the 'Poor' range. By the mid-2030s, it falls below the 20% threshold into the 'Very Poor' range and continues to decline to below 5% by the end of the term, indicating a significant accumulation of deferred maintenance that the current budget cannot address.
- In contrast, the Optimal Budget scenario largely maintains the condition within the 'Fair' range for the first decade. Although it experiences a decline into the 'Poor' range between 2036 and 2042, it demonstrates a strong recovery at the end of the forecast period, rebounding back above 50%.
- The recommended budget separates from the current funding trajectory around 2032. Instead of declining to near zero, the condition stabilizes primarily within the 'Poor' range (between 20% and 30%). While it fluctuates near the 'Very Poor' threshold towards the end of the period, it finishes on an upward trend above 30%, preventing the total asset failure seen in the current funding scenario.

Recommendations

- Implement the recommended financial strategy of a 1.9% annual tax increase. The analysis shows that current funding levels result in a decline to near zero conditions. This steady investment is required to support the parks and land improvements that residents identified as valuable soft services.
- Direct attention to the maintenance of recreational trails. Public feedback highlighted specific gaps in this area, noting a lack of maintenance. Prioritizing these assets aligns with the community desire for accessible outdoor spaces.
- Review funding allocation for parks. While staff noted that current inspections keep assets in good shape, they identified increased funding for parks as a potential future need to maintain service levels.

Risk for Not Maintaining Acceptable LOS

- Without the recommended funding, the condition of land improvements is projected to fall into the Very Poor range. This will likely result in the closure of specific park amenities or trails due to safety concerns, directly opposing the resident desire for improved recreational access.
- Deteriorating pathways and park equipment increase the Municipality's liability exposure. As assets age without replacement, the likelihood of trips, falls, or equipment breakage increases, posing a safety risk to the public.

10. Vehicles

Vehicles allow staff to efficiently deliver municipal services and personnel. Municipal vehicles are used to support fire department services and public works services.

10.1 Inventory & Valuation

Table 26 summarizes the quantity and current replacement cost of all vehicles assets available in the Town's asset register, citywide assets.

Segment	Quantity	Unit of Measure	Replacement Cost	Primary RC Method
Fire Department	3	Quantity	\$101,680	CPI
Public Works	3	Quantity	\$253,907	CPI
TOTAL			\$355,587	

Table 26 Detailed Asset Inventory: Vehicles

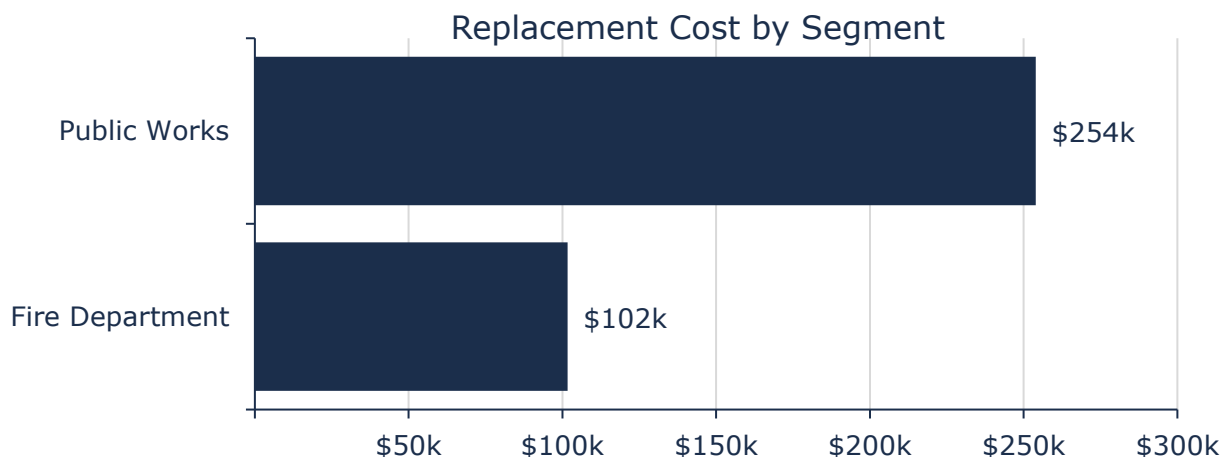


Figure 54 Portfolio Valuation: Vehicles

10.2 Asset Condition

Figure 55 summarizes the replacement cost-weighted condition of the Town's vehicles portfolio. Based on age-based condition data, 96% of vehicles are in poor or worse condition, with the remaining 4% in fair condition. These assets may be candidates for replacement in the short term; similarly, assets in fair condition may require rehabilitation or replacement in the medium term and should be monitored for further degradation in condition.

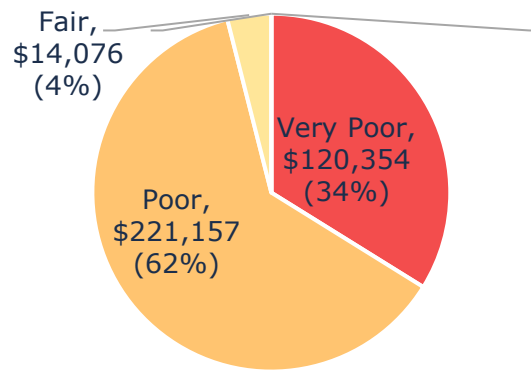


Figure 55 Asset Condition: Vehicles Overall

Figure 56 summarizes the condition of vehicles by each department. Based on age-based data, almost all fleet assets are in poor or very poor conditions.

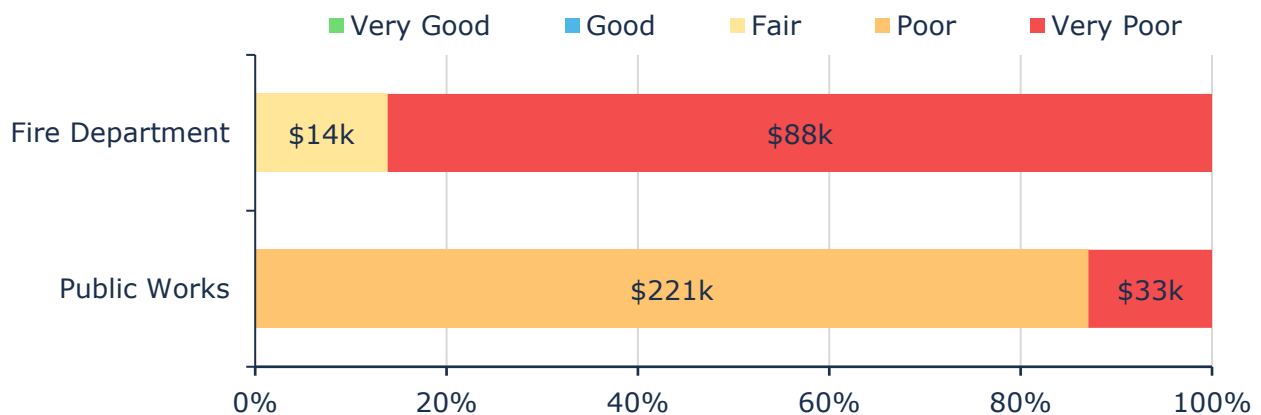


Figure 56 Asset Condition: Vehicles by Segment

10.3 Age Profile

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

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

Figure 57 illustrates the average current age of each asset type and its estimated useful life. Both values are weighted by the replacement cost of individual assets.

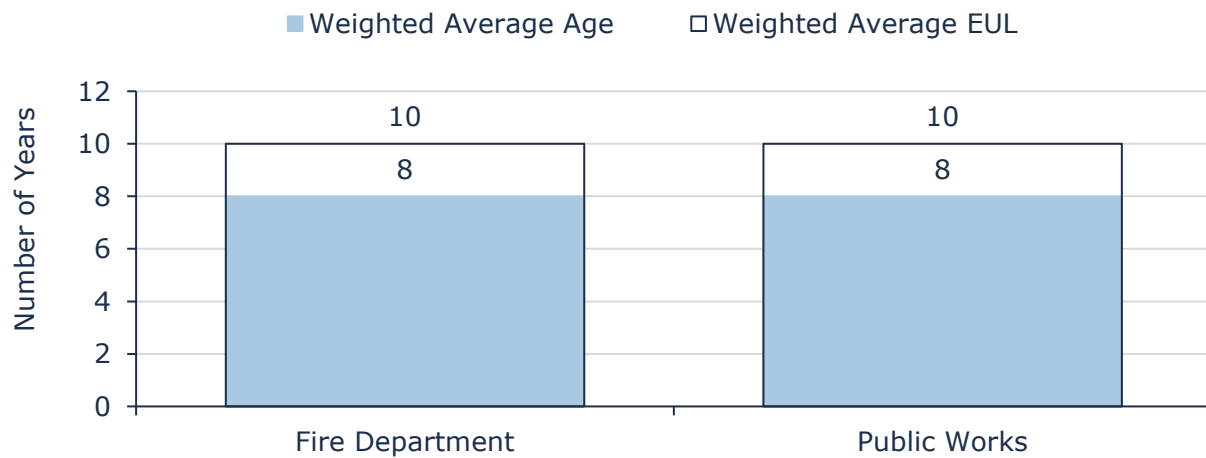


Figure 57 Estimated Useful Life vs. Asset Age: Vehicles

Age analysis reveals that, on average, all vehicles are approaching their expected useful lives.

10.4 Current Approach to Lifecycle Management

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

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

Activity Type	Description of Current Strategy
Maintenance	Oil changes and routine maintenance is completed as per manufacturer recommendations
	All other maintenance activities are completed on a reactive basis when operational issues are identified (e.g., mechanical breakdown, deficiencies identified during daily inspections)
Replacement	Without the availability of up-to-date condition assessment information replacement activities are purely reactive in nature

Table 27 Lifecycle Management Strategy: Vehicles

10.5 Forecasted Long-Term Replacement Needs

Figure 58 illustrates the cyclical short-, medium- and long-term infrastructure replacement requirements for the Town’s vehicles portfolio. This analysis was run until 2034 to capture at least one iteration of replacement for the longest-lived asset in Citywide Assets, the Town’s primary asset management system and asset register. The Town’s average annual requirements (red dotted line) total \$22,000 for all vehicles. Although actual spending may fluctuate substantially from year to year, this figure is a useful benchmark value for annual capital expenditure targets (or allocations to reserves) to ensure projects are not deferred and replacement needs are met as they arise.

Replacement needs are forecasted to rise considerably in the current decade, peaking at \$235 thousand by 2031 as vehicles reach the end of their useful life. These projections and estimates are based on asset replacement costs and age analysis. They are designed to provide a long-term, portfolio-level overview of capital needs and should be used to support improved financial planning over several decades.

