



Agenda

Finance & Administration Committee

Chair: Deputy Mayor Abdallah
Tuesday, March 4, 2025
Council Chambers
6:00 p.m.

(This meeting is live streamed on the [City's YouTube page](#) or it can be viewed on YourTV Community Channel 12)

1. **Land Acknowledgement**
2. **Call to Order**
3. **Disclosure of Pecuniary Interest & General Nature Thereof**
4. **Approval/Amendment of Meeting Agenda**
5. **Approval of Minutes**
 - a. Finance & Administration Committee – January 7, 2025
 - b. Finance & Administration Committee Budget Meetings - December 10, 11, 2024, January 6, 14, and 27, 2025
6. **Business Arising from Minutes**
7. **Presentations and Delegations**
 - a. Librarian of the Year
Presented to Karthi Rajamani, CEO Pembroke Public Library
 - b. Pembroke Handi-Bus Presentation
Presented by Dan Callaghan, Pembroke Handi-Buss Manager
 - c. Ottawa Valley Tourist Association (OVTA) Annual Budget
Melissa Marquardt, County of Renfrew Economic Development Manager and Stefi Van Wijk, OVTA Board of Directors Chair
8. **New Business**
 - a. Ottawa Valley Tourist Association Annual Budget – Tourism & Digital Media Officer McKeown
 - b. Municipal Accommodation Tax Municipal Funds Allocation – Tourism & Digital Media Officer McKeown
 - c. PFD Monthly Report – February 2025 – Chief Selle
 - d. Mutual Aid Plan for the Fire Services Within Renfrew County, Update By-law 2020-72 – Chief Selle
 - e. Municipal Forest Fire Agreement – Chief Selle

- f. Energy Audit Report – Victoria Hall – Treasurer/Deputy Clerk Lochtie
- g. Tangible Capital Asset Policy – Treasurer/Deputy Clerk Lochtie
- h. Section 357 Property Tax Adjustments for Partially damaged Buildings – Treasurer/Deputy Clerk Lochtie

9. Adjournment

Finance and Administration Committee Meeting Minutes

Council Chambers
Pembroke, Ontario
January 7, 2025
6:13 p.m.

1. Call to Order

Present:

Deputy Mayor Abdallah, Chair
Mayor Gervais
Councillor Jacyno (virtual)
Councillor Kuehl
Councillor Lafreniere
Councillor Plummer

Regrets:

Councillor Purcell

Also Present:

Dave Unrau, Chief Administrative Officer
Victoria Charbonneau, Municipal Clerk
Scott Selle, Chief Pembroke Fire Department
Angela Lochtie, Treasurer/Deputy Clerk

Deputy Mayor Abdallah called the meeting to order at 6:13 p.m.

2. Disclosure of Pecuniary Interest and General Nature Thereof

There were no disclosures of pecuniary interest declared.

3. Approval/Amendment of Meeting Agenda

Resolution FA25-01-01:

Moved by Councillor Plummer

Seconded by Councillor Kuehl

That the agenda of the Finance & Administration Committee meeting of January 7, 2025, be approved as circulated.

Carried

4. Approval of Minutes

- Finance and Administration Committee – December 3, 2024

Resolution FA25-01-02:

Moved by Councillor Plummer

Seconded by Councillor Kuehl

That the minutes of the Finance and Administration Committee meeting of December 3, 2024, be approved as circulated.

Carried

5. Business Arising from Minutes

There was no business arising from the minutes.

6. Delegations/Presentations

Mr. Rod Sinclair and Mr. Kevin Mitchell of Baker Tilly were in attendance to present the 2023 City of Pembroke Audited Financial Statements.

7. New Business**a. 2023 Audited Financial Statements**

Treasurer/Deputy Clerk Lochtie presented the report.

Resolution: FA25-01-03:

Moved by Councillor Lafreniere

Seconded by Mayor Gervais

That the Finance and Administration Committee endorse and recommend to Council acceptance of the draft Consolidated Financial Statements for the year ended December 31, 2023 as final, as presented.

Carried

b. PFD Monthly Report 2024

Chief Selle presented the information report.

- Highlights were made about public safety messaging respecting unsafe ice. It was noted that public service announcement advertisements will continue to run. It was stressed that no ice is safe ice and for the public to remain extremely cautious of the conditions.

c. Review of Just in Time Agreement with Red Cross

Chief Selle presented the report. A discussion was held, and the following points were raised:

- It was noted that the agreement was brought forward at the beginning of 2024, and it was approved by Council.
- It has been recommended by Red Cross that a Just in Time Agreement be brought forward at the beginning of each year on an annual basis.
- If committee agrees to the agreement, it will be appended to the City's Emergency Plan.

Resolution FA 25-01-04:

Moved by Councillor Lafreniere

Seconded by Councillor Kuehl

That the Finance and Administration Committee approve the Just in Time (JIT) agreement with the Canadian Red Cross Society to be implemented during emergencies in the City of Pembroke, as presented.

Carried

d. Emergency Plan Update By-law 2023-75

Chief Selle presented the report.

Resolution FA25-01-05:

Moved by Councillor Plummer

Seconded by Councillor Lafreneiere

That the Finance and Administration Committee approve the update of By-law 2023-75, a by-law to authorize and adopt the City of Pembroke's Emergency Management Program and Emergency Plan to reflect the updated Emergency Plan as outlined in Schedule "A", as presented.

8. Adjournment

Resolution: FA-25-01-06

Moved by Councillor Plummer

Seconded by Councillor Kuehl

That the Finance and Administration Committee meeting of January 7, 2025, adjourn at 6:53 p.m.

Carried

Finance & Administration Committee Meeting

Council Chambers
Pembroke, Ontario
December 10, 2024
9:00 a.m.

1. Land Acknowledgement

2. Call to Order:

Present:

Deputy Mayor Abdallah, Chair
Mayor Gervais
Councillor Jacyno
Councillor Kuehl
Councillor Lafreniere
Councillor Purcell

Regrets:

Councillor Plummer

Also Present:

Dave Unrau, Chief Administrative Officer/Clerk
Angela Lochtie, Treasurer/Deputy Clerk
Ashley Perrier, Recording Secretary
Brian Lewis, Director of Operations
Jenn Belaire, Financial Planning Analyst
Jordan Durocher, Director of Parks & Recreation
Marsha Hawthorne, Purchasing Manager/Deputy Treasurer
Scott Selle, Fire Chief
Victoria Charbonneau, Municipal Clerk

The Chair called the meeting to order at 9:00 a.m.

3. Disclosure of Pecuniary Interest & General Nature Thereof

There were no disclosures pecuniary interests declared.

4. Mayor's Message

Mayor Gervais started the meeting with a discussion on the need to tackle each budget the same way, diligently working the way through it to try to make it manageable however sustain the same level of quality of services that are provided to the community.

5. Budget Critical Path & Process

Ms. Lochtie reviewed the slide presentation regarding the critical path, and the pending deadlines. Ms. Lochtie confirmed the contents of the budget package that committee members received in advance of today's meeting, which included the following

Operating Budgets: General Fund, Water and Sewer, Pembroke Public Library, and PBIA. Also included within the packages were Capital Budget Requests, Reserve and Reserve Fund Schedules, and a Long-Term Debt Continuity Schedule. Ms. Lochtie made note of the Public Budget Meeting on January 14, 2025 at 6:00pm. This will be an opportunity to present the revised draft budget for 2025 and receive any feedback based on where the City is at following these two days of deliberations. On Day 3, scheduled for Friday January 16th: public feedback will be reviewed; Pembroke Public Library and PBIA will be present to discuss their budgets; and tax ratios & impacts will be discussed. The City plans to finalize the budget in February, 2024.

6. Review of City Operating Budgets

Ms. Lochtie reviewed the 2025 Draft Operating Budgets. A discussion was held, and the following motions were made:

Motion:

Moved by Councillor Kuehl

Seconded by Councillor Purcell

That the detailed draft budget excluding the capital portion be available for residents on the City website. Including a disclaimer - accessible version upon request, please contact Treasury Dept.

Carried

Motion:

Moved by: Councillor Kuehl

Seconded by: Deputy Mayor Abdallah

That the Finance & Administrative Committee postpone the motion to increase funding for the Pembroke's 50+ Active Living until the next meeting.

Carried

Tabled Motion:

Moved by: Mayor Gervais

Seconded by: Councillor Lafreniere

That the Finance & Administrative Committee increase the overtime budget by \$22,500 from \$2,500 to \$25,000 to allow work to be completed this year with the understanding that staff will come to council with examining all possible options and budget according.

Motion:

Moved by: Councillor Kuehl

Seconded by: Mayor Gervais

That the Finance & Administrative Committee postpone the mayor's motion to the call of the chair in consultation with the CAO.

Carried

Motion:

Moved by: Councillor Kuehl

Seconded by: Mayor Gervais

That the Finance & Administrative Committee increase the tax certificate fee by \$20, from \$40 to \$60.

Carried

Motion:

Moved by: Mayor Gervais

Seconded by: Councillor Kuehl

That the legal fees budget be increased by \$50,000 from \$25,000 to \$75,000 in the municipal property section of the 2025 Treasurer's budget.

Carried

Motion:

Moved by: Councillor Purcell

Seconded by: Councillor Lafreniere

That the Investment Attraction Officer position be a 1year term, with opportunity to extend an additional year.

Defeated 3:3

Councillor Jacyno requested a recorded vote.

Yea: Deputy Mayor Abdallah, Councillors Lafreniere and Purcell

Nea: Mayor Gervais, Councillors Jacyno, Kuehl

Motion:

Moved by Councillor Lafreniere

Seconded by Councillor Kuehl

That the Master Fire Plan in the amount of \$100,000 be removed from the nonrecurring section within the 2025 Fire budget.

Carried

The potential impact of the 2026 OPP costs were referenced, and the following motion was made:

Motion:

Moved by: Councillor Purcell

Seconded by: Mayor Gervais

That the Finance & Administrative Committee create an OPP Levy Stabilization Reserve to fund any unexpected projects and contribute \$100,000 within the 2025 Budget.

Carried

Motion:

Moved by: Councillor Kuehl

Seconded by: Councillor Jacyno

That staff bring a report to the Finance & Administrative Committee for the removal of the parking meters east of Mackay Street with also the consideration of transferring the parking meters and pay stations to the PBIA.

Carried

Motion:

Moved by: Councillor Purcell

Seconded by: Councillor Jacyno

That the Finance & Administrative Committee rename the multiplex proposed 1% levy increase to the Levy Stabilization Reserve fund.

Carried

Note: This motion will transfer \$250,000 from the Aquatic Centre Reserve contribution to the New Levy Stabilization Reserve.

Ms. Lochtie noting that the remaining departments would be discussed at the next meeting held on Wednesday December 11, 2024.

7. Adjournment

Motion:

Moved by Councillor Jacyno

Seconded by Councillor Purcell

That the Finance & Administration Committee meeting of December 10, 2024, adjourn at 2:58p.m.

Carried

Finance & Administration Committee Budget Meeting

Council Chambers
Pembroke, Ontario
December 11, 2024
9:00 a.m.

1. Land Acknowledgment

2. Call to Order:

Present:

Deputy Mayor Abdallah, Chair
Mayor Gervais
Councillor Jacyno
Councillor Kuehl
Councillor Lafreniere
Councillor Purcell

Regrets:

Councillor Plummer

Also Present:

Angela Lochtie, Treasurer/Deputy Clerk
Ashley Perrier, Recording Secretary
Brian Lewis, Director of Operations
Jenn Belaire, Financial Planning Analyst
Jordan Durocher, Director of Parks & Recreation
Scott Selle, Fire Chief
Colleen Sauriol, Director of Planning, Building & Bylaw Enforcement
Marsha Hawthorne, Purchasing Manager/Deputy Treasurer
Victoria Charbonneau, Municipal Clerk

The Chair called the meeting to order at 9:05 a.m.

3. Disclosure of Pecuniary Interest & General Nature Thereof

There were no disclosures pecuniary interests declared.

4. Review of City Operating Budgets

Ms. Lochtie made note regarding the possible change of time for day 3 meeting. Ms. Lochtie noted that Ms. Hawthorne will be reviewing the operations departments of the 2025 draft Operating budget.

Councillor Lafreniere entered the meeting 9:08 a.m.

A discussion was held, and the following motions were made:

Motion:

Moved by Councillor Purcell

Seconded by Councillor Lafreniere

That the Climate Action budget of \$40,000 be deferred until 2025 allowing 7 more years to complete the remaining milestones.

Defeated 4:2

Councillor Purcell requested a recorded vote:

Yeas: Councillors Purcell, Lafreniere

Neas: Mayor Gervais, Deputy Mayor Abdallah, Councillors Jacyno, Kuehl.

Motion:

Moved by Mayor Gervais

Seconded by Councillor Jacyno

That the Climate Action budget be reduced by \$20,000 from \$40,000 to \$20,000 within the asset management section of the 2025 Roads budget.

Carried

Ms. Lochtie began a review of the Parks & Recreation Department Budgets.

Motion:

Moved by Councillor

Seconded by Councillor

That the Riverside Park Fieldhouse Snow Clearing budget of \$8,500 be removed from the 2025 Parks & Facilities budget.

Carried

Ms. Lochtie's presentation continued with the Parks & Recreation Department.

Questions were raised by Committee regarding new staffing requests and Mr. Durocher provided members with several alternate options. The following items were noted as Option 2:

- Provide with one full time position General Maintenance/Pool Operator
- Remove summer ice operations and push the PACC opening to the end of September
- Position will support daytime rentals happening in the month of September
- Will assist with a retention plan for the pool operator
- Position will assist with vacation coverage
- Contract snow removal at PMC

Tabled Motion:

Moved by Councillor Purcell

Seconded by Councillor Lafreniere

That one-operator position be removed from the administration section within the 2025 Parks & Facilities budget; with the condition to contract out snow removal at the PMC, and the removal of summer operations at the PACC rink as discussed in option 2.

Motion:

Moved by Councillor Kuehl

Seconded by Councillor Lafreniere

That the Finance & Administrative Committee table the motion until after lunch.

Carried

Ms. Lochtie continued the review of the Parks & Recreation Budget, and the following motions were made:

Motion:

Moved by Councillor Purcell

Seconded by Councillor Lafreniere

That one-operator position in the amount of \$58,605 be removed from the administration section within the 2025 Parks & Facilities budget, also to contract out the snow removal, and summer operations option 2.

Carried

Motion #1:

Moved by Councillor Purcell

Seconded by Councillor Lafreniere

That the Finance & Administrative Committee select option 2: to hire a recreation specialist/administrative position; a contract position for 18-24 months with options to renew.

Motion #2:

Moved by Councillor Kuehl

Seconded by Councillor Lafreniere

That the Finance & Administrative Committee postpone to the call of the chair.

Carried

Motion:

Moved by Councillor Purcell

Seconded by Councillor Jacyno

That the Pembroke Seniors Active Living funding be increased by \$4,000 from \$8,400 to \$12,400, and the Centre Lajoie funding be increased by \$1,000 from \$8,400 to \$9,400.

Carried

Motion:

Moved by: Mayor Gervais

Seconded by: Councillor Lafreniere

That increasing the overtime budget by \$22,500 from \$2,500 to \$25,000 to allow work to be completed this year with the understanding that staff will come to council with examining all possible options and budget accordingly.

Defeated 3:3

Councillor Purcell requested a recorded vote:

Yeas: Mayor Gervais, Councillors Kuehl, Lafreniere

Neas: Deputy Mayor Abdallah, Councillors Jacyno, Purcell.

Motion:

Moved by Councillor Lafreniere

Seconded by Councillor Purcell

That the Finance & Administrative Committee recommend outsourcing the asset management plan; staff to provide Council with costing.