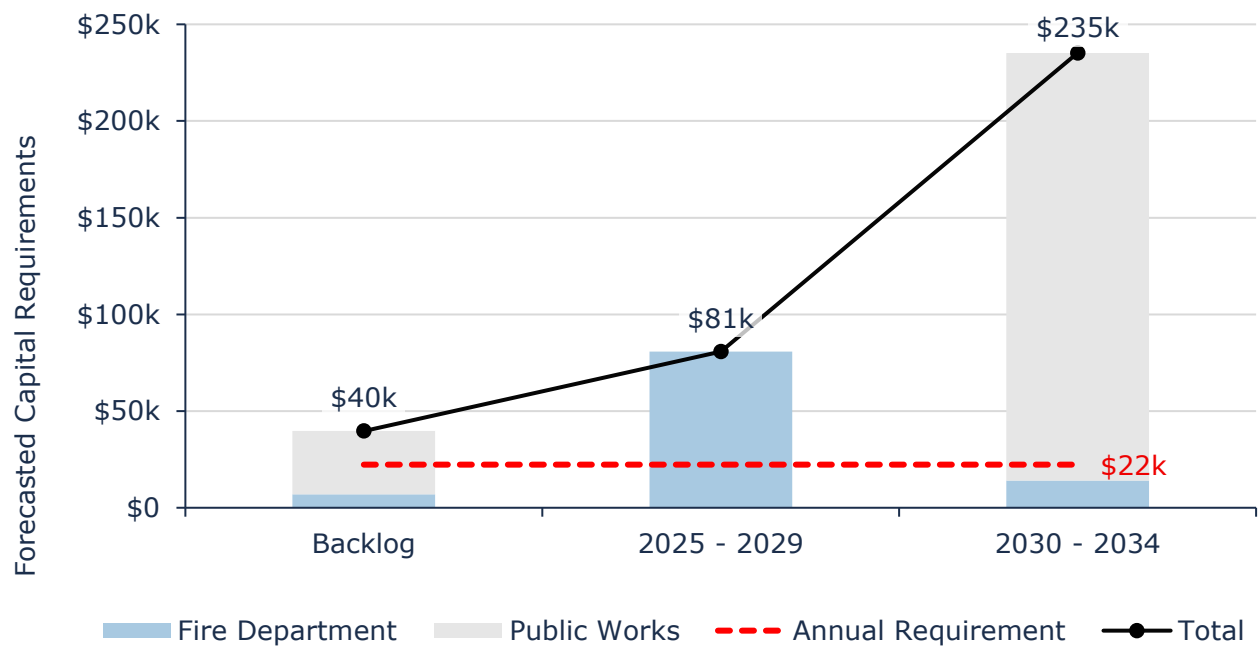


Figure 58 Forecasted Capital Replacement Needs: Vehicles 2025-2034

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

A summary of the 10-year replacement forecast can be found in Appendix A – 10-Year Capital Requirements.

10.6 Risk Analysis

The risk matrix below is generated using available asset data, including condition and replacement costs.

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

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

1 - 4 Very Low - (0%)	5 - 7 Low - (0%)	8 - 9 Moderate \$14,076 (4%)	10 - 14 High \$15,074 (4%)	15 - 25 Very High \$326,437 (92%)
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Figure 59 Risk Matrix: Vehicles

10.7 Levels of Service

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

10.7.1 Community Levels of Service

Service Attribute	Qualitative Description	Current LOS (2024)
Scope	Description, which may include images, of the types of vehicles (i.e. light, medium, and heavy duty) that the municipality operates and the services that they help to provide to the community	Fire vehicles include a freightliner, a rescue van, and a fire truck Public Works vehicles, such as snowplows and pick-up trucks, are vital for ensuring safe road conditions and managing infrastructure during inclement weather and construction projects.

Table 28 Community Levels of Service: Vehicles

10.7.2 Technical Levels of Service

Service Attribute	Technical Metric	Current LOS (2024)
Quality	Average condition of vehicles	27%
Performance	Capital reinvestment rate	0%

Table 29 Technical Levels of Service: Vehicles

10.7.3 Proposed Levels of Service

As per O. Reg. 588/17, by July 1, 2025, municipalities are required to consider proposed levels of service (PLOS), discuss the associated risks and long-term sustainability of these service levels, and explain the Town's ability to afford the PLOS.

The below tables and graphs explain the proposed levels of service scenarios that were analyzed for the road network. Further PLOS analysis at the portfolio level can be found in Section 4. Proposed Levels of Service Analysis.

Proposed Levels of Service Scenarios

The scenarios for vehicles are analyzed using three funding models: Optimal Budget, Current Funding, and Recommended Funding.

1. The Current Funding scenario is based on the current available funding.
2. The Optimal Budget scenario represents the average annual funding required to maintain or improve the network's condition, allowing for proactive asset management
3. The Recommended Budget scenario is a financial strategy designed to gradually close the funding gap over the next 15 years, which includes a 1.9% yearly tax increase.

Figure 60 compares current, optimal & recommended budget scenarios, and provides a forecast of corresponding average condition of Vehicle assets.

- Current Funding scenario indicates a rapid decline to critical condition levels. Starting in the low 20% range in 2025, the average condition drops steadily, reaching 0% by 2032. The condition remains flat-lined at 0% for the remainder of the forecast, indicating a significant accumulation of deferred maintenance and a fleet that is operating well beyond its intended useful life.
- In contrast, the Optimal Budget scenario prevents the depletion of the asset base. Due to the nature of vehicle assets (which are often replaced rather than maintained indefinitely), the condition fluctuates significantly, peaking above 25% during replacement cycles. This scenario ensures the assets represent a viable service level and avoids the flatline trajectory seen in the current funding model.
- The recommended budget scenario closely tracks the current funding levels for the first decade, indicating that the benefits of this strategy are realized over time. This financial strategy is designed for long-term improvements; once funding targets are met and the maintenance plan is fully set (around 2040), the condition and service levels are expected to be higher. By the end of the forecast, the recommended scenario converges with the optimal scenario, pulling the fleet condition up from the critical zone to match the optimal performance levels.

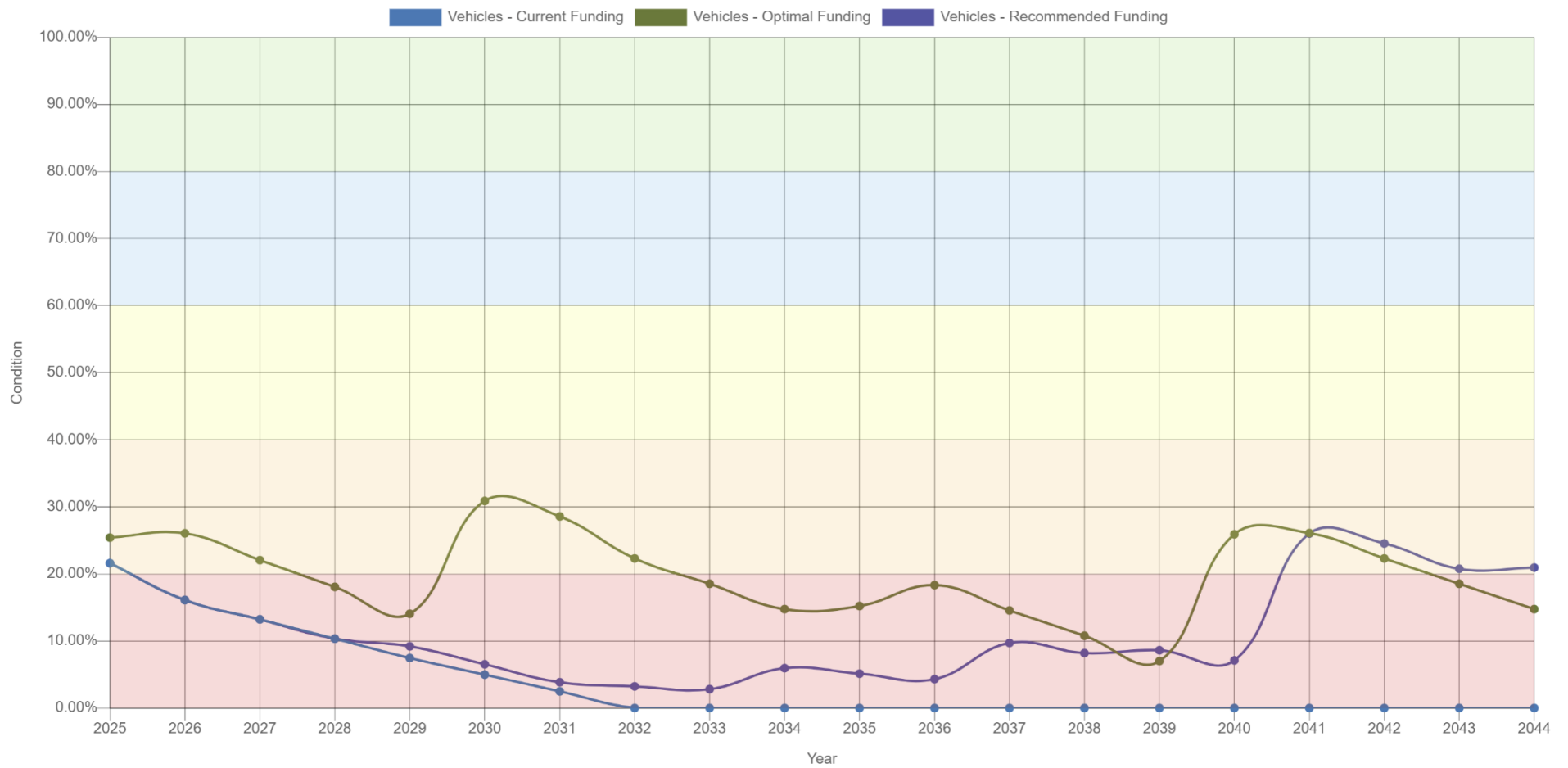


Figure 60: PLOS: Vehicles – Current vs Optimal vs Recommended Funding (20-year Forecast)

Recommendations

- Adopt the recommended strategy of a 1.9% annual tax increase to build reserves for future fleet replacement. While the current fleet is reliable, the graph indicates a flatline in condition without new investment, suggesting the fleet will eventually reach obsolescence.
- Leverage the low mileage of the fleet to extend useful life where safe to do so. Staff indicated that the fleet is well suited to the needs of a small town, and this operational reality allows the Municipality to maximize the value of each vehicle before replacement.
- Continue the current practice of prioritizing safety issues. Staff report that resources are sufficient for necessary maintenance, and this focus must remain central to ensure emergency response vehicles and work trucks are always ready for operation.

Risk for Not Maintaining Acceptable LOS

- The Current Funding scenario shows a decline to 0% condition within a decade. While low mileage helps, aging vehicles eventually face parts obsolescence and reliability issues. Without the recommended funding, the Town risks having critical vehicles out of service during emergencies.
- As the fleet ages beyond its optimal lifecycle, maintenance costs typically rise. Relying on older vehicles increases the risk of expensive, unexpected repairs that can strain the operating budget.

11. Machinery & Equipment

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

- Landscaping equipment to maintain public parks
- Fire equipment to support the delivery of emergency services
- Equipment to complete lifecycle activities for roads, water, and sanitary
- Computers and technical equipment in municipal offices

Keeping machinery and equipment in an adequate state of repair is important to maintain a high level of service.

11.1 Inventory & Valuation

Figure 61 summarizes the quantity and current replacement cost of all machinery and equipment assets available in the Town's asset register.