Carried

Motion:

Moved by Councillor Purcell

Seconded by Councillor Lafreniere

That the Finance & Administrative Committee replace the full-time payroll clerk position with a term position with an option to extend for a second year, and to complete the lean review at a cost of \$30,000 over 4-5 months as recommended by the CAO.

Defeated 3:3

Motion:

Moved by Councillor Lafreniere

Seconded by Councillor Purcell

That the payroll clerk position in the amount of \$41,995 be removed from the administration section within the Financial section of the 2025 budget.

Defeated 3:3

Councillor Jacyno requested a recorded vote:

Yeas: Mayor Gervais, Councillors Lafreniere, Purcell

Neas: Deputy Mayor Abdallah, Councillors Jacyno, Kuehl

Ms. Lochtie continued the discussion, and the following motions were made:

Motion:

Moved by Councillor Kuehl

Seconded by Councillor Purcell

That the Materials budget be reduced by \$10,500 from \$12,500 to \$2,000 in the Meter Maintenance section within the 2025 Bylaw Enforcement budget.

Carried

Motion:

Moved by Mayor Gervais

Seconded by Councillor Purcell

That the Deputy Clerk position in the amount of \$83,375 be removed from the administration section within the 2025 administration budget.

Carried

Tabled Motion:

Moved by Councillor Purcell

Seconded by Councillor Jacyno

That the Deputy Fire Chief position in the amount of \$124,990 be removed from the administration section within the 2025 Fire budget.

Motion:

Moved by Councillor Purcell

Seconded by Mayor Gervais

That the Finance & Administrative Committee table the decision on the Deputy Fire Chief position until next meeting.

Carried

5. Public Meeting & Next Steps

Ms. Lochtie discussed the options of an additional evening meeting prior to the public budget meeting, and the following items were noted:

- Review of Water & Sewer Budgets; discussion regarding rates
- Review of Capital Budget
- Staff to provide the Treasurer with possible savings/cuts

6. Adjournment

Motion:

Moved by Councillor Kuehl

Seconded by Mayor Gervais

That the Finance & Administration Committee meeting of December 11, 2024, adjourn at 2:55 p.m.

Carried

Finance & Administration Committee Budget Meeting

Council Chambers
Pembroke, Ontario
January 6, 2025
4:00 p.m.

1. Land Acknowledgment

2. Call to Order

Present:

Deputy Mayor Abdallah, Chair
Mayor Gervais
Councillor Jacyno
Councillor Kuehl
Councillor Lafreniere
Councillor Plummer

Regrets:

Councillor Purcell

Also, Present:

Dave Unrau, Chief Administrative Officer/Deputy Clerk
Angela Lochtie, Treasurer/Deputy Clerk
Ashley Perrier, Recording Secretary
Brian Lewis, Director of Operations
Jennifer Belaire, Financial Planning Analyst
Jordan Durocher, Director of Parks & Recreation
Colleen Sauriol, Director of Planning, Building & Bylaw Enforcement
Marsha Hawthorne, Purchasing Manager/Deputy Treasurer
Scott Selle, Fire Chief

The Chair called the meeting to order at 4:04 p.m.

3. Disclosure of Pecuniary Interest & General Nature Thereof

There were no disclosures pecuniary interests declared.

4. Review Pembroke Business Improvement Area (PBIA Budget)

Ms. Summers presented the 2025 PBIA budget. A discussion was held, and the following motion was made:

Motion:

Moved by Councillor Kuehl
Seconded by Councillor Lafreniere
That the Finance and Administration Committee accepts the Pembroke Business Improvement Area's 2025 budget as presented.

Carried**5. Review of Pembroke Public Library (Library Budget)**

Ms. Lochtie reviewed the 2025 Pembroke Public Library budget.

Mr. Jeffery reviewed some highlights in the past year. Ms. Rajamani reviewed a summary which Committee members received on Monday January 6, 2025, outlining the Library's requests for funding from the City in 2025. Ms. Rajamani reviewed key facts from the Library's 2024 Annual Report, then discussed the performance of the Library and the 2025 budget figures.

Councillor Plummer entered the meeting at 4:37 p.m.

Motion:

Moved by Councillor Lafreniere

Seconded by Councillor Jacyno

That the Pembroke Operating contribution be reduced by \$92,000 from \$750,442 to \$668,769 within the revenue section of the Pembroke Public Library 2025 budget.

Carried**Motion:**

Moved by Councillor Lafreniere

Seconded by Councillor Jacyno

That the Multicultural Festival City contribution budget be reduced by \$5,000 from \$15,000 to \$10,000 within the Multicultural Festival section of the Pembroke Public Library 2025 budget.

Defeated**6. Review of City Operating Budget**

Ms. Lochtie noted that after two days of deliberations, the draft budget reflects a 10.87% levy increase after growth of \$153,831.

7. Outstanding Motions:

Ms. Lochtie noted the two tabled motions from the meeting previous meeting held on December 11. A discussion was held, and the following motions were made:

Motion:

Moved by Councillor Plummer

Seconded by Councillor Kuehl

That the Finance & Administrative Committee lift the tabled motion from Day 2 on December 11, 2024 regarding the Deputy Fire Chief position.

Carried**Tabled Motion:**

Moved by Councillor Purcell

Seconded by: Councillor Jacyno

That the Deputy Fire Chief position in the amount of \$124,990 be removed from the administration section within the 2025 Fire budget.

Carried

Motion:

Moved by Councillor Plummer

Seconded by Councillor Jacyno

That the Finance & Administrative Committee lift the tabled motion from Day 2 on December 11, 2024 regarding the Recreation Specialist position.

Carried

Tabled Motion:

Moved by Councillor Purcell

Seconded by Councillor Lafreniere

That the Finance & Administrative Committee select option 2: to hire a Recreation Specialist/Administrative position; a contract position for 18-24 months with options to renew.

Defeated

Motion:

Moved by Councillor Plummer

Seconded by Councillor Jacyno

That the Recreation Programmer position in the amount of \$86,650 be removed from the administration section within the Parks & Recreation's 2025 budget.

Defeated 3:3

Motion:

Moved by Councillor Kuehl

Seconded by Councillor Plummer

That the Finance & Administrative Committee accept the operating budget changes proposed by staff representing a budget decrease of \$187,350 within the 2025 budget.

Carried

8. Review of Water & Sewer Budgets

Ms. Lochtie introduced the Water/Sewer budgets, and the following motion was made:

Motion:

Moved by Councillor Lafreniere

Seconded by Councillor Kuehl

That the Finance & Administrative Committee accept the 2025 Water/Sewer budgets and rates as presented.

Carried

9. Review of Capital Budget

Ms. Lochtie indicated that City staff worked to develop a 2025 Capital Budget that was realistic to the level of funding currently available.

Ms. Lochtie reviewed the Capital budget changes after the day 2 meeting, staff proposed \$80,000/0.32% cuts and/or changes.

A discussion was held, and the following motions were made:

Motion:

Moved by Councillor Kuehl

Seconded by Councillor Jacyno

That the Finance & Administrative Committee accept the capital budget changes proposed by staff representing a budget decrease of \$80,000.

Carried

Motion:

Moved by Councillor Kuehl

Seconded by Councillor Plummer

That the Finance & Administration Committee accepts the 2025 Draft Capital budget as presented.

Carried

10. Feedback for Public Meeting & Next Steps

Ms. Lochtie went over the process for the Public Budget meeting.

11. Adjournment

Motion:

Moved by Councillor Plummer

Seconded by Councillor Kuehl

That the Finance & Administration Committee meeting of January 6, 2024, adjourn at 7:51p.m.

Carried

Finance & Administration Committee Budget Meeting

Council Chambers
Pembroke, Ontario
January 14, 2025
6:00 p.m.

1. Land Acknowledgment

2. Call to Order

Present:

Deputy Mayor Abdallah, Chair
Mayor Gervais
Councillor Jacyno
Councillor Kuehl
Councillor Lafreniere

Regrets:

Councillor Plummer
Councillor Purcell

Also, Present:

Dave Unrau, Chief Administrative Officer/Deputy Clerk
Victoria Charbonneau, Municipal Clerk
Angela Lochtie, Treasurer/Deputy Clerk
Ashley Perrier, Recording Secretary
Jennifer Belaire, Financial Planning Analyst
Marsha Hawthorne, Purchasing Manager/Deputy Treasurer

Deputy Mayor Abdallah called the meeting to order at 6:01 p.m.

3. Disclosure of Pecuniary Interest & General Nature Thereof

There were no disclosures pecuniary interests declared.

4. Approval/Amendment of Meeting Agenda

The Chair requested that the agenda be approved by the Council's Standing Committee.

Motion:

Moved by Councillor Kuehl

Seconded by Councillor Jacyno

That that the agenda of the Finance and Administration Committee Public Budget Meeting of January 14, 2025, be approved as presented.

Carried

5. New Business

The Chair indicated that this meeting has been called to consider the draft 2025 budget to establish annual fees to be charged for garbage collection and disposal; the waste

management facility; to review the water and sewer rates; and to adopt the 2025 budgets for the City of Pembroke and the local boards. He asked the Clerk to report how the meeting was advertised to the public.

The Clerk reported that a media release was posted on the City's website and social media platforms on November 25, 2024. A notice was placed in the Pembroke Observer and News the week of November 30, 2024, and again the week of December 7, 2024. It was also posted on the bulletin board at City Hall on November 25, 2024. Radio advertisements on both local radio stations were scheduled throughout the week of January 10-14, 2025.

a) Presentation

The Chair asked to hear from the Treasurer. Ms. Lochtie presented highlights from the 2025 draft Operating budgets and local boards, including a review of Library and PBIA. Ms. Hawthorne presented the Water/Sewer budgets including a review of rates for water, sewer, sewer waste management. Ms. Bellaire presented the draft Capital budgets, including an overview of the state of City infrastructure for the City of Pembroke.

b) Comments from the Chair of Finance & Administration Committee

The Chair is also the Chair of Finance & Administration Committee, and the following items were noted:

- Thanked the Treasurer and staff for the dedication and professional work on preparing the 2025 draft budget.
- Proposed increase for the 2025 budget is driven from several factors: rising policing costs, wage adjustments, asset management requirements, reopening of the Kinsmen Pool and other essential expenditures.
- Aging infrastructure including roads, sidewalks and recreational facilities places a additional burden on the budget and acetates difficult decisions for the future.
- Province of Ontario needs to reassess its approach to downloaded programs which are straining on municipal budgets.
- Trial transit and new recreational amenities will help expand the tax rates by attracting new residents and businesses; to improve the community overall.

c) Comments from the Vice Chair of the Operations Committee

The Chair asked to hear from the Vice Chair of the Operations Committee. Mayor Gervais noted the following:

- Thanked staff for their work on the budget
- The 2025 budget is challenging; that committee is trying to arrive at a budget that is workable, manageable and able to allow the municipality to grow.
- City Auditors indicated that the City of Pembroke is at a low risk level for debt use, and sound financial picture.
- Operations department: The budget reflects work needs to be completed.
- City of Pembroke is a single tier municipality. This budget is a reflection on the total cost to do business for the municipality. Other lower tier municipalities can be compared to the City rate however it is not inclusive of what the County of Renfrew rate will be on top of it the lower tier rate.

d) Comments from the Chair of the Parks and Recreation Committee

The Chair asked to hear from the Chair of the Parks & Recreation Committee. Councillor Lafreniere noted the following:

- Provided a summary of the events/activities from 2024; Canada Day, Waterfront activities, new activities within the downtown core etc.
- Highlights for 2025: two more positions needed for the department
- 2025 Capital Projects include:
 - Additional park bench replacements
 - Park lighting at the Kinsmen & Pansy Patch, Paving Parking lot at Pansy Patch
 - Creating a reserve for upcoming Centennial project, replace play structure at Kinsmen Park.
 - Upper Ottawa Valley Little League committee received the Blue Jays Care Foundation Grant of \$88,000. In partnership with the City, these monies will go to field drainage work on diamond 3, and will benefit all the ball players.
 - Trail development
 - Marina Dock improvements
 - New Equipment: mower, utility vehicle & Olympia Ice Resurfacer, with support from Silverstick.

e) Comments from the Chair of Planning & Development Committee.

The Chair asked to hear from the Chair of the Planning & Development Committee. Councillor Jacyno noted the following:

- Thanked everyone for attending the meeting.
- Two options when making this budget: increase taxes or service reductions.

f) Comments from the Public

The Chair asked if there were any comments received from the public. Ms. Lochtie indicated that 7 comments or questions have been received from the public. Of the written submissions received there were two main categories. First concern was over the size of the levy increase of 8.98% and the desire for the City to concern for residents on a fixed income and their ability to pay. Second was the concern raised against garbage along the Algonquin Trail. The County owns this trail, they have indicated that the City can install garbage and perform routine maintenance, however, will not contribute any resources (manpower or financial) to address the concerns. The City Operations department has indicated that materials have been purchased for touchdown areas to be installed in the spring/early summer of 2025.

- Registered Participants

The Chair stated that at this point in the meeting, members of the public who have registered to address the Finance and Administration Committee members will be called upon. He indicated that if time permits, he would invite anyone in the audience who wished to address the Committee to come forward. If we run out of time, he asked those who wished to submit their comments in writing or stay and speak with Committee members following the meeting.

The Chair called upon Karen Walsh, Isabella Street

Ms. Walsh noted the following:

- Thanked staff for the presentation given.
- Kinsmen Pool is scheduled to reopen tomorrow.
- Residents on fixed income will experience tough times with high tax rates
- Increase in staff – how can the residents afford it
- CAO Unrau new vision – lots of plans, plans that need to implement
- Professional Grant writer – need to ensure the City is not missing out on funding.
- Capital Project Isabella Catchment Study – Moffat to Doran – needs to get done.
- Roads/Sidewalks – some will be removed, impacts accessibility.
- Police Services – Option to combine the two municipalities, to help with increasing costs.
- New Business- creates new jobs, which will increase the tax base. The City needs to grow.
- Legal Fees – regarding a Charitable Organization
- Partners need to contribute, Township of Laurentian Valley. Focus on being creative, new vision for Pembroke.
- Preparation of the Budget: City has limited resources, needs growth.

Ms. Lochtie noted the additional funding had been increased in the 2025 budget for Professional Services specifically for grant writing.

- Non- Registered Participants (time permitting)

The Chair called upon Ellen Vandersleen, President of the Pembroke Horticultural Society

Ms. Vandersleen noted the following:

- 2025 suggestions:
 - New signage Pansy Patch Park
 - Loads of gravel added to the parking lot in front of Pansy Patch Park, Horticultural Society to help with the cost
 - Build a bridge across the Pansy Patch Park, barriers to be installed for unauthorised vehicles.
 - Garbage cans to be placed along the street along Algonquin Trails.
 - Improving Paul Martin Drive – Planting trees, flowers and other things; allowing the corridor to become a noted entrance to the City.

The Chair called upon Mike Gaudette, 569 Elizabeth Street

Mr. Gaudette noted the following:

- 8.98% tax increases cannot continue. Hard times for residents on fixed income.
- OPP shocking increase for all municipalities
- Concerned for the young people/children. Pilot transit project should be an option, for both seniors and youth.

g) Comments from the Finance & Administration Committee members.

The Chair asked to hear from members of the Finance & Administration Committee.

The Chair asked to hear from Mayor Gervais; Mayor Gervais indicated that he had no further comment.

The Chair asked to hear from Councillor Jacyno; Councillor Jacyno indicated that he had no further comment.

The Chair asked to hear from Councillor Kuehl. Councillor Kuehl noted the following:

- Thanked the Treasurer and the entire finance team.
- Council meetings being recorded and available for streaming on YouTube
- More transparencies: Budget meeting detail packages are available on the website for all residents to view.
- Social media posts – comparing numbers versus City of Pembroke, other municipalities need to remember the numbers are only part of the equation. The County portion needs to be included in the comparison. The City of Pembroke rate increase includes the County portion, all in.
- Residents need to appreciate the services within the City.
- Past budget increases of 2% will stay in the past; raising taxes every year needs to happen.
- Thanked everyone for attending the meeting

The Chair asked to hear from Councillor Lafreniere. Councillor Lafreniere noted the following:

- Pembroke OPP is much different from Town of Petawawa; Pembroke has a much larger business population, more downtown core, social housing, hospital and more streets for patrolling. Additional staffing for the Pembroke OPP will happen over the next few years.
- Services provided compared to our neighbours, depends on where the residents want to spend your money.
- 2% tax increases are in the past.

Mike Gaudette indicated concerns regarding that 2016 was the last MPAC assessment.

Ms. Lochtie noted that the MPAC reassessment will impact both taxes between property classes and differences within the classes. Any imbalance between classes can be adjusted by tax ratios, which will be considered once MPAC updates their assessment.

The Chair thanked everyone for coming and asked those who wished to be notified of the Finance & Administration Committee's decision, please leave your name, address, and postal code with the staff members at the back of the room.

6. Adjournment

Motion:

Moved by Councillor Lafreniere

Seconded by Councillor Kuehl

That the Finance and Administration Committee Public Budget Meeting on January 14, 2025 adjourn at 8:04 p.m.

Carried

Finance & Administration Committee Budget Meeting

Council Chambers
Pembroke, Ontario
January 27, 2025
4:00 p.m.

1. Land Acknowledgment

2. Call to Order

Present:

Deputy Mayor Abdallah, Chair
Mayor Gervais
Councillor Jacyno (Electronically)
Councillor Kuehl
Councillor Lafreniere (Electronically)
Councillor Plummer
Councillor Purcell

Also, Present:

Dave Unrau, Chief Administrative Officer/Deputy Clerk
Angela Lochtie, Treasurer/Deputy Clerk
Victoria Charbonneau, Municipal Clerk
Ashley Perrier, Recording Secretary
Brian Lewis, Director of Operations
Jennifer Belaire, Financial Planning Analyst
Jordan Durocher, Director of Parks & Recreation
Colleen Sauriol, Director of Planning, Building & Bylaw Enforcement
Marsha Hawthorne, Purchasing Manager/Deputy Treasurer
Scott Selle, Fire Chief

The Chair called the meeting to order at 4:07 p.m.

3. Disclosure of Pecuniary Interest & General Nature Thereof

There were no disclosures of pecuniary interests declared.

4. Proposed Rate Impacts & Tax Ratios

Ms. Lochtie reviewed the tax ratio analysis, and the following items were noted:

- Assessments values continue to reflect 2016 base year. Assessments will be the same as 2024, unless there were changes to the property.
- In 2025, the City's start and revenue neutral tax ratios are the same.
- Tax ratios will need to be analyzed once MPAC updates the assessment values in a future tax year.

Motion:

Moved by Councillor Kuehl

Seconded by Councillor Purcell

That the Finance & Administration Committee accepts the "Start Ratio" scenario for the 2025 tax year.

Carried

Ms. Lochtie asked if any other budget items needed to be addressed regarding the operating and capital budgets.

A discussion was held regarding the request of Pembroke Buskerfest sponsorship and the following motions were made:

Tabled Motion:

Moved by Councillor Purcell

Seconded by Mayor Gervais

That the Finance & Administration Committee reallocate \$5,000 from the operating budget at the discretion of the Treasurer for sponsorship of Pembroke Buskerfest and waiving the fees for barricades.

Motion:

Moved by Councillor Kuehl

Seconded by Councillor Lafreniere

That the Finance & Administration Committee amend the motion to deny the request at this time without prejudice to Buskerfest Committee to submit future applications to Parks & Recreation, Tourism Department or to Council for future funding.

Withdrawn

Ms. Lochtie noted a letter was received from the PBIA & the Chair of the Pembroke Buskerfest Committee. The committee is seeking assistance with the following:

- Financial Contribution: A sponsorship of \$15,000 to support the event programming and logistics.
- Fee Waiver for Road Closure Barriers: To assist with the road closures during the event.
- Additional garbage cans and staff: To manage waste effectively during the festival. While the PBIA will be responsible for disposing of the garbage, the provision of additional garbage cans and staffing to empty them would be invaluable.
- Street sweeping: Cleaning the streets 1-2 days prior to the event to enhance the event space for visitors and performers.

Motion:

Moved by Councillor Kuehl

Seconded by Councillor Plummer

That the Finance & Administration Committee table the original motion.

Carried 4:3**Motion:**

Moved by Councillor Kuehl

Seconded by Councillor Plummer

That the Finance & Administration Committee accept the 2025 draft Operating and Capital budget as amended with an overall levy increase after growth of 8.98%.

Carried

5. Feedback from the Public Meeting

There was no feedback provided at this time.

6. Next Steps

Ms. Lochtie noted the final version of the 2025 Operating & Capital budget will be presented at the February 18th Council meeting along with the bylaws for passing.

7. Adjournment

Motion:

Moved by Councillor Plummer

Seconded by Mayor Gervais

That the Finance & Administration Committee meeting of January 27, 2025, adjourn at 5:38 p.m.

Carried



Karthi Rajamani

A CEO's Journey



Pembroke Public Library

Early Career at PPL

November 2004

- Hired at Pembroke Public Library
 - Worked 6+ years as Cataloguing Librarian
- 2004-2010
- Implemented diverse programming, cultural cooking demos, fashion shows, and various fundraisers.



Early Career at PPL

2004-2010

- Formed and strengthened community connections through cultural programming.



Manager of Children & Teens Services

November 2010 - September 2016

- Promoted to Manager of Children and Teens Services
- Actively promoted STEM and literacy-based programming such as:
 - Science Camps, Ready-Set-Go, Genius Club
 - Around the World in 90 Days
 - Makerspaces, Let's Talk Science & other Tech Demos
 - Kids Can Cook, Teens Can Cook
 - Dance & Yoga
 - Bilingual Storytime, Sensory Play



Manager of Children & Teens Services

November 2010 - September 2016

- Introduced a brand-new “Brain Builders” collection (non-fiction books for kids that focus on STEM, social/character building & other difficult concepts, all framed in language meant for young readers.



A New Era at PPL

September 2016

- Selected as the new CEO of **Pembroke Public Library.**

Fall 2016

- Established the **Friends of the Pembroke Public Library fundraising group.**



Notable Achievements at PPL Strategic Planning

2017

- The Pembroke Public Library developed a 5-year strategic plan (2017-2021).

2023

- The Pembroke Public Library developed a second 5-year strategic plan (2023-2027).



Notable Achievements at PPL Accreditation

Fall 2018

- Pembroke Public Library earned its first Certificate of Accreditation from the *Ontario Public Library Guidelines, Monitoring and Accreditation Council* (final score: 98.6%)

October 2023

- Pembroke Public Library earned its Accreditation Re-Certification from the *Ontario Public Library Guidelines, Monitoring and Accreditation Council* (final score: 99.4%)



Recent PPL Upgrades & Renovations

2022

- **Pembroke Public Library seized pandemic opportunity to bring upgrades and extensive renovations to library building (new shelving, refinished/new flooring, new study spaces, etc.) and then organized a grand re-opening celebration.**



Shaping the Future by Honouring the Past

Highlights

2016-2017

- Beginning of PPL's digitization of local-history records.

Fall 2018

- PPL upgraded its digital databases and in-house circulation system / software.

Fall 2023

- PPL secures \$20,000 grant for its “Tech-Forward Learning” Project.



Empowering the Future by Centering Youth & Literacy

Highlights

June 2022

- PPL partnered with the Pembroke Waterfront Arboretum Project to provide and maintain the contents of the park's new Book Tree.

November 2024

- A Memorandum of Understanding was signed with Algonquin College to grant their students access to PPL's collections.

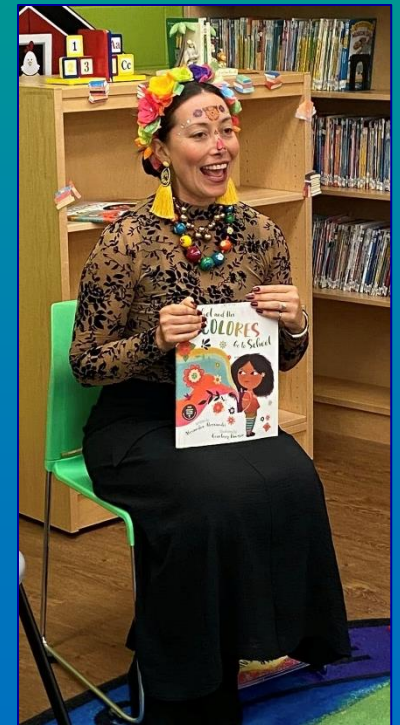
Ongoing – Innovative, engaging, and inclusive programming for all kids and teens.



Diversity & Inclusion at PPL

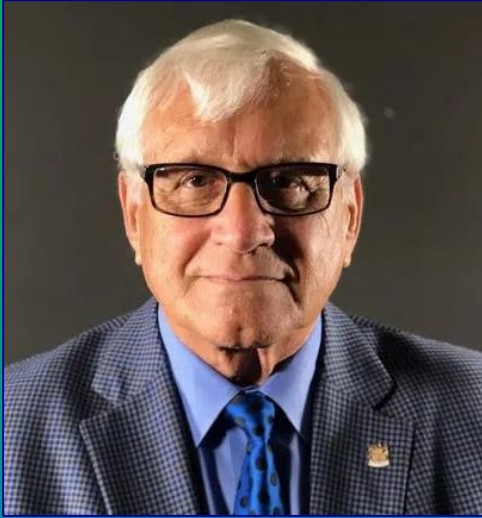
Highlights

- BIAK – Indigenous Drumming and Storytelling (monthly).
- Bilingual French/English Storytimes (monthly).
- Drag Queen Storytime (June 4, 2022).
- First PFLAG Reading Café (May 1, 2024).
- Various inclusive story times relating to other culturally-significant days during the year.



The Pembroke Multicultural Festival

An Inspired Collaboration



Inaugural Multicultural Night

2006

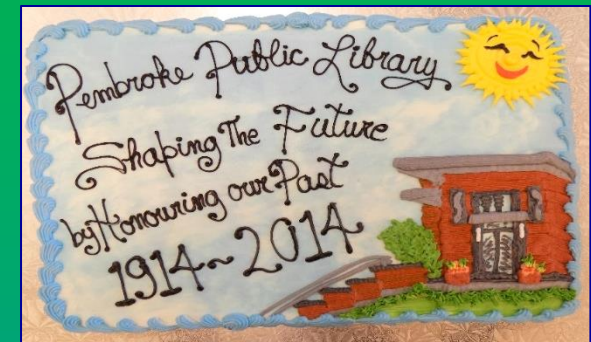
- PPL staff members planned and hosted a library program titled “Multicultural Night”. This event has since grown into the large-scale, community-wide Pembroke Multicultural Festival, which celebrates the rich diversity of the Ottawa Valley.



100-Year Anniversary Celebrations & Multicultural Festival

2014

- Celebrations were held to mark the 100th anniversary of the Pembroke Public Library building, as well as the new front doors being installed, replicating the originals.
- An in-house Multicultural Festival and two flash mobs were organized to mark the occasion as well.



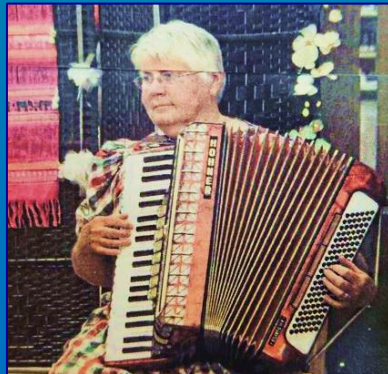
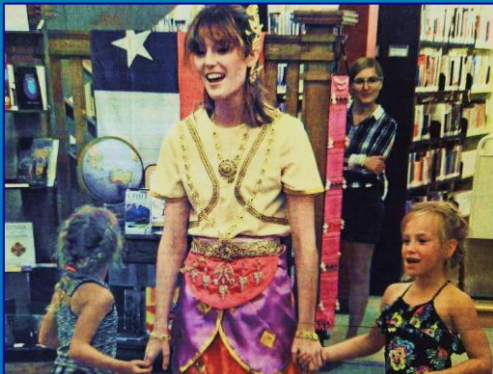
Multicultural Festivals

2017

- Library Staff revived a former program and organized the Multicultural Festival. This was the last one held within the Pembroke Public Library.

July 2018

- The Multicultural Festival, titled the Multicultural Extravaganza, was held at the Pembroke 50+ Active Living Centre.



Multicultural Festival

2019

- The Multicultural Festival was hosted at the Pembroke Knights of Columbus Hall. More than 200 community members were in attendance.



Multicultural Festival

2021

- Due to pandemic restrictions, PPL partnered with local businesses and performers to deliver the Multicultural Festival virtually.
- Participants were encouraged to watch the video of cultural performances while waiting for Library staff to deliver their pre-ordered meal.
- The event was a huge success, with 275 dishes gathered and 64 deliveries made in the course of 2 hours!



**MULTICULTURAL
FESTIVAL 2021**

Multicultural Festival

2022

- The Multicultural Festival was hosted at the Pembroke Waterfront Amphitheatre as an all-day event on Saturday, August 20, 2022.
- This was the first time the festival had been held outdoors, and over 2,500 participants came to join in on the celebrations!

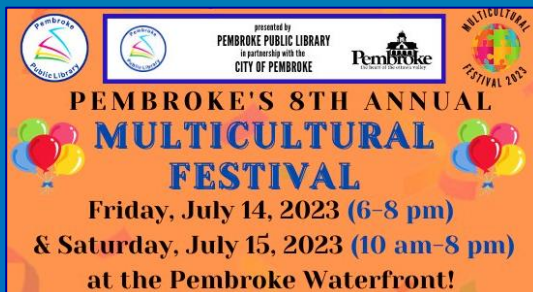


Multicultural Festival

2023

- The Multicultural Festival was held at the Pembroke Waterfront Amphitheatre on July 14 & 15, 2023.

This was the first time the festival had been held as a two-day event, and over 5,000 locals and visitors took part in the festivities!



Programs Leading Up to the 2024 Multicultural Festival

Cultural Fashion Shows, Cooking Demos, and Potlucks



“Around the World in 90 Days” Reading Challenge



AROUND THE WORLD IN 90 DAYS READING CHALLENGE



APRIL-JUNE

Open to all ages! Come visit the Circulation Desk in the Adult or Children's Department to register and pick up your game board.

We are excited to announce that the **AROUND THE WORLD IN 90 DAYS READING CHALLENGE** is travelling across Renfrew and Lanark Counties!



The libraries taking off with us are:

- Killaloe Public Library
- Whitewater Region Public Library-Beachburg Branch
- Deep River Library (starting June 1)
- Lanark Highlands Public Library
- Perth & District Union Public Library
- Smiths Falls Library



9th Multicultural Festival

2024

- The ninth annual Multicultural Festival was held at the Pembroke Waterfront Park on July 19 & 20, 2024. This was the third time the festival had been held outdoors, and its second time as a two-day event.
- The event featured 24 different performers, 17 food vendors, 20 craft vendors and artisans, 4 cultural booths, and approximately 6,000-6,500 participants!



10th Annual Multicultural Festival

Embrace it!

Feel it!

Celebrate it!



*Save
the Date*

Embrace it! Feel it! Celebrate it!

FRIDAY JULY 18 4-8 PM
& SATURDAY JULY 19 12-8PM

PEMBROKE WATERFRONT PARK

Food
Cultural
Performances
Music
Family
Activities



See you there!



Multilicious

Multilicious, Karthi's inspired creation, is a month-long event that was initiated as a prelude to the annual Multicultural Festival. For two years now, residents have been invited to go out and support participating local businesses by trying out highlighted menu items of cultural significance.