Segment	Quantity	Unit of Measure	Replacement Cost	Primary RC Method
Fire Equipment	223	Quantity	\$409,075	CPI
Office Equipment	18	Quantity	\$60,833	CPI
Public Works Equipment	21	Quantity	\$249,052	CPI
Recreation Equipment	13	Quantity	\$214,862	CPI
TOTAL			\$933,822	

Table 30 Detailed Asset Inventory: Machinery & Equipment

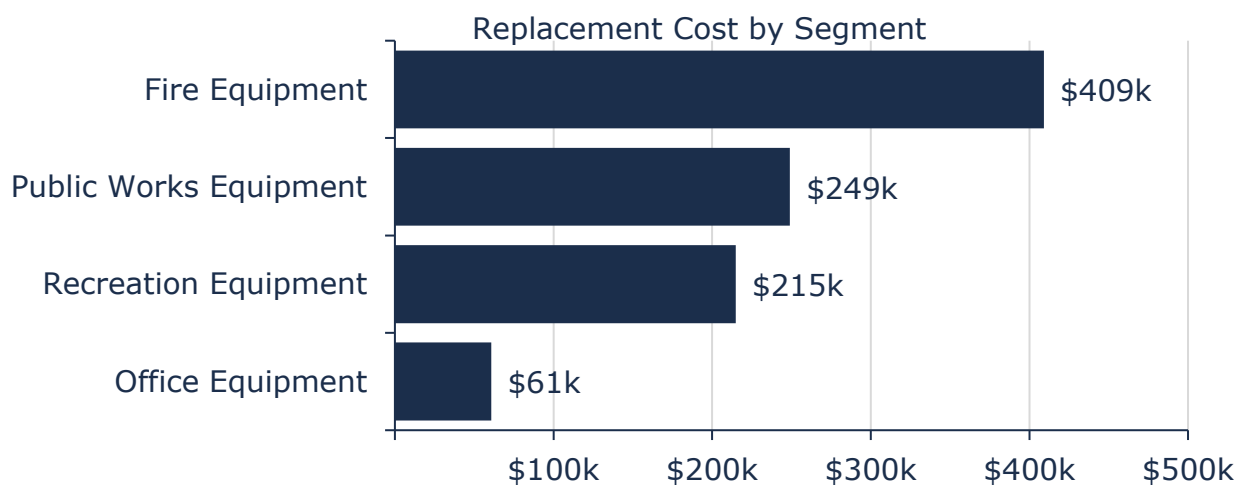


Figure 61 Portfolio Valuation: Machinery & Equipment

11.2 Asset Condition

Figure 62 summarizes the replacement cost-weighted condition of the Town's machinery and equipment portfolio. Based only on age data, 67% of assets are in fair or better condition; the remaining 33% are in poor or worse condition. These assets may be candidates for replacement in the short term; similarly, assets in fair condition may require rehabilitation or replacement in the medium term and should be monitored for further degradation in condition.

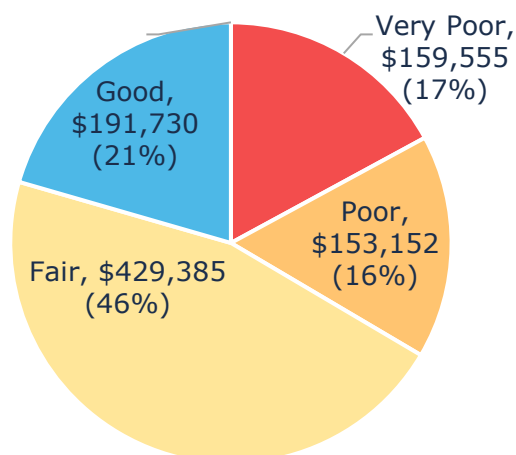


Figure 62 Asset Condition: Machinery & Equipment Overall

Figure 63 summarizes the age-based condition of machinery and equipment by each department. The majority of assets that support fire services are in fair condition. Assets in poor or worse condition are concentrated primarily in recreation, and office equipment.

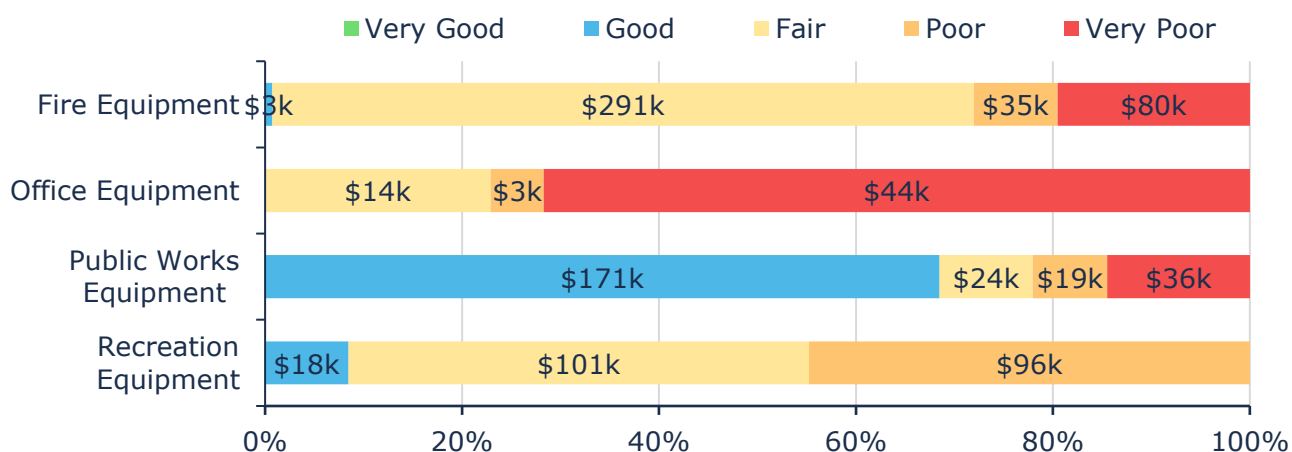


Figure 63 Asset Condition: Machinery & Equipment by Segment

11.3 Age Profile

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

assets age, their performance diminishes, often more rapidly as they approach the end of their design life.

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

Figure 64 illustrates the average current age of each asset type and its estimated useful life. Both values are weighted by the replacement cost of individual assets.

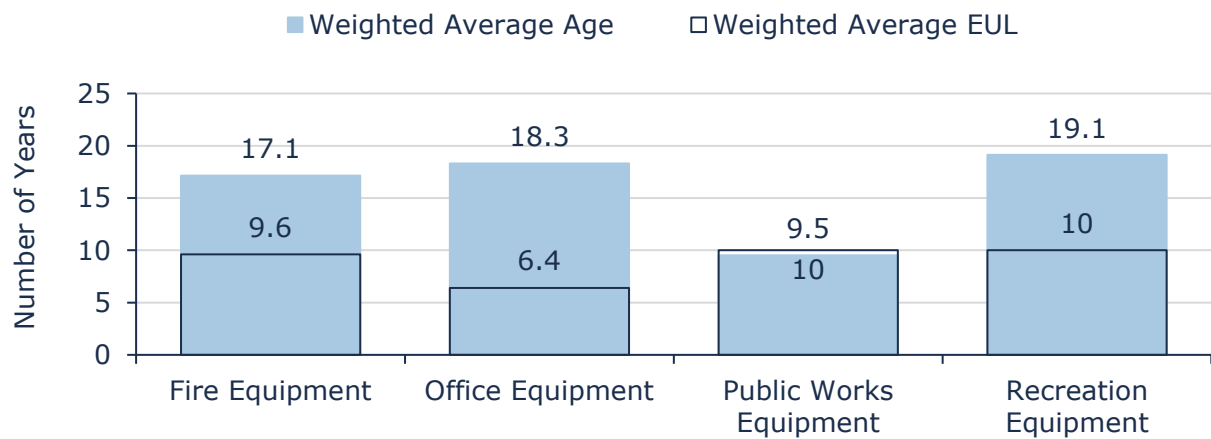


Figure 64 Estimated Useful Life vs. Asset Age: Machinery & Equipment

Age analysis reveals that, on average, with the exception of fire services, most machinery and equipment assets are well beyond their expected life.

11.4 Current Approach to Lifecycle Management

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

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

Activity Type	Description of Current Strategy
Maintenance	All other maintenance activities are completed on a reactive basis when operational issues are identified (e.g., mechanical breakdown, deficiencies identified during daily inspections)
Replacement	Without the availability of up-to-date condition assessment information replacement activities are purely reactive in nature

Table 31 Lifecycle Management Strategy: Machinery & Equipment

11.5 Forecasted Long-Term Replacement Needs

Figure 65 illustrates the cyclical short-, medium- and long-term infrastructure replacement requirements for the Town's machinery and equipment portfolio. This analysis was run until 2034 to capture at least one iteration of replacement for the longest-lived asset in Citywide Assets, the Town's primary asset management system and asset register. The Town's average annual requirements (red dotted line) total \$100 thousand for all machinery and equipment. Although actual spending may fluctuate substantially from year to year, this figure is a useful benchmark value for annual capital expenditure targets (or allocations to reserves) to ensure projects are not deferred and replacement needs are met as they arise.

Replacement needs are forecasted to increase over the next decade, peaking at \$605 thousand in the next five years. These projections and estimates are based on asset replacement costs and age analysis. They are designed to provide a long-term, portfolio-level overview of capital needs and should be used to support improved financial planning over several decades.

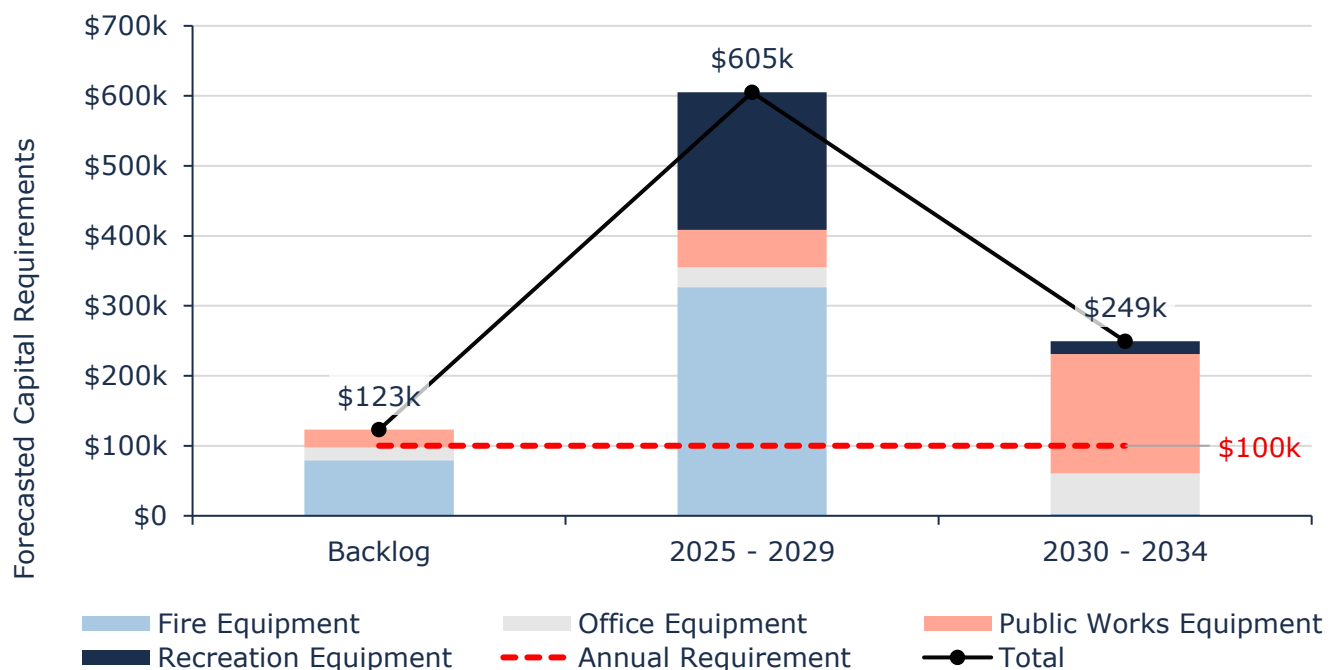


Figure 65 Forecasted Capital Replacement Needs: Machinery & Equipment 2025-2034

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

A summary of the 10-year replacement forecast can be found in Appendix A – 10-Year Capital Requirements.