MULTILICIOUS

A prelude to Pembroke's 8th Annual Multicultural Festival
June 1st - July 15th




 Chicken Enchiladas with beans and rice at Nomada Tacos	 Vada Pav at Marigold Unique Flavour	 Veggie Frankie at Marigold Unique Flavour	 Thai Boba Tea at Sip-Stirs
 Lemongrass Chicken Pogo at Thai Gardens	 Canadian Homestyle Meatloaf at Bonanza	 Pastitsio (Greek Lasagna) at Fresco's	 Various South Indian Vadas from Nala's Kitchen
 Pulled Pork Grilled Cheese at Little Things Canning Company	 Mediterranean Spiced Chicken over Roasted Baby Potatoes at Zaytouna	 Aam Panna at AT Zaffran	 Katori Chaat at AT Zaffran



Multilicious

2024

An extraordinary, month-long culinary event, coming to you this June!

Pembroke Public Library
237 Victoria Street
613-732-8844
www.pembrokelibrary.ca

PPL Distinctions & Awards

TD Summer Reading Club – Library Awards

- 2014 – PPL won Honorable Mention
- 2021 – PPL won Third Prize

Upper Ottawa Valley Chamber of Commerce Awards

- September 2023 – PPL won “Excellence in Tourism & Recreation” Award

Ottawa Valley Tourist Association

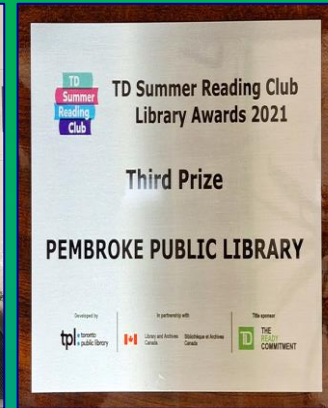
- April 2023 – PPL won “Event of the Year” Award

CBC Music Class Challenge

- December 2023 – PPL awarded First Place in the Public Library Category

Ministry of Citizenship & Multiculturalism

- June 2024 – PPL Board earned the Champion of Diversity Award for "Inclusion and Diversity"



PPL Distinctions & Awards

Ministry of Tourism, Culture and Sport

- January 2024 – PPL won the 2023 “Minister’s Award for Innovation” for its Multilicious initiative.

Ministry of Tourism, Culture and Sport

- January 2025 – PPL won the 2024 “Angus Mowat Award of Excellence” for *Around the World in 90 Days* collaborative program from Spring 2024.



Personal Distinctions & Awards

November 2021

- Won the Warden's Community Service Award (County of Renfrew).

February 2024

- Selected as the newest Renfrew County District School Board Trustee, representing the Petawawa area.

June 2024

- Won the "Arts & Culture Award" at the City of Pembroke Civic & Youth Awards.

January 2025

- Earned the "W. J. Robertson Medallion for Public Librarian of the Year" award.



My sincere gratitude goes out to:

- City of Pembroke Council
- City of Pembroke Staff Members
- Pembroke Public Library Board
- Pembroke Public Library Staff Members



**THANK
YOU!**





Ottawa Valley Tourist Association Update to City of Pembroke Council

March 4, 2025



2024 Highlights

Membership

- Total Membership: 328

(as of December 31, 2024)

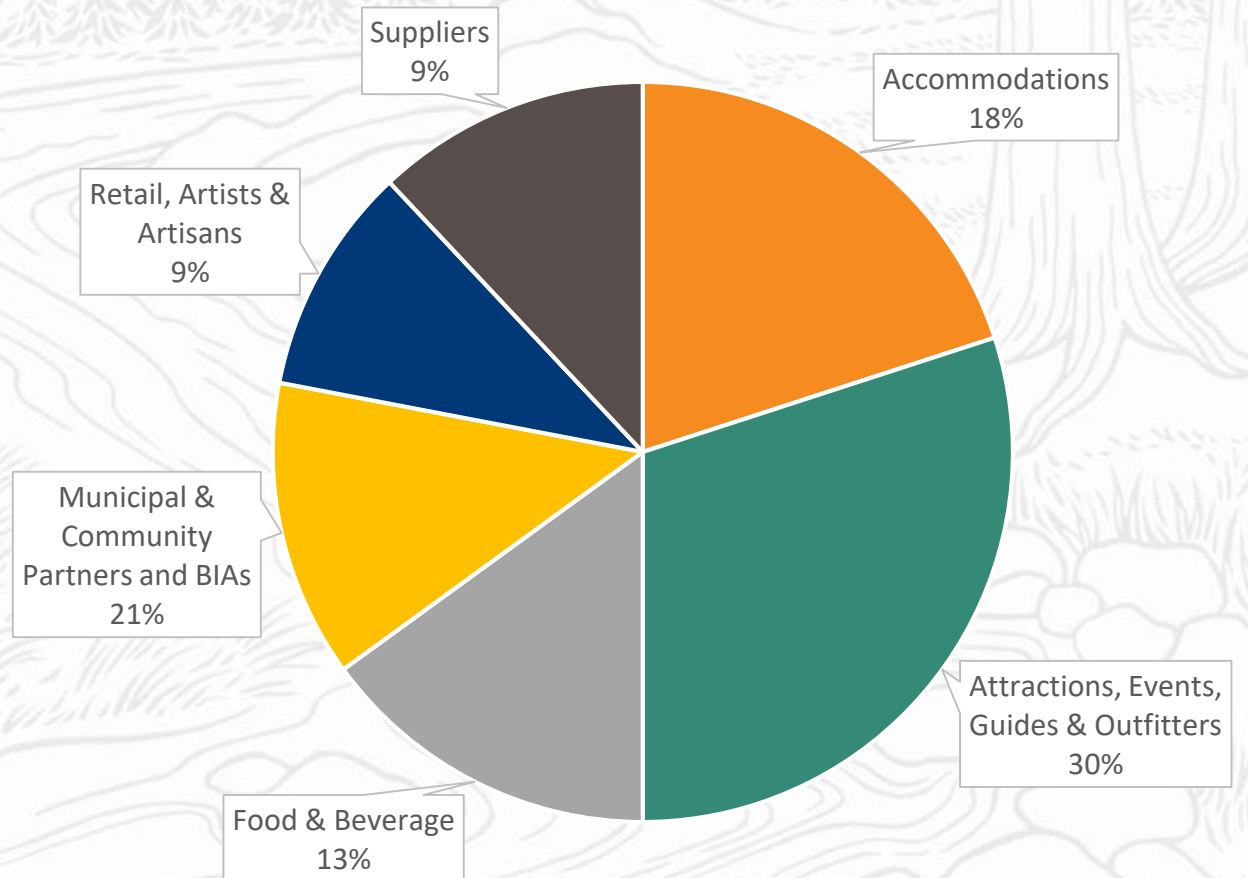
➡ +13% over 2023

➡ 44 members from Pembroke
(+22% over 2023)

- Tourism News Subscribers: 453

➡ +13% over 2023

- Member Facebook Group: 155



Travel Trade

- La Route Champlain feature in Quebec Le Mag



**Route
Champlain**

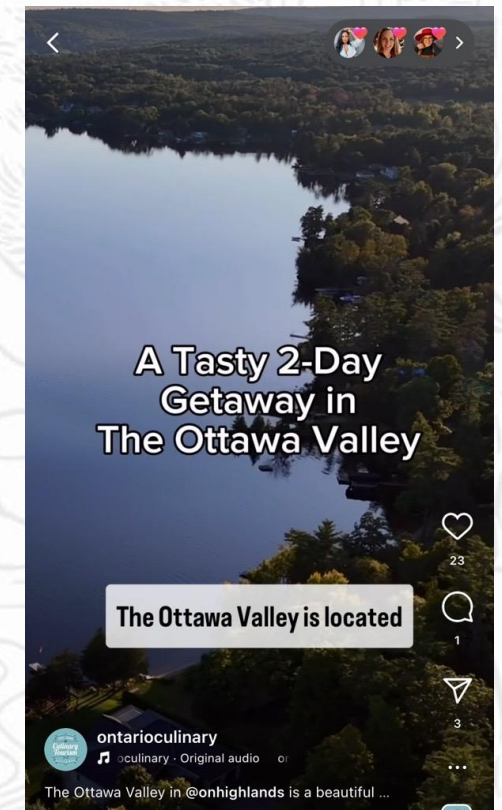
*Réveillez l'explorateur en vous !
Be the explorer!*

Marketing

- Do Something Delicious Campaign
- Municipal Photoshoots
- Tap & Cork Website

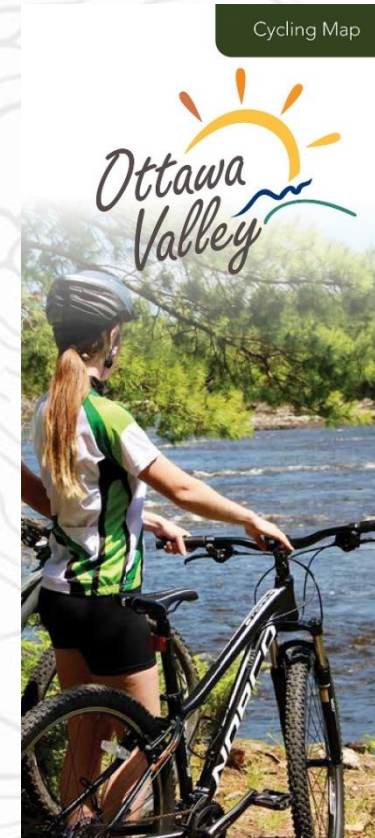
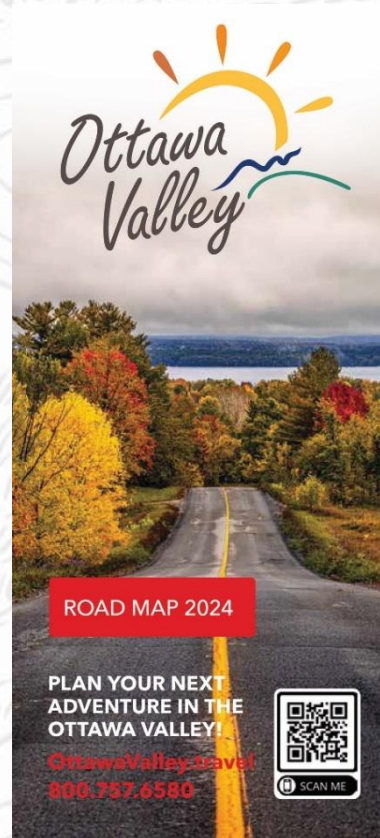
Do Something Delicious Campaign Results

- Impressions: 115,090
- Interactions: 35,520
- Link Clicks: 3,299
- Blog Views: 2,874
- Reel Views: 4,819



Marketing

- Pembroke Multicultural Festival sponsorship & promotional reel
- Pembroke Community EXPO
- Ottawa Valley Road & Cycling Maps



Marketing

- Stay and Play Instagram reel featuring the Best Western & downtown Pembroke
- Multilicious promotion on Facebook

Multilicious Campaign Results:

- Reach: 10,855
- Impressions: 19,948
- Click Thru: 60
- Interactions: 85



Social Media



- Followers: 6.4K
- Reach: 395K
- Impressions: 119+million



Increase +6.7% over 2023



- Followers: 6.2K
- Reach: 114K
- Impressions: 13+million



Increase +16.44% over 2023



2025 Initiatives

- New Marketing Partnerships
- Ottawa Valley Tourism Conference, AGM and Tourism Awards
- Do Something Delicious campaign (Extended)
- Municipal Accommodation Tax



The OTVA Team



Melissa Marquardt
Manager
mmarquardt@countyofrenfrew.on.ca

Ryan Gilbertson
Tourism Development Officer
rgilbertson@countyofrenfrew.on.ca

Emily England
Administrative and Business Development Assistant
eengland@countyofrenfrew.on.ca

Erin Norris
Tourism Industry Relations & Digital Marketing Coordinator
enorris@countyofrenfrew.on.ca



Thank You



Committee Report

To: Deputy Mayor Brian Abdallah
Finance and Administration Committee

From: Elijah McKeown
Tourism & Digital Media Officer

Date: 2025-03-04

Subject: **Ottawa Valley Tourist Association Annual Budget**

Recommendation:

Staff recommends the Planning and Development Committee approve the 2025 Ottawa Valley Tourist Association (OVTA) Annual Budget.

CAO Review:

I have reviewed the report and concur with the information presented.

David Unrau, P.Eng., PMP

Financial Comment:

The City's annual contributions to the OVTA are outlined in the 2023-2027 City-OVTA Agreement. The City of Pembroke's contribution for 2025 is \$34,672, which has been included in the 2025 budget. As the designated Municipal Accommodation Tax (MAT) eligible tourism entity, the OVTA enables the City to enforce and collect MAT revenues, which came into effect on January 1, 2025.

Angela Lohtie
Treasurer/Deputy Clerk

Background:

The City of Pembroke has been a member of the Ottawa Valley Tourist Association (OVTA) since its inception. The organization is funded by the County of Renfrew and the City of Pembroke through a weighted assessment, calculated based on the rates paid by the 17 member municipalities. In April 2023, the City and County entered into a new five-year agreement to continue funding the OVTA.

**Discussion:**

This report is for information purposes only and accompanies a presentation from the OVTA on its budget and 2025 plans. County of Renfrew Manager of Economic Development Melissa Marquardt and OVTA Board of Directors Chair Stefi Van Wijk will present the OVTA's 2025 budget to the committee. The presentation provides an overview of the organization's financial position, planned expenditures, and strategic priorities for the upcoming year.

Alternatives Considered:

N/A

Strategic Plan Impact:

Economic Development and Growth:

- The OVTA plays a vital role in promoting tourism, which directly contributes to business retention, expansion, and the overall economic vitality of the region.
- By supporting the OVTA, the City is fostering a business-friendly environment and helping attract visitors, thereby generating economic benefits for local businesses.

Excellent Partnerships with Other Municipalities and Organizations:

- The City of Pembroke's continued partnership with the OVTA and the County of Renfrew reflects the commitment to maintaining strong inter-municipal collaborations.
- The OVTA's work aligns with the City's goal of developing and maintaining critical partnerships that support regional economic growth.

Long-Term Financial Planning:

- The MAT provides an additional revenue stream that contributes to the sustainable funding of tourism-related initiatives.

Attachments:

OVTA 2025 Presentation

Respectfully submitted,

Elijah McKeown



Committee Report

To: Deputy Mayor Brian Abdallah
Finance and Administration Committee

From: Elijah McKeown
Tourism & Digital Media Officer

Date: 2025-03-04

Subject: **Municipal Accommodation Tax Municipal Funds Allocation**

Recommendation:

That the Planning and Development Committee adopt a Municipal Accommodation Tax (MAT) municipal funds allocation policy to guide the usage of incoming MAT revenues and ensure investments align with the City's tourism and economic development priorities.

CAO Review:

I have reviewed the report and concur with the information provided.

David Unrau, P.Eng., PMP

Financial Comment:

The implementation of the MAT is projected to generate \$200,000+ annually in revenue (a figure highly dependent on room rates and occupancy rates), with 50% after costs of collection allocated to the Ottawa Valley Tourist Association (OVTA) and the remaining 50% retained by the City to be used as it deems appropriate. There are no guidelines or timelines mandated on the municipal portion of funds. The funding will significantly expand the City's tourism development capacity without increasing the tax burden on local residents or businesses.

MAT revenues are not intended to replace existing spend. The City's 2024 budget contribution to Tourism was \$136,270. In 2025 budgets and beyond, funding for any City spending on Tourism and Culture that exceeds \$136,270 shall be derived from the City's portion of the MAT tax, which aligns with the permitted uses of this funding as specified in the proposed MAT policy.

Angela Lochtie
Treasurer/Deputy Clerk



Background:

The MAT was implemented on January 1, 2025, applying a 4% tax on transient accommodations for stays of less than 30 days in Pembroke.

Under the provincial legislation, the City is required to allocate 50% of net revenues to an eligible tourism entity (OVTA), with the remaining funds available for municipal discretion. The Pembroke Tourism and Culture Advisory Committee (PTCAC) has provided recommendations on how best to allocate these funds to enhance local tourism.

Discussion:

At the February 12, 2025 Pembroke Tourism and Culture Advisory Committee meeting, committee members discussed the importance of directing municipal MAT funds toward tourism initiatives. Larger accommodation providers support the MAT, provided funds are reinvested into tourism-focused initiatives that drive occupancy rates. The Town of Petawawa has committed 100% of its MAT revenues to tourism initiatives, setting a precedent for Pembroke to remain competitive. After discussion, the committee proposed these key funding priorities, further discussed in the policy:

- Tourism marketing
- Microgrants to support operators and events
- Tourism infrastructure and public spaces
- Recreation facilities impacting visitors
- Staffing for tourism initiatives
- Enhancement of existing tourism offerings

The proposed funding areas offer the City of Pembroke a balanced and flexible framework for MAT allocation. This structure ensures that funds are directed toward high-impact tourism priorities while also addressing underfunded areas that can enhance visitor experiences and boost economic growth. By investing in infrastructure and facility upgrades, the City can improve its tourism assets, while marketing and event support will drive visitor engagement and spending. Microgrants and operational support empower local tourism operators, fostering a sense of collaboration and shared success. This well-rounded approach keeps tourism stakeholders engaged and motivated, encouraging them to actively support municipal initiatives, leverage additional funding opportunities, and contribute to the City's long-term tourism development strategy.

The committee recommended that a staff member be assigned the responsibility of managing the disbursement of municipal MAT funds in accordance with the policy guidelines, with allocations reviewed during budget season each year and subject to Council approval and direction.



Furthermore, the committee recommended that the policy remain a living document, allowing for updates as needed based on evolving insights into the MAT, resource requirements, funding priorities, and other relevant factors.

Alternatives Considered:

Minimal tourism investment: using only the mandated 50% for tourism-related projects, with the remainder allocated elsewhere at council's discretion. The PTCAC emphasized that diverting funds to unrelated projects could lead to industry backlash and reduce trust in the program.

Full allocation to OVTA: some municipalities choose to allocate 100% of MAT revenues to their designated tourism entity. However, staff recommends retaining control of the municipal portion to allow for direct control and flexibility over municipal initiatives.

Strategic Plan Impact:

Economic Development and Growth: Strengthening tourism as a key economic driver.

Development of Outdoor Spaces: Enhancing parks, trails, and waterfront areas.

Infrastructure and Facility Renewal: Investing in sustainable tourism infrastructure.

Long-Term Financial Planning: Creating a sustainable funding model for tourism projects.

Attachments:

Draft MAT Municipal Funds Allocation Policy

Respectfully submitted,

Elijah McKeown
Tourism & Digital Media Officer

City of Pembroke

Municipal Accommodation Tax (MAT) Revenue Allocation Policy

Effective Date: xx xx, 2025

Policy Number: TBD

1. Purpose

The purpose of this report is to outline the allocation of the municipal portion of the Municipal Accommodation Tax (MAT) revenue, ensuring alignment with Council's strategic priorities for tourism development, economic growth, and community engagement. The recommendations herein reflect input from the Pembroke Tourism and Culture Advisory Committee (PTCAC) and key stakeholders.

2. Background

As per By-law 2024-72, the MAT was implemented on January 1, 2025, applying a 4% tax on transient accommodations of less than 30 days within the City. 50% of net MAT revenue is allocated to the Ottawa Valley Tourist Association (OVTA) under the City-OVTA Agreement (2025-2027), with the remaining 50% retained by the City.

3. Guiding Principles

The allocation of MAT revenues will adhere to the following principles:

- **Transparency and Accountability:** The City will ensure that MAT funds are allocated and reported in a clear and responsible manner.
- **Economic and Tourism Development:** Investments must align with the City's strategic priorities to enhance the local economy and visitor experience.
- **Flexibility and Long-Term Planning:** Funds may be spent annually or banked for major tourism-related projects.
- **Stakeholder Engagement:** Input from local tourism operators, businesses, and residents will be considered when allocating MAT funds.
- **Balanced Investment:** MAT funds shall be allocated strategically across multiple priority areas to ensure a well-rounded approach to tourism development, preventing disproportionate investment in a single area while addressing diverse needs and opportunities.

4. Eligible Uses of MAT Revenues

The municipal portion of MAT revenues shall be allocated to initiatives that directly or indirectly support tourism, including:



4.1 Tourism Marketing and Events

- Destination marketing campaigns.
- Support for key tourism events.
- Promotional initiatives to attract visitors.

4.2 Tourism Infrastructure and Public Spaces

- Wayfinding signage and visitor information resources.
- Beautification projects that enhance the visitor experience.
- Improvements to public spaces that attract tourists.

4.3 Recreation Programs and Facilities Impacting Visitors

- Investments in recreation infrastructure and facilities that benefit both tourists and residents.
- Enhancements to parks, trails, and waterfront areas.

4.4 Staffing and Support for Tourism Initiatives

- Hiring of staff or consultants to manage or coordinate tourism-related projects.
- Administrative support for tourism initiatives.

4.5 Support for Local Tourism Operators

- Grant programs for tourism-related businesses and organizations.
- Collaborative funding for new tourism initiatives.

5. Reserve Fund and Banking of MAT Revenues

- Unspent municipal MAT funds will be placed in a MAT Reserve Fund to be allocated for future large-scale tourism projects.
- The City may choose to bank a portion of annual MAT revenues to ensure sustainable funding for long-term initiatives.

6. Reporting and Transparency

- The City shall prepare an Annual MAT Report detailing:
 - Total MAT revenues collected.
 - Allocation of MAT funds by category.

- Outcomes and impacts of funded projects.

7. Conclusion

The allocation of the municipal portion of MAT funds will follow a structured approach to ensure maximum impact on tourism development in Pembroke. This policy ensures that the funds collected through the MAT are used to directly benefit and enhance the local tourism industry, in alignment with the expectations of stakeholders and best practices in municipal governance.

The initial review of funds will take place in time for 2026 Budget deliberations.

Through transparent reporting, responsible financial management, and a commitment to reinvesting in tourism and visitor-focused initiatives, this policy will help support a thriving and sustainable tourism economy in Pembroke for years to come.



PEMBROKE FIRE DEPARTMENT

200 International Drive Pembroke, Ontario K8A 6W5

Telephone: (613) 735-6821 ext. 1201 • Fax: (613) 732-7673 • www.pembroke.ca

“Protection, Prevention and Education for over 160 years”

February 2025 Monthly Report (January 29, 2025 – February 25, 2025)

Prevention and Public Education Activities

Platoons continue to work through their assigned inspection list.

The PFD, along with Sparky, was invited to attend the McDonald's Grand Opening. We set up an information booth and conducted a raffle for Emergency Kits.

Staff training was conducted for Algonquin College and the County of Renfrew.

Staff attended the Future's event at Algonquin College. This event allows area high school students the opportunity to meet with local professionals and seek advice on pursuing their potential career goals.

Public safety messaging on Pembroke's Pure Country focused on what to do during power outages and safe smoking habits and smoking related fires.

Our partnership with Renfrew County Fire Departments continued as we provided fire safety messaging regarding power outage safety in the Eganville Leader.

Our messaging on social media involved the safe use of space heaters and ensuring ventilation piping is cleared of snow. We also posted Emergency Preparedness messaging, specifically the preparation of emergency kits for use in vehicles and shared weather warnings for the snowstorms we received in February. We also shared posts from our partners, notably the Ontario Fire Marshal's Office, regarding the number of fatal fires in 2024 along with the concerning number of fire deaths already in 2025. The past month has seen 17 new followers on our Facebook page and continues to see growth and engagement.

Education

Firefighters Dunne and Rutz continue their NFPA 1021 Fire Officer I course.

Firefighter Caughey began work on NFPA 1035 Fire and Life Safety Educator course.

CO-OP Student

The Pembroke Fire Department welcomed Kimberly Gray and Jelissa Vason, Grade 12 students from Fellowes High School who are this semester's co-op students.

Vulnerable Occupancy Inspections and Drills

Chief Selle and staff attended a tabletop exercise conducted by the PRH.



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Heritage Manor's Fire Safety Plan was updated, reviewed and approved.

Supples Landing Fire Safety Plan is currently being reviewed and updated.

Emergency Management

The Emergency Exercise Planning Committee held 2 meetings in February.

The Emergency Management Program Committee held a meeting in February.

EOC/Training Room

The EOC/training room hosted 8 meetings in the month of February.

Pembroke Professional Firefighters Association (Lo. 488)

In February, the Association sponsored a free skate on Family Day as part of Sno-Spree. The Association provided hotdogs, hot chocolate and snacks and gave away several prizes throughout the event.

Career Firefighter Training

This month's training focused on:

- **Suppression:** Fire Suppression Techniques; Personal Protective Equipment; Building Construction; Fire Service Knots; Ventilation; NFPA 1700 Guide for Structural Fire Fighting; Aircraft Response; Pre-Fire Planning; Fire Dynamics; Basement Fires; Electric Vehicle Fires; Residential Fires; Fire Extinguishers; Ladders on the Fire Ground; Aerial Operations
- **Rescue:** Search and Rescue; Firefighter Survival Techniques; Water/Ice Rescue; Aircraft Rescue & Extrication; Vehicle Extrication
- **SCBA:** Donning and Doffing; Maintenance and Inspections
- **Driver:** Aerial Operations; Defensive Driving Techniques
- **Prevention:** Preplanning and Plan Reviews; Ontario Fire Code & Inspection Orders; Lithium Ion Batteries
- **Administration:** Policies, SOPs and Procedures; Health, Wellness & Safety; NFPA 1021 Fire Officer I; NFPA 1035 Fire & Life Safety Educator

Volunteer training for this month:

- Building Construction
- Fire Extinguishers
- Fire Dynamics
- SCBA
- Ground Ladders



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Recreational Open-Air Burning

Year/Month	Number of new permits	Number of Inspections	Renewals	Dollars collected	Total Number of Permits to date	Total dollars collected
2024	129	139	64	\$16,100	193	\$16,100
January 2025	2	2	0	\$200	2	\$200
February 2025	1	1	2	\$200	5	\$400

Smoke Alarm Program

Year/Month	Number of Inspections	Number Tested	Alarms Missing	Alarms not Working	Batteries Replaced	Alarms Installed
2024	171	419	17	33	16	70
January 2025	18	34	3	3	3	3
February 2025	12	20	1	3	1	3

Inspections & Consultations

Type of Inspection or Consultation	# Completed
Assembly	29
Health Care and Long-Term Care Facility	19
Residential	54
Mercantile and/or Business	4
Industrial	13
Hotel or Motel	1
Recreational Burn Permit Site Inspections	1
Total number of inspections or consultations completed this month	121
Total number of violations found since the last report	9
Total number of outstanding violations repaired since the last report	18
Total number of Fire Safety Plans reviewed and/or approved	9



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Incidents

Type of Incident	# attended
Fires/Explosions	1
Over Pressure Rupture/Explosion	0
Pre-Fire Conditions/ No Fire	4
Open- Air Burning	1
False Fire Calls	11
Public Hazards	4
Carbon Monoxide	3
Rescue	14
Medical	1
Other Responses	1
Total Responses	40
Estimated Dollar Loss	\$3,000

False Alarms

Year/Month	Letter of Warning	Fine Issued	Fines Paid	Fines Cancelled	Fines Outstanding
2020	21	6	5	0	2
2021	29	8	8	2	0
2022	16	12	8	0	4
2023	20	6	5	0	1
2024	37	8	8	0	0
January 2025	0	0	0	0	0
February 2025	4	0	0	0	0

Respectfully yours,

Scott Selle,
Fire Chief



Committee Report

To: Deputy Mayor Brian Abdallah
Finance and Administration Committee

From: Scott Selle, Fire Chief
Pembroke Fire Department

Date: 2025-03-04

Subject : **Mutual Aid Plan For The Fire Services Within Renfrew County, Update By-law 2020-72**

Recommendation:

Staff recommends Council renew By-law 2020-72, authorizing the Pembroke Fire Department to be a participant in the Renfrew County Mutual Aid Plan.

CAO Review :

This initiative will support the City of Pembroke during an emergency and is essential.

David Unrau, P.Eng., PMP

Financial Comment:

Participation in mutual aid assures fire service delivery to residents. Without this, additional City resources may be required long-term.

Angela Lochtie
Treasurer/Deputy Clerk

**Background:**

The Pembroke Fire Department has been an active member in the Renfrew County Mutual Aid Plan since its inception.

The Fire Chief of the Pembroke Fire Department always been the Fire Coordinator for the Mutual Aid Plan.

Discussion:

This authorizing By-law is required to allow the Pembroke Fire Department to leave our municipal boundaries under the Fire Protection and Prevention Act.

The Ontario Fire Marshal recommends all municipalities adopt a by-law authorizing the fire department to participate in their area's mutual aid plan. The By-law clearly states that Council approve of the Pembroke Fire Department's participation in the Renfrew County Mutual Aid Plan and satisfies the recommendation of the Fire Marshal's Office.

Alternatives Considered:

Withdraw participation from the Mutual Aid Plan For The Fire Services Within Renfrew County.

Strategic Plan Impact:

This updated Plan meets the Vision of the Strategic Plan.

Attachments:

Mutual Aid Plan For The Fire Services Within Renfrew County

Respectfully submitted,

Scott Selle, Fire Chief
Pembroke Fire Department



Office of the Fire Marshal

Mutual Aid Plan

for the

Fire Services within Renfrew County

*Fire Co-ordinator Chief Scott Selle
Pembroke Fire Department*

*Alternate Co-ordinators
Chief Craig Proulx Petawawa Fire Department
Chief Allan Cole Horton Fire Department*

Issue Date: January 2023

Revised Date: February 11, 2025

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FOREWARD

Mutual Aid is most frequently described as providing assistance between groups of people or organizations. The concept of neighbours helping neighbours or others in need is not a new concept and has been practiced for centuries. In Ontario, fire departments have participated in organized assistance through a formalized *Mutual Aid Plan* since the 1950's.

The Province of Ontario *Mutual Aid Plan* herein after referred to as “*MAP*”, has many times demonstrated its value to communities. Large fires, hazardous material incidents, as well as wind and ice storms, are some examples of where emergency events have had the effect of overwhelming resources of *fire departments*, and where mutual aid was called upon to assist in mitigating the incident.

The fire services in Ontario are leaders in the provision of mutual aid. The *MAP* has had a historical impact and its principles are enshrined in the daily activities and the emergency response approach of firefighters. As well, many other provincial emergency plans have components which are directly tied to the *MAP*.

Ontario is the most populous province in Canada, with diverse demographics and various physical geographies. While instructed by the Office of the Fire Marshal, *fire co-ordinators* from across the province have assisted, and continue to assist, in the development and revision of the *MAP*. These individuals represent fire service responders ranging from single- to multi-station fire departments. Large or small, all fire departments in Ontario have a significant role in the operational processes of the *MAP*. The success of the *MAP* relies directly on their collaborative contributions and involvement.

The 2018 version of the Province of Ontario *Mutual Aid Plan* saw a significant revision, resulting in a dynamic program that continues to serve the residents of Ontario. The 2022 version is intended to improve upon these significant revisions to ensure an effective and efficient program is in place that reflects the current needs of the fire service as they serve the residents of Ontario.

Note: Mutual Aid Associations, which do not directly relate to the duties of *fire departments* may be in place in various Counties, Regions, and Districts. It is to be clearly understood that they do not have any connection relating to the operation of municipal fire departments that are *participants* in the *MAP*.