11.6 Risk Analysis

The risk matrix below is generated using available asset data, including condition and replacement costs.

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

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

1 - 4 Very Low \$2,990 (<1%)	5 - 7 Low \$143,665 (15%)	8 - 9 Moderate \$539,031 (58%)	10 - 14 High \$138,046 (15%)	15 - 25 Very High \$110,090 (12%)
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Figure 66 Risk Matrix: Machinery & Equipment

11.7 Levels of Service

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

11.7.1 Community Levels of Service

Service Attribute	Qualitative Description	Current LOS (2024)
Scope	Description, which may include images of the types of equipment that the municipality operates and the services that they help to provide to the community	In order to maintain the high quality of public infrastructure and support the delivery of core services, Town staff own and employ various types of machinery and equipment. This includes: - Landscaping equipment to maintain public parks - Fire equipment to support the delivery of emergency services - Equipment to complete lifecycle activities for roads, water, and sanitary - Computers and technical equipment in municipal offices

Table 32 Community Levels of Service: Machinery & Equipment

11.7.2 Technical Levels of Service

Service Attribute	Technical Metric	Current LOS (2024)
Quality	Average condition of equipment	41%
Performance	Capital reinvestment rate	0%

Table 33 Technical Levels of Service: Machinery & Equipment

11.7.3 Proposed Levels of Service

As per O. Reg. 588/17, by July 1, 2025, municipalities are required to consider proposed levels of service (PLOS), discuss the associated risks and long-term sustainability of these service levels, and explain the Town's ability to afford the PLOS.

The below tables and graphs explain the proposed levels of service scenarios that were analyzed for the road network. Further PLOS analysis at the portfolio level can be found in Section 4. Proposed Levels of Service Analysis.

Proposed Levels of Service Scenarios

The scenarios for machinery & equipment are analyzed using three funding models: Optimal Budget, Current Funding, and Recommended Funding.

1. The Current Funding scenario is based on the current available funding.
2. The Optimal Budget scenario represents the average annual funding required to maintain or improve the network's condition, allowing for proactive asset management
3. The Recommended Budget scenario is a financial strategy designed to gradually close the funding gap over the next 15 years, which includes a 1.9% yearly tax increase.

Figure 67 compares current, optimal & recommended budget scenarios, and provides a forecast of corresponding average condition of Machinery & Equipment assets.

- Current Funding scenario shows a sharp decline, dropping from the 'Poor' range (~32%) in 2025 to the 'Very Poor' range (below 20%) by 2027. The condition reaches 0% by 2031 and remains flat for the rest of the forecast, indicating a significant accumulation of deferred maintenance and assets operating well beyond their useful life.
- In contrast, the Optimal Budget scenario largely maintains the average condition within the 'Fair' range (40-50%) for most of the forecast period. It experiences some fluctuations due to lifecycle replacement events but generally avoids the critical condition zones seen in the current funding scenario, ensuring a consistent level of service.
- The recommended budget scenario initially tracks the decline of the current funding, bottoming out in the early 2030s. However, this financial strategy is designed for long-term recovery. Once funding targets are met, the condition begins a steady ascent, recovering from the 'Very Poor' range to the 'Fair' range (above 40%) by 2043. By the end of the forecast, the recommended scenario converges with and eventually surpasses the optimal scenario, indicating a renewed asset base.

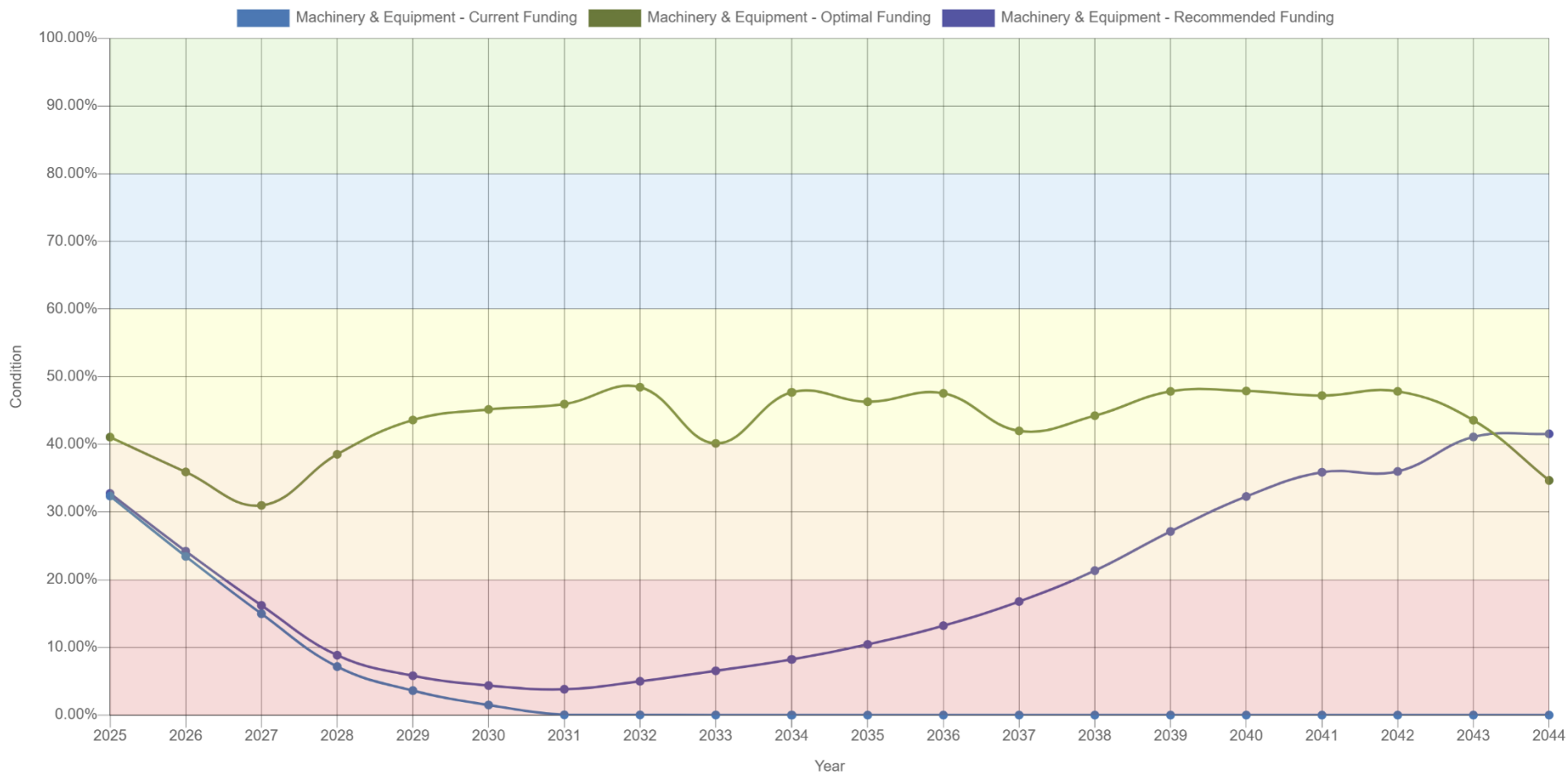


Figure 67: PLOS: Machinery & Equipment – Current vs Optimal vs Recommended Funding (20-year Forecast)

Recommendations

- Implement the 1.9% annual tax increase to ensure funds are available for equipment replacement. The analysis shows a sharp decline in condition over the next few years under the status quo, which could impact the Town's ability to deliver core services like snow removal or road repairs.
- Maintain the current strategy of budgeting for unexpected repairs. Staff view this approach as effective and sustainable, ensuring that equipment availability remains adequate to meet operational demands.

Risk for Not Maintaining Acceptable LOS

- A decline in equipment condition directly impacts operational efficiency. If machinery is frequently down for repairs due to age, municipal staff cannot perform their duties effectively, leading to delays in service delivery for residents.
- Similar to the vehicle fleet, aging equipment becomes more costly to maintain. Without the capital turnover provided by the recommended budget, the Municipality may face higher operating costs to keep older machinery running.

Strategies

12. Growth

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

12.1 Latchford Official Plan (December 1981)

The Town of Latchford has an Official Plan from 1981. The Official Plan serves as a development guide for the Latchford planning area. The Plan makes several assumptions for growth based on historical population figures. The Latchford planning area has experienced notable changes since the Plan was developed, therefore, the assumptions in the plan are no longer reliable.

To analyze growth, the following table was developed using census data from 2001 to 2021.

Historical Figures	2001	2006	2011	2016	2021
Population	363	390	387	313	355
Population Percentage Change	5.2%	7.4%	-0.8%	-19.1%	13.4%
Private Dwellings	183	191	202	227	206

Population levels in the Town have increased and declined at varying rates in the last two decades. The population has ranged between 313 and 390 with no discernible trend of growth.

12.2 Impact of Growth on Lifecycle Activities

By July 1, 2025, the Town'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 Town's AMP. While the addition of residential units will add to the existing assessment base and offset some of the costs associated with growth, the Town will need to review the lifecycle costs of growth-related infrastructure. These costs should be considered in long-term funding strategies that are designed to, at a minimum, maintain the current level of service.

13. Financial Strategy

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 Town of Latchford to identify the financial resources required for sustainable asset management based on existing asset inventories, desired levels of service, and projected growth requirements.

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

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

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

Only reliable and predictable sources of capital funding are used to benchmark funds that may be available on any given year. The funding sources used in this financial strategy include:

- Revenue from taxation allocated for capital purposes
- Revenue from water and wastewater rates allocated for capital purposes
- The Ontario Community Infrastructure Fund (OCIF)
- The Canada Community Benefits Fund (CCBF), formerly the Federal Gas Tax Fund

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

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

13.1 Annual Requirements & Capital Funding

13.1.1 Annual Requirements

This financial strategy is designed around two key elements: the average annual capital requirement, and the average annual capital funding currently available. The annual requirement is calculated based on the replacement cost and service life of each asset, and where possible, includes lifecycle modeling through proposed levels of service. These values are then aggregated to determine category-level funding needs.

The Town of Latchford currently lacks a formal lifecycle strategy, so annual requirements are calculated based on a Replacement Only scenario. In this model capital costs are incurred only at the initial construction and final replacement of each asset.

Developing specific lifecycle management strategies would be beneficial. Through strategic rehabilitation and renewal of the Town's main assets Latchford could identify potential capital cost avoidances while maintaining desired levels of service.

The difference between the two scenarios is outlined below:

- **Replacement Only Scenario:** Assumes assets deteriorate without regularly scheduled rehabilitation and are replaced at the end of their service life.
- **Lifecycle Strategy Scenario:** Assumes activities are performed at strategic intervals to extend the service life of assets until replacement is required.

The annual requirements represent the amount the Town should allocate annually to each asset category to meet replacement needs as they arise, prevent infrastructure backlogs and achieve long-term sustainability based on the proposed levels of service outlined in Section 4.

The table below compares the system-generated total replacement cost of each asset category with the total average annual capital requirements for existing assets in each category, based on the proposed levels of service. The total replacement cost divided by the average annual capital requirements provides the equivalent target reinvestment rates for the proposed levels of service for each category. With a total replacement cost of \$29.6 million, the estimated annual capital requirement across all asset categories is approximately \$751 thousand. The cumulative target reinvestment for these categories is estimated at 2.55%.

Table 34: Target Re-investment Rate by Asset Category

Asset Category	Replacement Cost	Annual Capital Requirements	Target Reinvestment Rate
Buildings & Facilities	5,412,798	132,752	2.5%
Land Improvements	356,603	15,353	4.3%
Machinery & Equipment	933,822	100,090	10.7%
Road Network	1,786,045	55,121	3.3%
Sanitary Network	7,655,865	159,768	2.1%
Vehicles	355,587	22,289	6.3%
Water Network	13,203,805	265,445	2.0%
Total	29,704,524	750,819	2.5%

13.1.2 Annual Funding Available

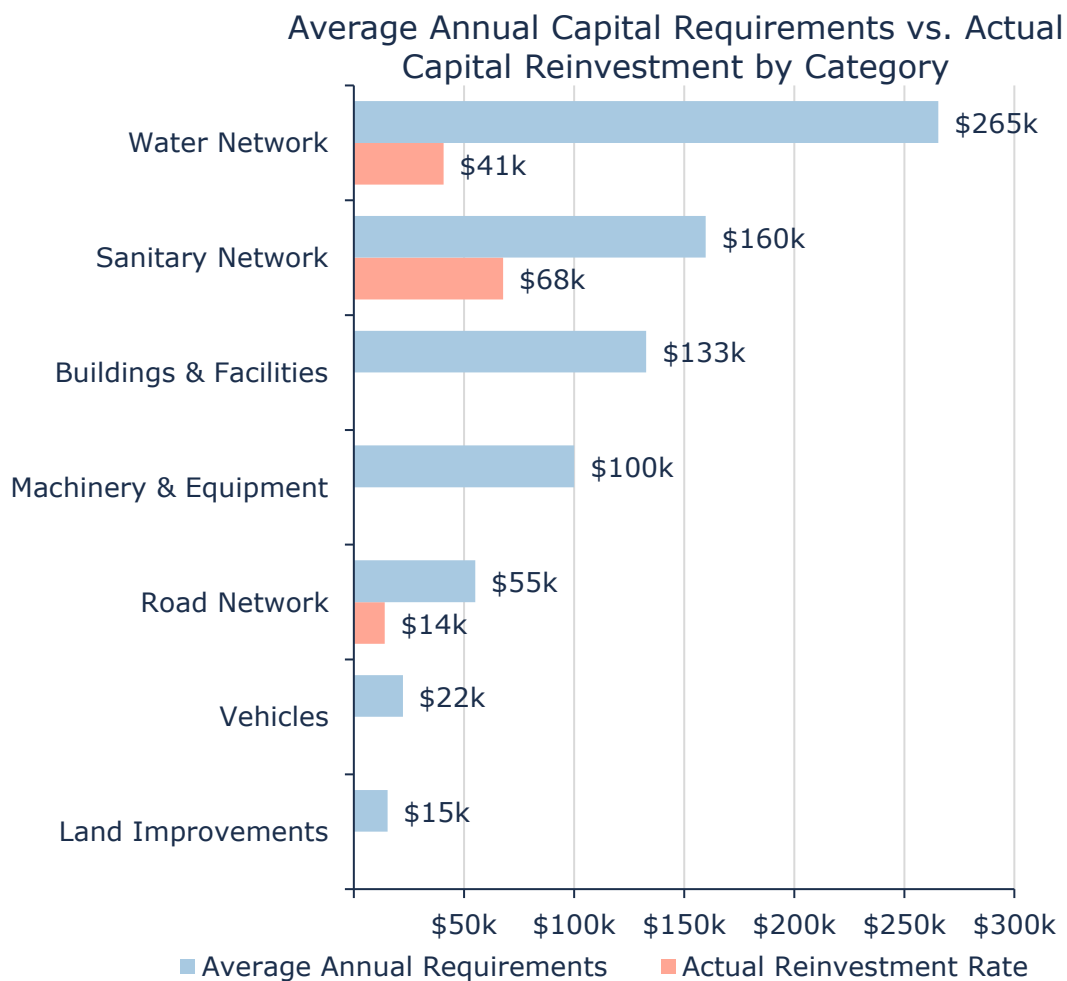


Figure 68 Annual Requirements vs. Capital Funding Available

Based on a historical analysis of sustainable capital funding sources, the Town is committing approximately \$123 thousand towards capital projects per year. Given the annual capital requirement of \$751 thousand, there is currently a funding gap of \$628 thousand annually.

13.2 Financial Profile: Tax Funded Assets

13.2.1 Current Funding Position

The following tables show, by asset category, Latchford’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 (PLOS)	Annual Funding Available				Annual Deficit
		Taxes	CCBF	OCIF	Total Available	
Buildings & Facilities	132,752	0	0	0	0	132,752
Land Improvements	15,353	0	0	0	0	15,353
Machinery & Equipment	100,090	0	0	0	0	100,090
Road Network	55,121	0	2,597	11,475	14,073	41,048
Vehicles	22,289	0	0	0	0	22,289
Total	325,606	0	2,597	11,475	14,073	311,533

Table 35 Annual Available Funding for Tax Funded Assets

The average annual investment requirement for the above categories is \$326 thousand. Annual revenue currently allocated to these assets for capital purposes is \$14 thousand leaving an annual deficit of \$312 thousand. Put differently, these infrastructure categories are currently only funded at 4.3% of their long-term requirements.

13.2.2 Full Funding Requirements

In 2024, Latchford had annual tax revenues of \$871 thousand. As illustrated in the following table, without consideration of any other sources of revenue or cost containment strategies, full funding of the proposed levels of service would require the following tax change over time:

Asset Category	Tax Change Required for Full Funding
Buildings & Facilities	15.2%
Land Improvements	1.8%
Machinery & Equipment	11.5%
Road Network	4.7%
Vehicles	2.6%
Total	35.8%

Table 36 Tax Increase Requirements for Full Funding

The following changes in debt costs over the next number of years are also being considered in the financial strategy as they are currently funded through property taxes:

- a) Latchford's debt payments for these asset categories will be decreasing by approximately \$34K within the next 5 years.

Our scenario modeling includes capturing the above changes and allocating them to the infrastructure deficit outlined above. The table below presents several phase-in period lengths for achieving the proposed levels of service:

	5 Years	10 Years	15 Years	20 Years
Infrastructure Deficit	311,533	311,533	311,533	311,533
Change in Debt Costs	(34,342)	(34,342)	(34,342)	(34,342)
Resulting Infrastructure Deficit:	277,191	277,191	277,191	277,191
Tax Increase Required	31.8%	31.8%	31.8%	31.8%
Annually:	5.7%	2.9%	1.9%	1.4%

Table 37 Tax Increase Options 5-20 Years

13.2.3 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 \$31,342 to the infrastructure deficit as outlined above.
- increasing tax revenues by 1.9% each year for the next 15 years solely for the purpose of phasing in the proposed levels of service for asset categories covered in this section of the AMP.
- allocating the current CCBF 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:

- 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 commitment².
- 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.

² The Town should take advantage of all available grant funding programs and transfers from other levels of government. While OCIF has historically been considered a sustainable source of funding, the program is currently undergoing review by the provincial government. Depending on the outcome of this review, there may be changes that impact its availability.

Although this option achieves full funding of the proposed levels of service 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 be required otherwise.

13.3 Financial Profile: Rate Funded Assets

13.3.1 Current Funding Position

The following tables show, by asset category, Latchford's average annual asset investment requirements, current funding positions, and funding increases required to achieve the proposed levels of service for assets funded by rates.

Asset Category	Avg. Annual Requirement	Annual Funding Available			Annual Deficit
		CCBF	OCIF	Total Available	
Water Network	265,445	12,507	55,263	67,770	197,676
Sanitary Network	159,768	7,528	33,262	40,790	118,978
Total	425,213	20,035	88,525	108,559	316,654

Table 38 Annual Available Funding for Rate Funded Assets

The average annual investment requirement for the above categories is \$425 thousand to meet the proposed levels of service. Annual revenue currently allocated to these assets for capital purposes is \$108 thousand leaving an annual deficit of \$317 thousand. Put differently, these infrastructure categories are currently funded at 25.5% of their long-term/ideal requirements.

13.3.2 Full Funding Requirements

In 2024, Latchford had annual water revenues of \$154 thousand and annual sanitary revenues of \$111 thousand. As illustrated in the table below, without consideration of any other sources of revenue, achieving the funding required for the proposed levels of service would require the following changes over time:

Asset Category	Rate Change Required for Full Funding
Water Network	128.0%
Sanitary Network	107.5%

Table 39 Rate Increase Requirements for Full Funding

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

Water Network				
	5 Years	10 Years	15 Years	20 Years
Infrastructure Deficit	197,676	197,676	197,676	197,676
Change in Debt Costs	(24,276)	(24,276)	(24,276)	(24,276)
Resulting Infrastructure Deficit:	173,400	173,400	173,400	173,400
Rate Increase Required	112.2%	112.2%	112.2%	112.2%
Annually:	16.3%	7.9%	5.2%	3.9%

Table 40 Water Rate Increase Options 5-20 Years

Sanitary Network				
	5 Years	10 Years	15 Years	20 Years
Infrastructure Deficit	118,978	118,978	118,978	118,978
Rate Increase Required	107.5%	107.5%	107.5%	107.5%
Annually:	15.8%	7.6%	5.0%	3.8%

Table 41 Sanitary Rate Increase Options 5-20 Years

13.3.3 Financial Strategy Recommendations

Considering all of the above information, we recommend the 20-year option for both networks. This involves the proposed levels of service being achieved over 20 years by:

- When realized, reallocating the debt cost reductions of \$31,342 to the water network deficit as outlined above.
- increasing rate revenues by 3.9% for the Water network and 3.8% for the Wastewater network each year for the next 20 years solely for the purpose of achieving full funding to the asset categories covered in this section of the AMP.
- allocating the current CCBF 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:

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

As the above option achieves funding requirements for the proposed levels of service on an annual basis in 20 years and provides improvements to 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.

13.4 Use of Debt

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

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

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

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

13.5 Use of Reserves

13.5.1 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 Latchford.