THE PRINCIPLES OF OPERATION OF THE MAP IN ONTARIO

The Mutual Aid Plan for the Fire Services within Renfrew County has the following principles of operation to ensure a dynamic program is in place:

1. To promote, and ensure adequate and co-ordinated efforts to minimize loss of human life and property, as well as damage to the environment, through the efficient utilization of fire department and provincial resources in the event of a *mutual aid activation* during times of natural or human-made emergencies.
2. To provide the organizational framework necessary to effectively manage *mutual aid* resources within an incident management system.
3. To provide authority and general direction to *fire co-ordinators* for the co-ordination of the *MAP* and associated *fire protection services* activated within the County of Renfrew, as well as with neighbouring Counties, Districts or Regions, inter-provincially and/or internationally, as requested by the Fire Marshal or designate.
4. To provide advice and guidance for the activation of *mutual aid* assistance.
5. To ensure all *participants* and *non-municipal participants* adhere to their prescribed roles and responsibilities with respect to *mutual aid*.
6. To provide roles and responsibilities for *fire co-ordinators* appointed by the Fire Marshal or designate, as well as OFM staff.
7. To provide other emergency management agencies with an understanding of the *fire co-ordinator's* role within the *MAP*.

AUTHORITY

Fire department personnel appointed by the Fire Marshal as *fire co-ordinators* shall fulfill the duties and responsibilities as instructed by the Fire Marshal (*Fire Protection and Prevention Act 1997, Section 7*).

Fire co-ordinators

7. (1) The Fire Marshal may appoint fire co-ordinators for such areas as may be designated in the appointment. 1997, c. 4, s. 7 (1).

Duties

- (2) A fire co-ordinator shall, subject to the instructions of the Fire Marshal,
 - (a) establish and maintain a mutual aid plan under which the fire departments that serve the designated area agree to assist each other in the event of an emergency; and
 - (b) perform such other duties as may be assigned by the Fire Marshal. 1997, c. 4, s. 7 (2); 2002, c. 18, Sched. N, s. 1

MINIMUM CONDITIONS FOR PARTICIPATION IN MAPs

1.0 Resources and Training

- 1.1 *A participant and non-municipal participant* must have sufficient resources to meet the approved level of service within their own jurisdiction. **Reference Appendix B and C for Municipal and Non-Municipal Participants.**
- 1.2 *Fire Chiefs and non-municipal participants* shall notify the *fire co-ordinator* of all significant changes, as they occur, regarding stations, personnel, apparatus, and/or equipment and/or their ability to meet the minimum conditions for participation.
- 1.3 *MAP* assistance is to be provided to *participants* and *non-municipal participants* as requested and without costs involved.
- 1.4 The training level of *participants* should be maintained in accordance with the approved level of service as declared annually in the Municipal Profiles submitted to the OFM (see **Appendix B and C**, and the applicable legislated standard, NFPA standard and/or equivalent as a minimum).

2.0 Command and Communications

- 2.1 The *home fire department* shall maintain responsibility for the overall command of a mutual aid activation throughout the incident; with the exception that the command function, by mutual agreement, may be temporarily assigned to a qualified responding *participant*.
- 2.2 *Participants* in the *MAP* shall adopt and implement the provincial Incident Management System and implement an *Incident Command System* that is fully inter-operable with other *participants* in the *MAP*.
- 2.3 Radio communication procedures shall be established to ensure seamless communication between *participants* during *MAP* activations.

3.0 Response and Documentation

- 3.1 A request for assistance by a *participant* in the *MAP* takes priority over any other non-emergency response excepted as noted in 3.2.
- 3.2 Despite 3.1, the *fire chief*, or designate, may refuse to supply a requested response to an occurrence if such response personnel, apparatus or equipment are required to provide emergency responses in the local *municipality*. Similarly, the fire chief, or designate, may order the return of such apparatus, equipment or personnel that is responding to, or is operational at, the scene of a *MAP* activation if it is required to provide emergency responses in the local *municipality*. In such cases the *fire chief* must notify the *fire co-ordinator* or designate overseeing the event of his/her actions.
- 3.3 A by-law / alternative authorization must be passed by *council* authorizing its *fire department's* participation in the *MAP*. A by-law / alternative authorization is also required after a significant revision or change to the *MAP*, or as requested by the OFM (See **Appendix J** for a sample by-law authorizing participation in the *mutual aid plan*).

Note: Despite 3.3, NFPP fire departments must be authorized by the Fire Marshal or designate to participate in the *MAP* (Reference **Appendix V**).

- 3.4 The providing and receiving *participant*, *non-municipal participant*, and *fire co-ordinator* must agree to the *help call*, *backfill*, and *stand-by* assignments.
- 3.5 The *fire co-ordinator* and the participating *fire departments* must agree to the resources that will form part of the *MAP*. It shall be recognized that the Mutual Aid Plan for the Fire Services Within Renfrew County will be a reciprocal service agreement.

Note: For example, this does not mean a municipality with an aerial ladder truck is obligated to make it available to a municipality. Municipalities may enter into fire protection service agreements for apparatus, equipment, staffing, or other services.

- 3.6 All *participants* shall comply with all applicable laws.
- 3.7 Fire Chiefs shall submit copies of all automatic aid and fire protection agreements pertaining to emergency response that their municipality, or governing body, has entered into. These agreements shall be forwarded to the fire co-ordinator.
- 3.8 Participants and non-municipal participants that provide fire protection services under a fire protection services agreement to a municipality, territory without municipal organization, First Nations community or other organization that do not have a fire department can activate mutual aid.

Note: The *municipality, territory without municipal organization, First Nations community*, or other organization that does not have a *fire department* and is receiving emergency response services must ensure that sufficient fire protection service agreements for emergency response resources are in place to handle their own approved level of emergency response service needs.

- 3.8 *Non-municipal participants* that do not have an establishing and regulating by-law/agreement will be required to provide to the OFM a modified municipal profile-type document confirming an ability to meet the minimum requirements for participation in the *MAP*. **Reference Appendix V for Non-Municipal Participant Agreement.**

Note: There should be no boundaries within the *MAP* when considering mutual aid assistance. As an example: *help call, backfill* or *stand-by* may be from any neighbouring Counties, Districts or Regions, inter-provincially and/or internationally. A *fire co-ordinator* can request resources from any other *participant* or *non-municipal participant* in the plan.

ROLES AND RESPONSIBILITIES

4.0 Office of the Fire Marshal

- 4.1 Develops and monitors the *MAP* and appendices in consultation with *fire co-ordinators*.
- 4.2 Reviews and updates the *MAP* and appendices every 4 years, or as needed.
- 4.3 Reviews submitted *MAP*'s and notifies the *participants / non-municipal participants* when their *MAP* has been accepted (Reference **Appendix T**).
- 4.4 Maintains a centralized inventory of the most current submitted *MAP* from each *County, District, and Region*.

- 4.5 Provides support through specialized resources and equipment (e.g. Emergency Preparedness and Response Unit (EPRU) activation), as available.
- 4.6 Appoints *fire co-ordinators* for such areas as may be designated in the appointment under the Fire Protection and Prevention Act, 1997, c.4, s.7(1).
- 4.7 Appoints the *fire chief* of a *fire department* established for an unincorporated area that is to participate in the *MAP*.
- 4.8 Authorizes *fire departments* serving unincorporated areas to participate in the *MAP* through an agreement signed by the Office of the Fire Marshal.
- 4.9 Monitors mutual aid activations and any known contraventions of the *MAP* and addresses these as required.
- 4.10 Maintains the *fire co-ordinators'* website and provides regular communications and updates to the *fire co-ordinators*.
- 4.11 Organizes and conducts the *fire co-ordinators* annual meeting and learning symposium and other such meetings as may be scheduled.
- 4.12 Monitors the operations and performance of the *MAP*.
- 4.13 As requested, such as during significant events or mutual aid activations, provides advice and assistance to the fire co-ordinators or fire departments dealing with the incident.
- 4.14 Provides advice and assistance to the *fire co-ordinator* or *participants* or non-municipal *participants* as it pertains to the Province of Ontario Mutual Aid Plan, including any roles and responsibilities of the *fire co-ordinator*, *participants*, or *non-municipal participants*.
- 4.15 Attends mutual aid meetings, dependant on availability, as requested by the *fire co-ordinator*.
- 4.16 Provides training sessions for the *fire co-ordinators* / alternates.
- 4.17 Co-ordinates meetings of the *Mutual Aid Advisory Committee* with the Fire Marshal on a semi-annual basis or as needed.
- 4.18 May choose to co-ordinate mutual aid activations involving two or more county/region/district *MAP's*.

- 4.19 The Office of the Fire Marshal may deliver to the *participant* or *non-municipal participant* a written notice (copying the *fire co-ordinator*) directing them to have the identified deficiencies corrected. Failure to maintain the established criteria to the satisfaction of the OFM may result in removal from the program. See Appendix L for process flow chart.
- 4.20 Maintains confidentiality of the information collected and uses only for the intended purpose of administering MAP.

5.0 Fire Co-ordinator

Fire department personnel appointed as fire co-ordinators by the Fire Marshal or designate shall fulfill the duties and responsibilities as instructed by the Fire Marshal, or designate (*Fire Protection and Prevention Act, 1997, Section 7*).

Roles and responsibilities of the *fire co-ordinator* and, in the absence of the *fire co-ordinator*, the *alternate fire co-ordinator*, for the purposes of the MAP for the Fire Services with Renfrew County include:

- 5.1 In co-operation with the *participants* and *non-municipal participants*, develop, review, and maintain an up-to-date MAP, under the instructions of the Fire Marshal or designate.
- 5.2 Submit the MAP to the Office of the Fire Marshal for review and acceptance.
- 5.3 Review the MAP annually, or more often if required, with the *participants*, *non-municipal participants* and OFM staff, and submit updates by April 1st of every year to OFMEM.MAP@ontario.ca
- 5.4 Coordinate/monitor activations of the MAP.
- 5.5 Evaluate and process requests and recommend to the Provincial Emergency Operations Centre (PEOC) the deployment of provincial and regional assets and/or resources as per the notification process for requesting provincial resources.
- 5.6 Provide advice and assistance to the Fire Marshal or designate upon request.
- 5.7 Provide assistance and guidance to *participants* and *non-municipal participants* during *mutual aid* activations.

- 5.8 In the case of *significant events*, the *fire co-ordinator* will notify the *PEOC* at their first opportunity in order to provide a verbal synopsis of the event and determine whether the Office of the Fire Marshal involvement is required. The *fire co-ordinator* will also be required to forward an email to OFMEM.MAP@Ontario.ca within 2 business days providing a written synopsis of the significant event (**Reference Appendix O**).
- 5.9 Attend the *Fire Co-ordinators Annual Meeting and Learning Symposium*, and other meetings as may be required from time to time by the Office of the Fire Marshal.
- 5.10 Submit expense reports to the Office of the Fire Marshal, Operations Manager responsible for the *MAP*, for approval twice yearly, and more frequently if required, prior to March 1st of each year (see **Appendix R** for expense account guidelines).
- 5.11 Provide advice and assistance to promote the effective and efficient implementation of the *MAP*.
- 5.12 Maintain confidentiality of the information collected and use only for the intended purpose of administering the *MAP*.
- 5.13 Other duties as may be assigned by the Fire Marshal or designate in relation to the support of *mutual aid* activations.
- 5.14 The *fire co-ordinator* shall notify the OFM when a *participant* or *non-municipal participant* fails to maintain the established criteria for participation in the *MAP*.

Roles and responsibilities of the *fire co-ordinator* for the purposes of the *mutual aid plan* do not include:

In a *territory without municipal organization* where there are no agreements made pursuant to the *Fire Protection and Prevention Act, 1997* to provide *fire protection services*, there is ordinarily no role for the *fire co-ordinator* to play.

The role of the *fire co-ordinator* is to co-ordinate the *MAP* and to perform related duties. The *MAP* is developed between *fire departments* and *non-municipal participants*. *Fire departments* exist only in municipalities, or pursuant to an agreement in a *territory without municipal organization*.

6.0 Zone Fire Co-ordinator(s)

Zone Fire Co-ordinators are appointed to act on behalf of the *fire co-ordinator* in a defined geographic area of the *MAP*. Responsibilities include:

- 6.1 Co-ordinate/monitor zone *mutual aid* activations.
- 6.2 Ensure district plan revisions received from *fire co-ordinator* are copied and distributed to zone *fire chiefs* for updating their fire department plan.
- 6.3 Co-ordinate regular zone meetings each year.
- 6.4 Attend County/District/Region *MAP* meetings to provide zone activation updates and share zone initiatives being implemented.
- 6.5 Provide advice and assistance to promote the effective and efficient implementation of the *MAP*.
- 6.6 Attend the annual fire co-ordinators' conferences, zone meetings and such other meetings as may be convened from time to time by the Office of the Fire Marshal.
- 6.7 Maintain confidentiality of the information collected and use only for the intended purpose of administering *MAP*.

7.0 Participants

Participants in the *MAP for the Fire Services within Renfrew County* are responsible to ensure there is a by-law, agreement or alternative *acceptable* authorization to:

- 7.1 Establish and regulate their *fire department*.
- 7.2 Appoint the *fire chief* of the *fire department*, and,
- 7.3 Authorize participation in the *MAP*.
- 7.4 Meet minimum conditions for participation.
- 7.5 Attend meetings as called by the *fire co-ordinator* or Office of the Fire Marshal.
- 7.6 Notify the *fire co-ordinator* of issues which preclude meeting the minimum conditions for participation in the *MAP*.
- 7.7 Maintain confidentiality of the information collected and use only for the intended purpose of administering *MAP*.

8.0 Non-Municipal Participants

Non-Municipal Participants in the *MAP for the Fire Services within Renfrew County* are responsible for, in addition to meeting the minimum conditions for *participants*:

- 8.1 Provide and maintain a list of services.
- 8.2 Obtain authorization to participate in the *MAP* from the participating *fire chiefs* and the Office of the Fire Marshal.
- 8.3 Authority having jurisdiction must provide document authorizing participation in the *MAP*.
- 8.4 Submitting any information (i.e. asset lists, contact information) that is required in the administration of the *MAP* or as deemed necessary by the *fire co-ordinator*.
- 8.5 Ensuring that all minimum requirements for participation in the *MAP* are met or that there are acceptable equivalencies in place.

9.0 Participating Fire Departments

- 9.1 Ensure members of the *fire department* are aware of the intent and operational components of the *MAP*.
- 9.2 Notify the *fire co-ordinator* of all significant changes as they occur, regarding levels of service or modification to their establishing and regulating by-law/alternative authorization and agreements.
- 9.3 Report mutual aid activations to the *fire co-ordinator* at the first opportunity.
- 9.4 Complete and submit all required documentation as prescribed by the *MAP*.
- 9.5 Attend or ensure there is representation at every meeting(s) as called by the *fire co-ordinator*/Office of the Fire Marshal.
- 9.6 Advise the *fire co-ordinator* of any municipal re-alignments/amalgamations or any change that will affect the *MAP*.
- 9.7 Provide a copy of the *MAP* to their municipal council and clerk.
- 9.8 Participate in the submission or updating of the *MAP*, to be completed by April 1st of every year.
- 9.9 Maintain confidentiality of the information collected and use only for the intended purpose of administering *MAP*.