Asset Category	Balance at December 31, 2024
Roads	\$22,770
Fire Equipment	\$18,253
Fire Building	\$38,907
Fire Uniform	\$10,323
Building	\$42,209
Modernization	\$156,012
Water	\$20,000
Fitness Centre	\$2,500
Museum	\$8,111
General Surplus	\$627,626

Table 42 Latchford Reserve Balances

There is considerable debate in the municipal sector as to the appropriate level of reserves that a Town should have on hand. There is no clear guideline that has gained wide acceptance. Factors that municipalities should consider 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 towards achieving the proposed levels of service. This allows the scenarios to assume that, if required, available reserves and debt capacity can be used for high priority and emergency infrastructure investments in the short- to medium-term.

14. Recommendations & Key Considerations

14.1 Financial Strategies

1. Review the feasibility of adopting a full-funding scenario to achieve 100% of average annual funding requirement for the asset categories analyzed. This includes:
 - a. Increasing taxes by 1.9% per year over a period of 15 years.
 - b. Increasing water rates by 3.9% per year over a period of 20 years; and
 - c. Increasing sanitary rates by 3.8% per year over a period of 20 years.
2. Continued allocation of OCIF and CCBF funding as previously outlined.
3. Reallocating appropriate revenue from categories in a surplus position to those in a deficit position.
4. Increasing existing and future infrastructure budgets by the applicable inflation index on an annual basis in addition to the deficit phase-in.
5. Continue to apply for project specific grant funding to supplement sustainable funding sources.

14.2 Asset Data

1. Continuously review, refine, and calibrate lifecycle and risk profiles to better reflect actual practices and improve capital projections. In particular:
 - a. the timing of various lifecycle events, the triggers for treatment, anticipated impacts of each treatment, and costs
 - b. the various attributes used to estimate the likelihood and consequence of asset failures, and their respective weightings
2. Asset management planning is highly sensitive to replacement costs. Periodically update replacement costs based on recent projects, invoices, or estimates, as well as condition assessments, or any other technical reports and studies. Material and labor costs can fluctuate due to local, regional, and broader market trends, and substantially so during major world events. Accurately estimating the replacement cost of like-for-like assets can be challenging. Ideally, several recent projects over multiple years should be used. Staff judgement and historical data can help attenuate extreme and temporary fluctuations in cost estimates and keep them realistic.
3. Like replacement costs, an asset's established serviceable life can have dramatic impacts on all projections and analyses, including condition, long-range forecasting, and financial recommendations. Periodically reviewing and updating these values to better reflect in-field performance and staff judgement is recommended.

14.3 Risk & Levels of Service

1. Risk models and matrices can play an important role in identifying high-value assets, and developing an action plan which may include repair, rehabilitation, replacement, or further evaluation through condition assessments. As a result, project selection and the development of multi-year capital plans can become more strategic and objective. Initial models have been built into Citywide for all asset groups. These models reflect current data, which was limited. As the data evolves and new attribute information is obtained, these models should also be refined and updated.
2. Available data on current performance should be centralized and tracked to support any calibration of service levels ahead of O. Reg. 588's 2025 requirements on proposed levels of service.
3. Staff should monitor evolving local, regional, and environmental trends to identify factors that may shape the demand and delivery of infrastructure programs. These can include population growth, and the nature of population growth; climate change and extreme weather events; economic conditions and the local tax base. This data can also be used to review service level targets.

Appendices

Appendix A – 10-year Capital Requirements (Proposed Levels of Service)

Appendix B – Levels of Service Maps & Photos

Appendix C – Risk Rating Criteria

Appendix A – 10-Year Capital Requirements (Proposed Levels of Service)

The tables below summarize the projected costs of lifecycle activities (rehabilitation and replacement) expected over the next 15 years (for tax funded assets), and 20 years (for rate funded assets) to support the proposed levels of service. These projections are based on a 1.9% annual tax increase for tax-funded assets, 3.9% annual rate increase for water network assets, and 3.8% annual rate increase for wastewater network assets. The estimates are generated using Citywide, drawing from data in the asset register.

Where available, condition assessments and replacement costs were used to forecast asset replacement needs. For assets lacking condition data, age-based estimates were applied. Projected needs were then compared to available funding, and any shortfalls are reflected as backlog—indicating overdue investment at the time of analysis.

These projections may differ from actual capital forecasts. Ongoing updates to condition data, replacement costs, and lifecycle models will improve alignment between system-generated requirements and the City’s capital planning.

Road Network

No forecasted requirements for the next 10 years.

Water Network

Table 43: PLOS - 10 Year Capital Requirements: Water Network

Segment	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Watermains	-	-	-	-	-	-	-	-	-	-
Water Treatment Plant	-	-	-	-	\$15k	-	-	-	-	-
Hydrants	-	-	-	-	-	-	-	-	-	-
Total	-	-	-	-	\$15k	-	-	-	-	-

Sanitary Sewer Network

Table 44: PLOS - 10 Year Capital Requirements: Sanitary Sewer Network

Segment	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Sanitary Mains	-	-	-	-	-	-	-	-	-	-
Lift Stations	-	-	-	-	\$83k	-	-	-	-	-
Sanitary Treatment Plant	-	-	-	-	-	-	-	-	-	-
Total	-	-	-	-	\$83k	-	-	-	-	-

Buildings & Facilities

Table 45: PLOS - 10 Year Capital Requirements: Buildings & Facilities

Name	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Municipal Office	-	\$12k	\$1.k	\$5.0k	-	-	-	-	-	-
Medical Clinic	-	-	-	-	-	-	-	-	-	\$65.4k
Fire Hall	-	-	-	\$3.1k	-	-	-	-	-	-
Public Works	-	-	-	-	-	-	-	-	-	-
Community Centre	-	-	-	-	\$18.8k	\$13.7k	\$6.4k	-	-	-
Museums	-	-	\$6.6k	-	-	-	-	\$33.9k	-	-
Comfort Station	-	-	-	-	-	-	-	-	-	-
Total	-	\$12k	\$8.1k	\$8.1k	\$18.8k	\$13.7k	\$6.4k	\$33.9k	-	\$65.4k

Land Improvements

Table 46: PLOS - 10 Year Capital Requirements: Land Improvements

Name	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Pavilions	-	-	-	-	-	-	-	-	-	-
Pavement	-	-	-	-	-	-	-	-	-	-
Campground	-	-	-	-	-	-	-	-	-	-
Parks	-	-	-	-	-	-	-	-	\$17.0k	-
Docks	-	-	-	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	-	-	\$17.0k	-

Vehicles

Table 47: PLOS - 10 Year Capital Requirements: Vehicles

Name	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Fire Department	-	-	-	-	\$6.9k	-	-	-	-	\$14.0k
Public Works	-	-	-	-	-	-	-	\$8.2k	-	-
Total	-	-	-	-	\$6.9k	-	-	\$8.2k	-	\$14.0k

Machinery & Equipment

Table 48: PLOS - 10 Year Capital Requirements: Machinery & Equipment

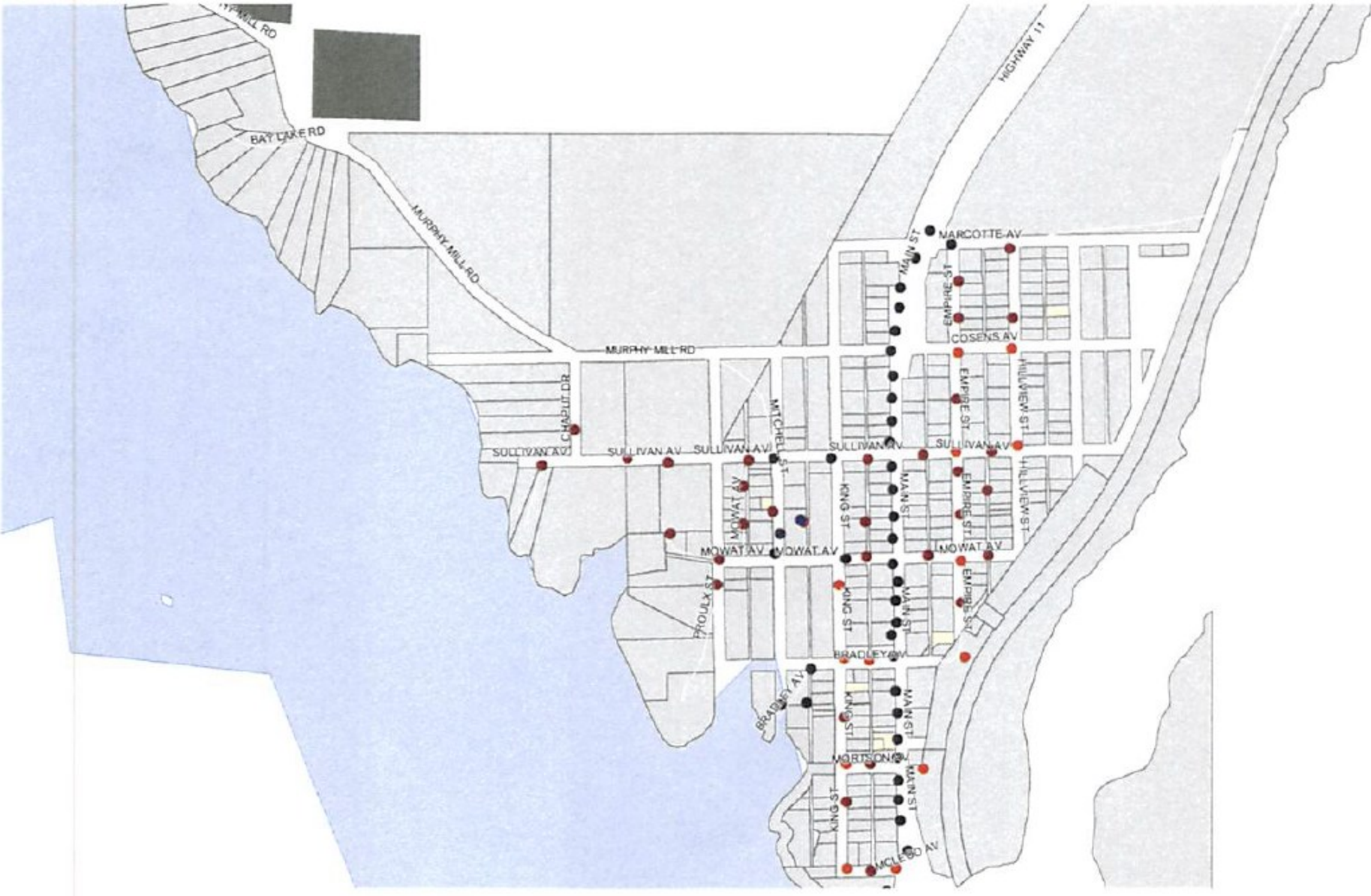
Name	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Office Equipment	\$1.6k	\$4.8k	\$7.0k	\$7.6k	\$3.2k	\$3.7k	\$16.4k	\$8.8k	\$9.7k	\$19.0k
Fire Equipment	\$2.4k	\$0.3k	-	\$0.7k	\$6.2k	\$9.9k	-	\$12.0k	\$16.5k	\$13.1k
Public Works Equipment	-	-	-	\$0.3k	\$1.0k	-	-	-	-	\$0.5k
Recreation Equipment	-	-	-	-	-	-	-	-	-	-
Total	\$4.0k	\$5.1k	\$7.0k	\$8.6k	\$10.4k	\$13.6k	\$16.4k	\$20.8k	\$26.2k	\$32.5k

Appendix B – Level of Service Maps & Photos

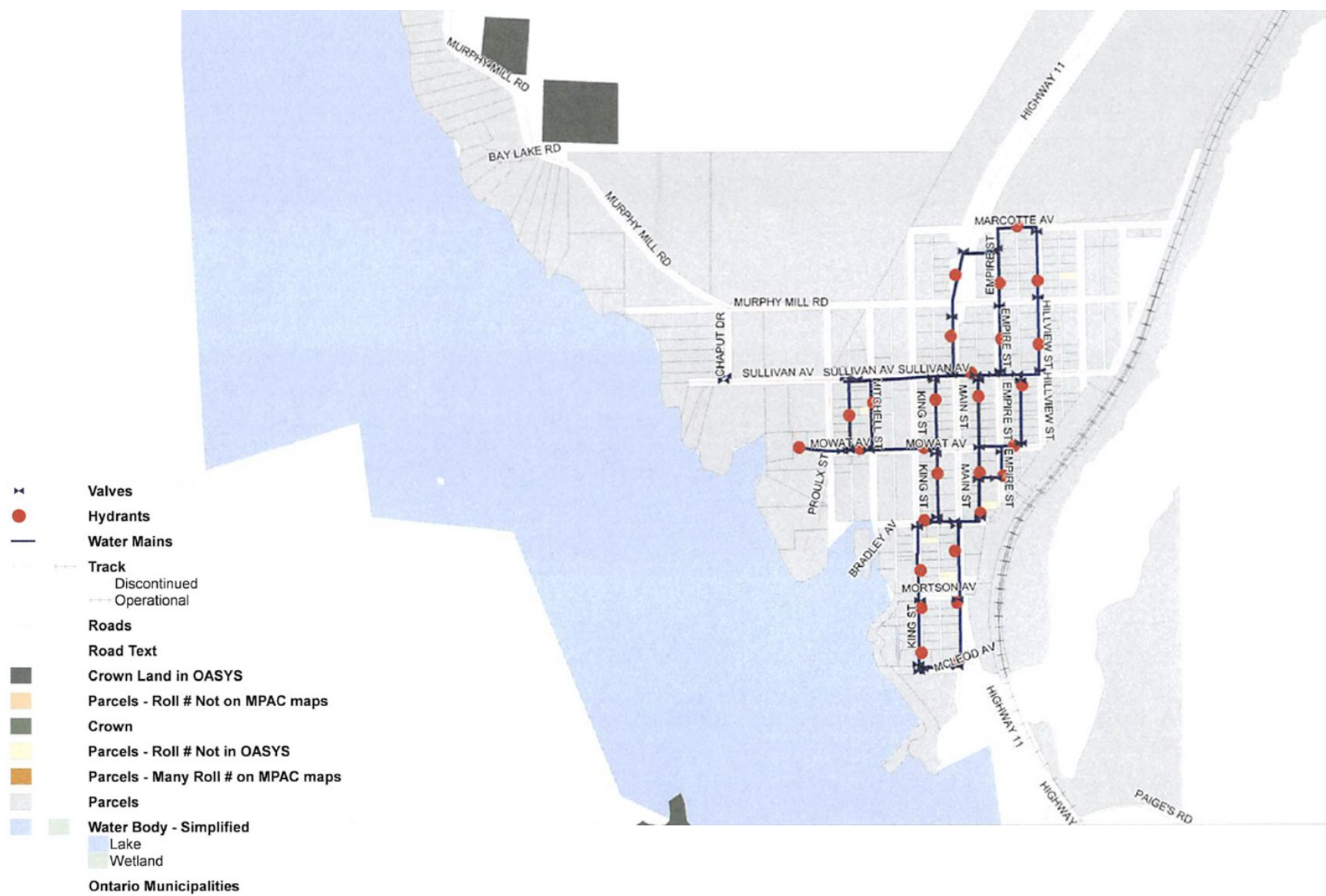
Road Network and Sanitary Network Map



Streetlights



Water Network



Appendix C – Risk Rating Criteria

Probability of Failure

Asset Category	Risk Classification	Risk Criteria	Value/Range	Probability of Failure Score
Roads	Structural	Condition (80%)	80 - 100	1
			60- 79	2
			40 - 59	3
			20 - 39	4
			0 - 19	5
		Material (20%)	HCB	2
			LCB	3
			G/S	4

Table 49: Probability of Failure: Roads

Asset Category	Risk Classification	Risk Criteria	Value/Range	Probability of Failure Score
All other assets	Economic (100%)	Condition	80 - 100	1
			60- 79	2
			40 - 59	3
			20 - 39	4
			0 - 19	5

Table 50: Probability of Failure: All Other Assets

Consequence of Failure

Asset Category	Risk Classification	Risk Criteria	Value/Range	Consequence of Failure Score
Roads	Economic (100%)	Replacement Cost (100%)	\$0 and below	1
			\$40000 and below	2
			\$100000 and below	3
			\$300000 and below	4
			\$400000 and below	5

Table 51: Consequence of Failure: Roads

Asset Category	Risk Classification	Risk Criteria	Value/Range	Consequence of Failure Score
Sanitary Mains	Structural (100%)	Pipe Size (mm)	200	3
			250	4

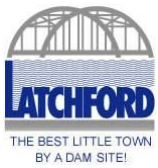
Table 52: Consequence of Failure: Sanitary Mains

Asset Category	Risk Classification	Risk Criteria	Value/Range	Consequence of Failure Score
Water Mains	Structural (100%)	Pipe Size (mm)	150	2
			200	3

Table 53: Consequence of Failure: Water Mains

Asset Category	Risk Classification	Risk Criteria	Value/Range	Consequence of Failure Score
All other Assets	Economic (100%)	Replacement Cost (100%)	0-\$10,000	1
			\$10,001 - \$250,000	2
			\$250,001 - \$50,0000	3
			\$500,001 - \$1,000,000	4
			\$1,000,001+	5

Table 54: Consequence of Failure: All Other Assets



Town of Latchford

THE CORPORATION OF THE TOWN OF LATCHFORD

BY-LAW No.: 2026-011

Being a By-Law to adopt a Council Code of Conduct for the Town of Latchford.

Whereas Section 223.2 of the Municipal Act, 2001, S.O. 2001, c.25 as amended, authorizes municipalities to establish codes of conduct for members of Council and local boards;

And Whereas Council of the Town of Latchford considers it necessary and desirable to adopt a Code of Conduct to establish standards of behaviour for Members of Council in the performance of their duties;

And Whereas the Code of Conduct promotes accountability and transparency in municipal governance and provides guidance to Members of Council in carrying out their official responsibilities;

Now therefore, the Council of the Corporation of the Town of Latchford hereby enacts as follows:

1. **That**, the Council Code of Conduct attached hereto as Schedule "A" and forming part of this By-law is hereby adopted.
2. **And that**, the Code of Conduct shall apply to all Members of Council of the Town of Latchford.
3. **And that**, the Code of Conduct shall be administered in accordance with the provisions of the Municipal Act, 2001 and any applicable municipal policies.
4. **And that**, this by-law shall repeal and replace any other by-laws that may be inconsistent of the provisions contained herein.
5. **And that**, this By-law shall come into force and take effect upon final passing thereof.
6. **And finally**, the Clerk for the Corporation of the Town of Latchford is hereby authorized to make minor modifications or corrections of a grammatical or typographical nature to the By-law, after the passage of this By-law, where such modifications or corrections do not alter the intent of the By-law or its associated schedule.

Read a first, second and third time and finally passed on the 17th day of March, 2026.

Sharon Gadoury-East, Mayor

Malorie Robinson, Clerk



Council Code of Conduct

**Established in accordance with Part V.1 - Accountability and
Transparency of the Municipal Act, 2001, S.O. 2001, c.25.**

BY-LAW NO. 2026-011

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1. AUTHORITY

The Corporation of the Town of Latchford has established this Council Code of Conduct in accordance with Part V.1 - Accountability and Transparency of the Municipal Act, 2001, S.O. 2001, c.25.

2. PREAMBLE

It is the goal of the Corporation of the Town of Latchford to improve the quality of public administration and governance by encouraging high standards of conduct on the part of all government officials. In particular, the public is entitled to expect the highest standards of conduct from the members that it elects to local government. In turn, adherence to these standards will protect and maintain the Corporation of the Town of Latchford's reputation and integrity.

Subsection 223.2 of the Municipal Act, 2001 now requires the Municipality to establish a code of conduct for members of Council. In response, the Municipality adopted the following Code of Conduct by By-law No. 2026-11. It is intended to supplement and be compatible with the laws governing the conduct of members.

The key statements of principle that underline the Corporation of the Town of Latchford's Code of Conduct are as follows:

- Members of Council shall serve and be seen to serve their constituents in a conscientious and diligent manner;
- Members of Council should be committed to performing their functions with integrity and to avoiding the improper use of the influence of their office, and conflicts of interest, both apparent and real;
- Members of Council are expected to perform their duties in office and arrange their private affairs in a manner that promotes public confidence and will bear close public scrutiny; and
- Members of Council shall seek to serve the public interest by upholding both the letter and the spirit of the laws of the Federal Parliament and Ontario Legislature, and the laws and policies adopted by Council.

3. DEFINITIONS

In the Code of Conduct, the terms “child”, “parent” and “spouse” have the same meanings as in the Municipal Conflict of Interest Act:

“child” means a child born within or outside marriage and includes an adopted child and a person whom a parent has demonstrated a settled intention to treat as a child of his or her family;

“parent” means a person who has demonstrated a settled intention to treat a child as a member of his or her family whether or not that person is the natural parent of the child; and

“spouse” means a person to whom the person is married or with whom the person is living in a conjugal relationship outside marriage.

4. STATUTORY PROVISIONS

This Code of Conduct operates along with and as a supplement to the existing statutes governing the conduct of members. The following provincial legislation governs the conduct of members of Council:

- the Municipal Act, 2001;
- the Municipal Conflict of Interest Act;
- the Municipal Elections Act, 1996; and
- the Municipal Freedom of Information and Protection of Privacy Act.

The Criminal Code of Canada also governs the conduct of members of Council.

5. REGULATING CONDUCT APPLICATION

This Code of Conduct applies to the Mayor and all members of Council.

6. GIFTS AND BENEFITS

No member shall accept a fee, advance, gift or personal benefit that is connected directly or indirectly with the performance of his or her duties of office, unless permitted by the exceptions listed below.

For these purposes, a fee or advance paid to or a gift or benefit provided with the member’s knowledge to a member’s spouse, child, or parent, or to a member’s staff that is connected directly or indirectly to the performance of the member’s duties is deemed to be a gift to that member.