APPOINTMENT AS A FIRE CO-ORDINATOR, ALTERNATE, OR ZONE

10.0 Criteria for Appointment as a Fire Co-ordinator, Alternate Fire Co-ordinator or Zone Fire Co-ordinator

To be appointed as a *fire co-ordinator*, *alternate fire co-ordinator* or *zone fire co-ordinator*, the following criteria shall be met:

- 10.1 Appointees must be a *fire chief*, deputy fire chief or senior officer with the necessary training and experience (see 10.2, 10.3) and be willing to take any additional training required by the Fire Marshal to fulfill the duties of *fire co-ordinator*, *alternate fire co-ordinator*, and/or *zone fire co-ordinator* (see 10.4).
- 10.2 Necessary training includes:
 - (a) Incident Command System Training, and
 - (b) Incident Management System Training
- 10.3 Necessary experience includes:
 - (a) Previous participation in local County, Region, or District *MAP* meetings, and
 - (b) A minimum of one year experience as a *fire chief* as defined in the *Fire Protection and Prevention Act, 1997, Section 1*, or
 - (c) A minimum of two years as a deputy fire chief or other senior officer role.
- 10.4 Additional training includes:
 - (a) Successful completion of the Office of the Fire Marshal's Fire Co-ordinator Online Training upon appointment as a *fire co-ordinator*, *alternate fire co-ordinator* or *zone fire co-ordinator*, and
 - (b) Any other training deemed necessary by the Fire Marshal, or delegate

Note: The Fire Marshal or delegate reserves the right to appoint less qualified candidates, given the candidate agrees to participate in training identified by the Fire Marshal, or delegate.
- 10.5 Willingness to fulfill the role of *fire co-ordinator*, *alternate fire co-ordinator*, or *zone fire co-ordinator*.
- 10.6 Letter of Support from the municipality, or other employer, that the Fire Marshal, or designate, may request an *alternate fire co-ordinator* or *zone fire co-ordinator* temporarily fill the role of *fire co-ordinator*, if required.
- 10.7 Have the technical ability to communicate with *participants* and *non-municipal participants* within the County, District or Region and between other Counties, Districts and/or Regions (i.e., radio communications).

- 10.8 Have excellent verbal and written communication skills to communicate with *participants* and *non-municipal participants* within the neighbouring Counties, Districts or Regions, inter-provincially and/or internationally for the purposes of coordinating *MAP* meetings, amending *MAP* documents, or any other *MAP* related task.
- 10.9 Understand the requirements and implementation of the *MAP*.
- 10.10 Advise *participants* or *non-municipal participants* in the *MAP* where the OFM or *fire co-ordinator* are made aware of an impending or actual vacancy of a *fire co-ordinator* or *alternate fire co-ordinator* or *zone fire co-ordinator* to be given the opportunity to provide input into the new nomination of a *fire co-ordinator*, *alternate fire co-ordinator* or *zone fire co-ordinator*.

Note: The Fire Marshal or delegate reserves the right to revoke any of the above-mentioned appointments.

11.0 Appointment Process for Fire Co-ordinators, Alternate Fire Co-ordinators, and Zone Fire Co-ordinators

- 11.1 For a pending vacancy with an appointed incumbent, the incumbent *fire co-ordinator* shall provide a minimum 7 days' notice to their assigned Fire Protection Adviser of a pending resignation or vacating of an appointed position in their County, Region or District *MAP*. In the absence of an assigned Fire Protection Adviser, the *fire co-ordinator* shall notify the assigned *MAP* Operations Manager through OFMEM.MAP@ontario.ca.
- 11.2 For a vacating *fire co-ordinator* position, the appointed *fire co-ordinator* shall canvas existing appointed *MAP alternate/zone fire co-ordinators* to identify potential candidates. For a vacating *alternate fire co-ordinator/zone fire co-ordinator* position, or where an existing *alternate/zone fire co-ordinator* has not expressed interest in advancing to the *fire co-ordinator* position, the *fire co-ordinator* will canvas *MAP participants* to identify interested/potential candidates
- 11.3 The selection criteria outlined in Section 10 of the Province of Ontario Mutual Aid Plan will be used to identify a potential candidate. Once a candidate is identified, the *fire co-ordinator* shall solicit support for advancing a candidate's nomination to the OFM from the *participants* of the County, Region, or District *MAP*.
- 11.4 The *fire co-ordinator* shall then complete and submit **Appendix P: Request for Fire Co-ordinator** to their assigned Fire Protection Adviser, or to the *MAP* Operations Manager, along with the required supporting documentation for appointment: Letter of Municipal/Authority Support, JPEG Photo and Confirmation of Support from the County, Region, or District *MAP Participants*.

- 11.5 The assigned Fire Protection Adviser shall provide advice and assistance as requested to the *fire co-ordinator*, supporting the candidate identification and selection process in accordance with the identified selection criteria in the Province of Ontario Mutual Aid Plan.
- 11.6 Where there is a vacant *fire co-ordinator* position, the assigned Fire Protection Adviser shall canvas existing appointed County, Region, District *Alternate / Zone Fire Co-ordinators* to identify potential candidates using the selection criteria outlined in Section 10 of the Province of Ontario Mutual Aid Plan. In the event of a null response, the assigned Fire Protection Adviser shall solicit interest from other *participants* from within the County, Region, or District *MAP*. The selected candidate will then follow the process outlined in 11.4 for completing and submitting **Appendix P: Request for Fire Co-ordinator**.
- 11.7 Upon appointment from the Fire Marshal, or designate, the new *fire co-ordinator, alternate or zone fire co-ordinator* will receive an appointment package containing a badge, wallet, photo ID, letter of appointment and certificate of appointment from the Office of the Fire Marshal. The newly appointed *fire co-ordinator, alternate or zone fire co-ordinator* will receive access to the SharePoint website and shall complete the Office of the Fire Marshal Fire Co-ordinator Training.

MUTUAL AID PLAN COMPONENTS

MAP participants shall adopt all mandatory appendices and any applicable optional appendices, based on their local needs and circumstances. The appendices are intended to provide *participants* with the ability to attach additional information to the *MAP* base document that they feel will assist local *participants* and *non-municipal participants* in the application and use of the *MAP*.

The following appendices are components of the *MAP* and should be reviewed on an annual basis by April 1st of every year: Mandatory appendices are identified with a **

Appendix A - Running Card Assignments**

Appendix B & C – Emergency Contact Information and Mutual Aid Asset Report**

Appendix B & C – For Non-Municipal Participants**

Appendix D - Additional Local Minimum Requirements

Appendix E - Interoperability Border Crossing Coupling Locations and Quantities

Appendix G - Optional Conditions for Participation in Programs 3.0 County, District or Region Hazardous Materials Response Support

Appendix H - Optional Conditions for Participation in Programs *4.0 County, District or Region Extrication Response Support*

Appendix I - Optional Conditions for Participation in Programs *5.0 County, District or Region Specialized Rescue Support*

Appendix J - Sample By-Law Authorizing Participation in the Mutual Aid Plan**

Appendix L - Process for Addressing known Contraventions of the Minimum Conditions for Participation in the Mutual Aid Plan

Appendix O - Significant Event Report Form (Mandatory Post-Significant Event)

Appendix P - Request for Fire Co-ordinator

Appendix Q - Request for Temporary Appointment

Appendix R - Expense Account Guidelines

Appendix T - Plan Acceptance Form**

Appendix U - List of Agreements**

Appendix V - Non-Municipal Participant Agreement**

Appendix W – Mutual Aid Activation Report (Mandatory Post-Activation)

ACTIVATION OF THE MAP

12.0 Requesting Fire Department

All requests for help will be communicated through the dispatch services of the requesting department. Following dispatching of help, Renfrew CACC dispatch will inform the *fire* coordinator, *alternate or zone fire co-ordinator*, of the request for help and any pertinent information in regard to the request. The incident commander will request help in the following manner;

12.1 Identify who you are.

12.2 Briefly describe the nature of the incident/emergency.

12.3 Describe what is needed (equipment, staffing, apparatus, etc.).

12.4 Provide the status of the mutual aid response (who's been called already, automatic aid activations that have been initiated).

- 12.5 Give the location of the incident (coordinates, address and landmarks).
- 12.6 Give information on what is the best route and approach to the site.
- 12.7 Provide details on command and its designation. Advise who, and on what radio frequency or talk group, to contact for assignment and/or staging location. If common radio frequencies or talk groups are not available, direct the responding mutual aid companies to a specific location and advise them whom to contact on arrival.

13.0 First and/or Subsequent Help Call

- 13.1 Evaluate your ability to respond considering local capacity.
- 13.2 If prepared to do so, dispatch resources to respond to the incident.
- 13.3 The dispatch centre or first called fire department shall notify the fire coordinator of the incident/emergency and any other relevant information (such as cross-border activations, nature, size and extent of the incident) forthwith. Following any Mutual Aid response the requesting fire department will complete a Mutual Aid Activation Form (Appendix W) and/or a Significant Event Report Form (Appendix O) and e-mail to the fire co-ordinator as soon as possible following the incident.

Note: All subsequently responding participants and non-municipal participants shall notify the fire co-ordinator, through the dispatch center, of their response and any other relevant information as needed or as requested.

14.0 Fire Co-ordinator

- 14.1 Arrange for the backfill or standby for home and assisting fire departments as per **Appendix A: Running Card Assignments**.
- 14.2 Be notified of all mutual aid activations and additional assistance as required. There should be no boundaries within the Province when considering mutual aid assistance. As an example, help call, backfill, or stand-by may be from Counties, Districts or Regions, inter-provincially and/or internationally. A fire co-ordinator can request resources from any *participant* or *non-municipal participant* in the MAP.
- 14.3 Notify the Provincial Emergency Operations Centre of all significant events (Reference **Appendix O: Significant Event Form**).
- 14.4 Provide field guide to the dispatch centre and update as needed.

15.0 Termination of the Incident

- 15.1 The incident commander will determine when assisting resources are no longer required.

- 15.2 The incident commander will release resources as soon as possible.
- 15.3 Assisting *fire department(s) and non-municipal participants* will notify the *fire co-ordinator* when they are back in service in their local community. This notification can be done through dispatch services.

PROVINCIAL CBRNE AND USAR RESOURCES

The Province operates a system which provides response support for chemical, biological, radiological, nuclear, and/or explosive (CBRNE) incidents, and urban search and rescue (USAR) incidents, to local communities. The system operates under the following conditions:

- Initial response to CBRNE and USAR emergencies are a local responsibility. More advanced support may be available locally through the *MAP* or a contracted service provider, which includes contracted support from another *municipality* through a *fire protection services agreement* or an *automatic aid agreement* and contracted support from a commercial provider.
- It is intended that CBRNE teams and the USAR team, strategically located in designated cities, and operating under a memorandum of understanding with the Province of Ontario, is available to support local responders.
- The expectations and capabilities of responding CBRNE Teams shall be based on the National Fire Protection Association Standard 1072: Professional Competence of Responders to Hazardous Materials Incidents. That standard provides for the following response levels:
 - Level 1: **Awareness** of what constitutes a hazardous materials incident
 - Level 2: **Operations or mission specific** has the capacity to carry out limited response activities
 - Level 3: **Technician** has the capacity to mitigate hazardous materials incidents
- The expectations and capabilities of the responding USAR team shall be based on the National Fire Protection Association Standard 1670: Operations and Training for Technical Rescue Incidents. That standard provides for the following response levels:
 - Level 1: **Awareness** of what constitutes a technical rescue incident
 - Level 2: **Operations** has the capacity to carry out limited response activities
 - Level 3: **Technician** has the capacity to mitigate technical rescue incidents

Activation of CBRNE and USAR Resources

Refer to *Communique 2020-01: Provincial Resources for Urban Search and Rescue, Chemical, Biological, Radiological, Nuclear and Explosive, and Hazardous Materials Incidents* for information on how to activate provincial resources.

Step1: Requesting fire department contacts the fire co-ordinator.

Step 2: Fire co-ordinator assesses the situation and contacts the PEOC as necessary.

Step 3: OFM staff will contact the incident commander directly, keeping the fire co-ordinator informed. If the incident meets the response criteria OFM staff will deploy the appropriate resources.

PROTECTION FROM PERSONAL LIABILITY AND INDEMNIFICATION

Fire co-ordinators are protected from personal liability and indemnification pursuant to Sections 74. (1), (2) and 75. (1) of the *Fire Protection and Prevention Act, 1997*.

RISK EXPOSURE OF NON-MUNICIPAL PARTICIPANTS

Non-municipal Participants are encouraged to review all of the conditions for participation, their authorization (internal Policy/Band Council/Federal law/State law, etc.), insurance coverage and seek legal counsel on the level of risk exposure related to participation in this plan. While the authorization to participate is obtained from the participants and the Office of the Fire Marshal, the choice to participate lies with the individual organization.

CONTACTING THE OFFICE OF THE FIRE MARSHAL

Submitting Documentation

The *Operations Manager* assigned to the *MAP* is responsible for reviewing and approving all County, Region or District *MAP* submissions, appointment requests, and expense claims. Unless otherwise specified through the Province of Ontario Mutual Aid Plan, the *fire co-ordinator* will forward:

- Current copies of local County, Region, or District *MAPs*
- Updates to *MAP* resources, contact lists, etc.,
- Significant Event Reports (Appendix O) and Mutual Aid Activation Reports (Appendix W), and/or
- Any other *MAP* document or correspondence that has not been specified throughout the Province of Ontario Mutual Aid Plan

To the *MAP* e-mail for review: OFMEM.MAP@ontario.ca.

Note: Original copies of expense claims must be mailed to the following address for review and approval (faxed or electronic copies are not *acceptable* for approved government procedures).

Office of the Fire Marshal
2284 Nursery Road
Midhurst, ON
L9X 1N8

Questions

In those instances when a *fire co-ordinator*, *alternate fire co-ordinator* or *zone fire co-ordinator* has a question about the expected roles and responsibilities, he/she will utilize their assigned Fire Protection Adviser as their first point of contact. In the event there is no assigned Fire Protection Adviser, or the assigned FPA is absent, the *fire co-ordinator* may contact the *Operations Manager* through OFMEM.MAP@ontario.ca or through the Advice and Assistance phone line: **1-844-638-9560**.

During non-business hours, contact may be arranged through the *Provincial Emergency Operations Centre* by calling **1-866-314-0472** and asking to be put in contact with the on-call manager for Field and Advisory Services, who will address the concern directly and/or place you in contact with the appropriate *Operations Manager*.

Any issues encountered while trying to access provincial resources should be brought to the attention of the *Operations Manager*.

Proposals to change provincial *MAP* can be forwarded to the OFM through OFMEM.MAP@ontario.ca.

Contact Information

OFMEM – General Inquiries

OFMEM

1-647-329-1100
1-800-565-1842
askofmem@ontario.ca

Field and Advisory Services Toll Free Number

1-844-638-9560
OFMEM-FAS-AA@ontario.ca

Public Safety Education

1-647-329-1100
ofm.pubed@ontario.ca

Technical Services

1-647-329-1100
firesafetystandards@ontario.ca

Ontario Fire College

1-705-687-2294
askofc@ontario.ca

Academic Standards and Evaluation

1-647-329-1100
OFMtestingandcertification@ontario.ca

Emergency Management

1-866-314-0472
askofmem@ontario.ca

Administration and Business Services

1-647-329-1100
askofmem@ontario.ca

Provincial Emergency Operations

1-416-314-0472
1-800-461-2281 (toll free)

After Hours PEOC:

1-800-461-2281
PEOCDO01@ontario.ca

GLOSSARY

In this document,

Acceptable* - means acceptable to the *fire co-ordinator* and participating *fire chiefs* in consultation with the Office of the Fire Marshal.

Alternate Fire Co-ordinator* - means the person appointed by the Fire Marshal, or designate, under the authority of the *Fire Protection and Prevention Act, 1997* to act in the absence of the *fire co-ordinator* and may also co-ordinate a geographic portion of a County, Region, or District under the direction of the *fire co-ordinator*.