The following are recognized as exceptions:

(a) compensation authorized by law;

- (b) gifts or benefits that normally accompany the responsibilities of office and are received as an incident of protocol or social obligation;
- (c) a political contribution otherwise reported by law, in the case of members running for office;
- (d) services provided without compensation by persons volunteering their time;
- (e) a suitable memento of a function honouring the member;
- (f) food, lodging, transportation and entertainment provided by provincial, and local governments or political subdivisions of them, by the Federal government or by a foreign government within a foreign country, or by a conference, seminar or event organizer where the member is either speaking or attending in an official capacity;
- (g) food and beverages consumed at banquets, receptions or similar events, if:
 - attendance serves a legitimate business purpose;
 - the person extending the invitation, or a representative of the organization is in attendance; and
 - the value is reasonable and the invitations infrequent;

In the case of categories (b), (e), (f), and (g), if the value of the gift or benefit exceeds \$100.00, or if the total value received from any one source during the course of a calendar year exceeds \$100.00, the member shall within 30 days of receipt of the gift or reaching the annual limit, file a disclosure statement with the Integrity Commissioner.

The disclosure statement must indicate:

1. the nature of the gift or benefit;
2. the source and date of receipt of the gift or benefit;
3. the circumstances under which the gift or benefit was given or received;
4. the estimated value of the gift or benefit;
5. what the recipient intends to do with any gift; and
6. whether any gift will at any point be turned over to the municipality.

Any disclosure statement will be a matter of public record.

On receiving a disclosure statement, the Integrity Commissioner shall examine it to ascertain whether the receipt of the gift or benefit might, in her or his opinion, create a conflict between a private interest and the public duty of the member. If the Integrity Commissioner makes that preliminary determination, he or she shall call upon the member to justify receipt of the gift or benefit.

Should the Integrity Commissioner determine that receipt was inappropriate, he or she may direct the member to return the gift, reimburse the donor for the value of any gift or

benefit already consumed, or forfeit the gift or remit the value of any gift or benefit already consumed to the Municipality.

Except in the case of categories (a), (c), and (f), a member may not accept a gift or benefit worth in excess of \$300.00 or gifts and benefits from one source during a calendar year worth in excess of \$300.

7. CONFIDENTIAL INFORMATION

Confidential information includes information in the possession of or received in confidence by the Town of Latchford that the Town of Latchford is either prohibited from disclosing, or is required to refuse to disclose, under the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) or other legislation.

Generally, MFIPPA restricts or prohibits disclosure of information received in confidence from third parties of a corporate, commercial, scientific or technical nature, information that is personal, and information that is subject to solicitor-client privilege.

The Municipal Act, 2001 allows information that concerns personnel, labour relations, litigation, property acquisitions, the security of the property of the Municipality or a local board, and matters authorized in other legislation, to remain confidential. For the purposes of the Code of Conduct, “confidential information” also includes this type of information.

No member shall disclose or release by any means to any member of the public, any confidential information acquired by virtue of their office, in either oral or written form, except when required by law or authorized by Council to do so. Nor shall members use confidential information for personal or private gain, or for the gain of relatives or any person or corporation.

In accordance with Procedural By-law No. 2025-023, a matter that has been discussed at an in-camera (closed) meeting remains confidential. No member of Council shall disclose the content of such matter, or the substance of deliberations, of the in-camera meeting until the Council or committee discusses the information at a meeting that is open to the public or releases the information to the public.

The following are examples of information that a member of Council must keep confidential:

- items under litigation, negotiation, or personnel matters;
- information that infringes on the rights of others (e.g., sources of complaints where the identity of a complainant is given in confidence);
- price schedules in contract tender or Request for Proposal submissions if so specified;
- information deemed to be “personal information” under MFIPPA; and

- statistical data required by law not to be released (e.g. certain census or assessment data).

Members of Council should not access or attempt to gain access to confidential information in the custody of the Municipality unless it is necessary for the performance of their duties and not prohibited by Council policy.

8. USE OF MUNICIPAL PROPERTY, SERVICES AND OTHER RESOURCES

No member of Council should use, or permit the use of municipal land, facilities, equipment, supplies, services, staff or other resources (for example, municipal-owned materials, websites) for activities other than the business of the Corporation. Nor should any member obtain personal financial gain from the use or sale of municipal-developed intellectual property (for example, inventions, creative writings and drawings), computer programs, technical innovations, or other items capable of being patented, since all such property remains exclusively that of the Municipality.

9. ELECTION CAMPAIGN WORK

Members are required to follow the provisions of the Municipal Elections Act, 1996. No member shall use the facilities, equipment, supplies, services or other resources of the Municipality (including newsletters and websites linked through the municipal website) for any election campaign or campaign-related activities. No member shall undertake campaign-related activities on municipal property during regular working hours unless permitted by policy (e.g., all candidates meetings). No member shall use the services of persons for election-related purposes during hours in which those persons receive any compensation from the Municipality.

10. IMPROPER USE OF INFLUENCE

No member of Council shall use the influence of her or his office for any purpose other than for the exercise of her or his official duties.

Examples of prohibited conduct are the use of one's status as a member of Council to improperly influence the decision of another person to the private advantage of oneself, or one's parents, children or spouse, staff members, friends, or associates, business or otherwise. Also prohibited is the prospect or promise of future advantage through a member's supposed influence within Council in return for actions or inaction.

For the purposes of this provision, "private advantage" **does not include** a matter:

- (a) that is of general application;
- (b) that affects a member of Council, his or her parents, children or spouse, staff

members, friends, or associates, business or otherwise as one of a broad class of persons; or

(c) that concerns the remuneration or benefits of a member of Council.

11. BUSINESS RELATIONS

No member shall act as a paid agent before Council, its committees, or an agency, board or commission of the Municipality except in compliance with the terms of the Municipal Conflict of Interest Act.

A member shall not refer a third party to a person, partnership, or corporation in exchange for payment or other personal benefit.

12. CONDUCT REGARDING CURRENT & PROSPECTIVE EMPLOYMENT

No member shall allow the prospect of his or her future employment by a person or entity to detrimentally affect the performance of his or her duties to the Municipality.

13. CONDUCT AT COUNCIL AND COMMITTEE MEETINGS

Members shall conduct themselves with decorum at Council and committee meetings in accordance with the provisions of By-law No. 2026-023, A By-law to Govern the Proceedings of Council, Local Boards and Committees of either, the Conduct of its Members, the Calling of the Meetings and to Establish Rules of Order.

14. CONDUCT RESPECTING STAFF

Under the direction of the CAO, staff serve the Council as a whole, and the combined interests of all members as evidenced through the decisions of Council. Council members shall be respectful of the role of staff to provide advice based on political neutrality and objectivity and without undue influence from any individual member or a faction of Council.

Accordingly, no Council member shall maliciously or falsely injure the professional or ethical reputation, or the prospects or practice of staff, and all members shall show respect for the professional capacities of staff.

No Council member shall compel staff to engage in political activities or be subjected to threats or discrimination for refusing to engage in such activities. Nor shall any Council member use, or attempt to use, their authority or influence for the purpose of

intimidating, threatening, coercing, commanding, or influencing any staff member with the intent of interfering with that person's duties.

15. DISCREDITABLE CONDUCT

All members of Council have a duty to treat members of the public, one another, and staff appropriately and without abuse, bullying or intimidation, and to ensure that their work environment is free from discrimination and harassment. The Ontario Human Rights Code applies as well as the Occupational Health and Safety Act.

16. FAILURE TO ADHERE TO COUNCIL POLICIES AND PROCEDURES

Several of the provisions of this Council Code of Conduct incorporate policies and procedures adopted by Council. As a result, members of Council are required to observe the terms of all policies and procedures established by the Town of Latchford.

17. REPRISALS AND OBSTRUCTION

Members of Council should respect the integrity of the Council Code of Conduct and investigations conducted under it. Any reprisal or threat of reprisal against a complainant or anyone for providing relevant information to the Integrity Commissioner is prohibited. It is also a violation of the Council Code of Conduct to obstruct the Integrity Commissioner in the carrying out of her or his responsibilities, as, for example, by the destruction of documents or the erasing of electronic communications.

18. ACTING ON ADVICE OF INTEGRITY COMMISSIONER

Any written advice given by the Integrity Commissioner to a member binds the Integrity Commissioner in any subsequent consideration of the conduct of the member in the same matter if all the relevant facts known to the member were disclosed to the Integrity Commissioner.

19. COMPLIANCE WITH THE COUNCIL CODE OF CONDUCT

Members of Council are accountable to the public through the four-year election process. Between elections they may, for example, become disqualified and lose their seat if convicted of an offence under the Criminal Code of Canada or for failing to declare a conflict of personal interest under the Municipal Conflict of Interest Act.

In addition, subsection of the Municipal Act, 2001, authorizes Council to impose either of two penalties on a member of Council following a report by the Integrity Commissioner that, in her or his opinion, there has been a violation of the Code of Conduct:

1. A reprimand; or
2. Suspension of the remuneration paid to the member in respect of his or her services as a member of Council or a local board for a period of up to 90 days.

Other Actions:

The Integrity Commissioner may also recommend that Council or a local board take the following actions:

1. Removal from membership of a Committee or local board.
2. Removal as Chair of a Committee or local board.
3. Repayment or reimbursement of moneys received.
4. Return of property or reimbursement of its value.
5. A request for an apology to Council, the complainant, or both.

20. REVIEW

To proactively manage policy review, it is desirable to set a review date. Therefore, a review of this policy shall be performed in the year of a Municipal Election in order to maintain its accuracy and applicability. Should legislation that governs this Council Code of Conduct change prior to the year of a Municipal Election, the policy shall be reviewed and revised accordingly.



Town of Latchford

THE CORPORATION OF THE TOWN OF LATCHFORD

BY-LAW No.: 2026-012

Being a By-Law to Confirm the proceedings of the Council of the Corporation of the Town of Latchford.

Whereas Subsection 3 of Section 5 of the Municipal Act provides that municipal powers, including a municipality's capacity, rights, powers and privileges under Section 9, shall be exercised by by-law unless the municipality is specifically authorized to do otherwise.

And Whereas it is deemed expedient and desirable that the proceedings of the Council of the Corporation of the Town of Latchford at this meeting be confirmed and adopted by by-law.

Now therefore, the Council of the Corporation of the Town of Latchford hereby enacts as follows:

1. **That**, the action of the Council of the Town of Latchford at its meeting held on the 17th day of March 2026, in respect to each by-law and resolution and other action passed and taken or direction given by Council at its meeting, is, except where the prior approval of the Ontario Municipal Board is required, hereby adopted, ratified and confirmed as if all such proceedings were expressly embodied in this By-law.
2. **And Further**, the Mayor or in their absence, the Acting Head of Council and the proper officers of the Town of Latchford are hereby authorized and directed to do all things necessary to give effect to the said action or to obtain approvals where required, and, except where otherwise provided, the Mayor and the Clerk are hereby directed to execute all documents necessary in that behalf, and to affix the Corporate Seal of the Town of Latchford to all such documents.
3. **And Finally**, the Clerk for the Corporation of the Town of Latchford is hereby authorized to make minor modifications or corrections of a grammatical or typographical nature to the By-law, after the passage of this By-law, where such modifications or corrections do not alter the intent of the By-law or its associated schedule.

Read a first, second and third time and finally passed on the 17th day of March, 2026.

Sharon Gadoury-East, Mayor

Malorie Robinson, Clerk