Automatic Aid agreements¹ - For the purposes of the *Fire Protection and Prevention Act, 1997* an *automatic aid agreement* means any agreement under which

(a) a *municipality* agrees to ensure the provision of an initial response to fires, rescues and emergencies that may occur in a part of another *municipality* where a *fire department* in the *municipality* is capable of responding more quickly than any *fire department* situated in the other *municipality*; or

(b) a *municipality* agrees to ensure the provision of a supplemental response to fires, rescues and emergencies that may occur in a part of another municipality where a fire department situated in the municipality is capable of providing the quickest supplemental response to fires, rescues and emergencies occurring in the part of the other municipality. 1997, c. 4, s. 1 (4).

A *mutual aid plan* established under section 7 does not constitute an *automatic aid agreement* for the purposes of subsection (4). 1997, c. 4, s. 1 (5).

Backfill* – means when a participant in the *MAP* is deployed into a station to assist by providing coverage while the receiving participant's resources are committed to an emergency. The participants that are providing the backfill may be required to assist at that emergency or respond to other alarms.

Council*- means the *council* of a *municipality* participating in the *MAP*.

Fire Chief²– means a *fire chief* appointed under subsection 6 (1), (2) or (4) of the *Fire Protection and Prevention Act, 1997*; (“chef des pompiers”)

Fire Co-ordinator* - means the person appointed by the Fire Marshal, or designate under the authority of the *Fire Protection and Prevention Act, 1997* to establish and maintain the *mutual aid plan*, and perform other duties as may be assigned by the Fire Marshal or designate.

*Mutual Aid Re-Write Committee

¹ Fire Protection and Prevention Act, 1997, c. 4, s. 1 (4), (5).

² Fire Protection and Prevention Act, 1997

Fire Department³ - means a group of firefighters authorized to provide *fire protection services* by a *municipality*, group of municipalities or by an agreement made under Section 3 of the *Fire Protection and Prevention Act, 1997*.

Note: For the purposes of the *MAP*, includes *non-municipal participants*.

Fire Protection Services⁴ - includes,

- (a) fire suppression, fire prevention and fire safety education,
- (b) mitigation and prevention of the risk created by the presence of unsafe levels of carbon monoxide and safety education related to the presence of those levels,
- (c) rescue and emergency services,
- (d) communication in respect of anything described in clauses (a) to (c),
- (e) training of persons involved in providing anything described in clauses (a) to (d), and
- (f) the delivery of any service described in clauses (a) to (e);

First Nation Community⁵ - means a community that is part of, or that is a reserve, as that term is defined in the *Indian Act* (Canada).

Help Call* - means the *participant or non-municipal participant* that is called to assist another *participant or non-municipal participant* in the event of a *MAP* activation.

Home Fire Chief* - means the *fire chief* of the *municipality*, non-municipal community or area experiencing a *major emergency/significant event*.

Home Fire Department* - means the *fire department* of the *municipality*, non-municipal community or area experiencing a *major emergency/significant event*.

Incident Command System (ICS)⁶ – means the first and primary organizational component of the IMS, which is responsible for managing all responses to an incident and to which all other functions report, and which may consist of a single person or a team.

Incident Management System (IMS)⁷ – means a standardized approach to emergency management, encompassing personnel, facilities, equipment, procedures, and communications operating within a common organizational structure. The IMS is predicated on the understanding that in any and every incident there are certain management functions that must be carried out, regardless of the number of persons who are available or involved in the emergency response.

³ Fire Protection and Prevention Act, 1997

*Mutual Aid Re-Write Committee

⁴ Fire Protection and Prevention Act, 1997

⁵ OFMEM Legal Department

⁶ IMS-100 Introduction to the Incident Management System (IMS) for Ontario, December 2008

⁷ Emergency Management Ontario: Glossary of Terms

Major Emergency* – means a situation that, in the opinion of the fire chief, constitutes a danger of major proportions to life, property and/or the environment.

Municipality⁸ – means a single-tier or lower-tier municipality.

Mutual Aid* – means a program:

- to provide / receive assistance in the case of a *major emergency/significant event* in a *municipality*, non-municipal community or area; and
- to provide a mechanism that can be used to activate responses to incidents that exceed the capability of the *participant* or *non- municipal participant*

Mutual Aid Advisory Committee* – means a committee that is made up of Fire Co-ordinators from across Ontario and OFM staff.

Mutual Aid Plan (MAP)* - Means the Province of Ontario Mutual Aid Plan, which incorporates the County, Regional and District mutual aid plans developed under the authority of the *FPPA, 1997*, and under the direction of the Fire Marshal, facilitate the provision of associated *fire protection services* to the residents of County, Regional and District under the a coordinated and cooperative provincial plan.

Non-Municipal Participant* – means a fire brigade or fire service that is not within an organized *municipality*, such as an industrial fire brigade or a fire service within a federal jurisdiction (e.g. First Nations), or outside the province of Ontario or in a *territory without municipal organization*, other than the Northern Fire Protection Program, that is accepted into the plan by the participating fire chiefs and by the Fire Marshal.

Operations Manager* – means the person appointed by the Fire Marshal to manage OFM resources within the Field and Advisory Services Section under the direction of the Fire Marshal.

Participant* - means a *municipality*, approved by the Fire Marshal, or designate, which operates or manages a *fire department* that meets and maintains the requirements for participation in the *MAP*.

PEOC – means the Provincial Emergency Operations Centre.

Running Assignment*- means the agreed-upon arrangements to be used as a guideline by the *Fire Co-ordinator* when sending resources to assist other *participants* or *non-municipal participants* who are requesting help.

Significant Event* – means a *mutual aid* activation where the *home fire department* requests the assistance of two or more *fire departments* for an emergency.

⁸ Municipal Act, 2017

*Mutual Aid Re-Write Committee

Stand-by* – means when a *participant or non-municipal participant* is put on notice that they will be the first response to incoming emergency calls for help within another participant's jurisdiction while their resources are committed to an emergency. The department on standby provides coverage without physically moving resources until requested.

Territory without municipal organization* - means a geographic area without *municipal* organization.

Zone Fire Co-ordinator*- means the person appointed by the Fire Marshal, or designate, under the authority of the *FPPA, 1997*, to co-ordinate a geographic portion of the *mutual aid plan* under the direction of the *fire co-ordinator*.



Committee Report

To: Deputy Mayor Brian Abdallah
Finance and Administration Committee

From: Scott Selle, Fire Chief
Pembroke Fire Department

Date: 2025-03-04

Subject : **Municipal Forest Fire Agreement**

Recommendation:

Staff recommends Council approve the entering into an agreement with the Aviation, Forest Fire and Emergency Services (AFFES), a division of the Ministry of Natural Resources (MNR).

CAO Review :

These are essential services to combat a forest fire and an example of partnering with other organizations, which is part of our Strategic Plan.

David Unrau, P.Eng., PMP

Financial Comment:

The requirement for helicopter and water bomber response would be related to an emergency with funding from the Emergency and Disaster Recovery Reserve.

Angela Lochtie
Treasurer/Deputy Clerk

**Background:**

The City of Pembroke is one of the few municipalities in the County of Renfrew that does not have an agreement in place with the Aviation, Forest Fire and Emergency Services (AFFES) of Ontario for support during forest fire response and suppression efforts. Recent wildfires across Canada, as well as the County of Renfrew, have highlighted the importance of partnerships between municipal fire departments and forest fire technicians. This partnership is key to quickly responding and coordinating extinguishment of forest fires before they pose a threat to or impact homes. Losses, both financial and personal, to communities due to these fires are tremendous. These fires also result in a lasting psychological effect that greatly affects the whole community.

Discussion:

By authorizing this agreement, the Pembroke Fire Department would have access to support provided by forest fire technicians with the Aviation, Forest Fire and Emergency Services (AFFES). This support includes access to helicopters and water bombers if required.

Normally there are annual costs associated with this type of agreement. However, due to the make up of our municipality, the agreement would have zero costing as the Pembroke Fire Department would provide initial response to and overall management of all grass, brush or forest fires. If assistance is required from the AFFES, the rates associated with crew (staffing) and aircraft response are greatly reduced.

If approved, a By-law authorizing the agreement will be forthcoming along with the agreement document.

Alternatives Considered:

Continue operations without an agreement.

Strategic Plan Impact:

This Agreement meets the Vision of the Strategic Plan with direct ties to the Underlying Principles of the Plan.

Attachments:

There are no attachments at this time.

Respectfully submitted,

Scott Selle, Fire Chief



Pembroke Fire Department



Committee Report

To: Deputy Mayor Brian Abdallah
Finance and Administration Committee

From: Angela Lochtie, Treasurer/Deputy Clerk
Treasury Department

Date: 2025-03-04

Subject: **Energy Audit Report – Victoria Hall**

Recommendation:

Victoria Hall Energy Audit Report is provided for information.

CAO Review:

Facility maintenance is a key pillar in our Strategic plan and audits and program such as GICB our excellent in identifying priorities and focusing expenditures.

David Unrau, P.Eng., PMP

Financial Comment:

Based on the recommendations in the Energy Audit Report, the City of Pembroke applied to the fall 2024 intake of the Green and Inclusive Community Building (GICB) grant program for \$989,924 of funding to support a facility upgrade at Victoria Hall with the total project cost estimated at \$1,237,405. A funding decision has not yet been provided to the City of Pembroke. As per the 2025 Capital Budget, the City's share of this project will still need to be spent should this grant application be unsuccessful to address critical upgrades.

Angela Lochtie
Treasurer/Deputy Clerk

Background:

Jp2g were commissioned to perform an energy audit for Victoria Hall, using RETScreen Experts software. The proposed measures will aim to achieve a minimum of 10%, up to preferably 25% or more, of energy savings and green house gas reductions, or provide additional resilience to the building in the face of changing climate.



Discussion:

The completed energy analysis and report were used to apply for funding through the Green and Inclusive Community Buildings Program.

Alternatives Considered:

N/A

Strategic Plan Impact:

This policy relates to infrastructure and facility renewal.

Attachments:

Victoria Hall Energy Audit Summary Report

Respectfully submitted,

Angela Lochtie, Treasurer/Deputy Clerk
Treasury Department

Victoria Hall

Energy Audit Summary Report

Pembroke, ON

December 2024



Prepared for



Prepared by



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Jp2g Project No. 17-1059A

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1. Project Description

1.1. Project Objective

Jp2g has been commissioned to perform an energy audit for Victoria Hall in Pembroke, ON, using RETScreen Expert software. The proposed measures will aim to achieve a minimum of 10%, up to preferably 25% or more, of energy savings and green house gas reductions, or provide additional resilience to the building in the face of a changing climate. Improvements presented in the report include:

- Envelope upgrades
- Providing full air conditioning;
- Providing ventilation heat recovery to current codes;
- Controls upgrades;
- Update lighting throughout facility to LED;

The completed energy analysis and report will be used to apply for funding through the Green and Inclusive Community Buildings Program.

1.2. Facility Description

Victoria Hall is located at 42 Renfrew Street, Pembroke, Ontario K8A 7T6 (latitude and longitude: 45.825141789339845, -77.11289828708256). The building is a two-storey slab-on grade stone and brick structure with heritage designation. The total building occupied area is 726 m².

1.3. Victoria Hall Background

The Pembroke Active Living Center is described on its website as a place “to provide adults 50 years and over a safe, inclusive and respectful environment, delivering quality programming and education to promote active living for lifelong health and wellness for our membership.”

The Center’s vision statement is “Providing new and ongoing opportunities to encourage social interaction, physical and mental wellness and a more active lifestyle for all.” And the value statement is “Provide the best environment and member experience by upholding the following core values: accountability, respect, integrity, responsibility and co-operation.”

The Center is used for a variety of activities for seniors including arts and crafts, games, computer lessons and seminars, low-impact physical activity such as yoga, line dancing, and tai-chi.

1.4. The Green and Inclusive Community Buildings Program

The Green and Inclusive Community Buildings Program objectives are defined as follows:

“The Green and Inclusive Community Buildings (GICB) program is a national merit-based program with the objective of improving the availability and condition of community buildings in Canadian communities experiencing higher needs and who are currently underserved. At the same time, the program will stimulate the economy, create good job opportunities, and align to the goals of Canada’s strengthened climate plan. The program will advance the Government’s climate priorities by improving energy efficiency, reducing GHG emissions, and enhancing the climate resilience of community buildings.

With this program, the Government of Canada is making investments to improve the availability and condition of community buildings – in particular in areas with populations experiencing higher needs – while also making the buildings more energy efficient, lower carbon, resilient, and high performing.

Eligible retrofits must include green retrofit measures, and where applicable must include measures that increase the overall accessibility and/or safety of the building.

Green retrofit measures are those that renovate, upgrade, and/or repair aspects of a physical building in a way that improves environmental outcomes.”

1.5. Codes and Standards

The architectural, mechanical and electrical systems in this facility will be designed in accordance with National, Provincial and Municipal laws and regulations, and shall conform to, but not limited to, the applicable edition of the following codes and standards:

- ANSI: American National Standard Institute
- ASHRAE: American Society of Heating, Refrigerating and Air Conditioning Engineers
- ASTM: American Society for Testing and Materials
- ARI: Air Conditioning and Refrigeration Institute
- CAN/ULC: *“Standard for Installation, Testing & Verifications of Fire Alarm Systems”*.
- CSA: Canadian Standards Association
- ESA: Electrical Safety Authority
- MNECB: Model National Energy Code for Buildings
- NFPA: National Fire Protection Association
- OBC: The Ontario Building Code
- OESC: Ontario Electrical Safety Code
- OHSA: Ontario Occupational Health and Safety Association
- SMACNA: Sheet Metal and Air Conditioning Contractions National Association Inc.
- TSSA: Technical Safety and Standards Association.
- ULC: Underwriter’s Laboratories of Canada

2. Energy Analysis

2.1. Methodology

2.1.1. Site Survey and Existing Systems

A site survey was conducted on Sept 26th and on Oct 2nd. The surveys were visual reviews only, cataloguing existing equipment and systems. A drone mapping mission was used to develop accurate wall/window/roof areas. No destructive testing was performed to determine the exact makeup of the envelope. The survey determined the following details of the building.

2.1.2. Building Envelope

The existing walls consist of heritage triple tier clay brick with thin wood stud framing on the interior side. No insulation was observed on the interior stud framing. Existing walls are conservatively estimated to be R10 and leakage is assumed to be poor, at 0.5 L/s/m². Occupants report severe drafts at the exterior walls.

The roof structure is considered to have no insulation value.

The existing windows are predominantly double-glazed windows installed in the last ten years and are performing well. The laundry room window and windows on the north side are single glaze wood frame.

2.1.3. HVAC Systems

The heating plant consists of two Burnham Hydronics Series 2, model 208 atmospheric boilers, 166 mbh, 80% efficient. The boilers appear to be in fair condition and there were no reports of issues with the boilers. Much of the mechanical room piping is uninsulated. Zone circulating pumps distribute to perimeter hot water heaters equipped with a mixture of wall thermostats and integral thermostats.

Ventilation is achieved with a single washroom exhaust fan and operable windows throughout the building.

Air conditioning consists of three window-mounted AC units.

There are no programmable controls to perform temperature setbacks in unoccupied hours.

2.1.4. Lighting

The existing facility's lighting system is predominantly LED, with the exception of 6 fluorescent T12 fixtures.

2.1.5. Hot Water

A 279 Liter, 4500 W, 240V electric water heater, Giant model 172STE-3S8M-E8-HT provides domestic hot water to the building sinks and dishwasher.

2.1.6. Retscreen

The energy audit analysis has been performed using NRCAN's RETScreen Expert software.

The following assumptions have been made in preparing the RETScreen model:

Occupancy schedules: The Center's operating hours are 8AM to 6PM Monday to Saturday.

Lighting schedules: Lighting is assumed to be on during all occupied hours and then at a level of 10%.

Utility rates: electricity costs are input at a rate of \$0.185/kWh and natural gas costs are input at \$0.689/m³ (Rates are based upon retscreen database values for Ontario)

Greenhouse gas emissions: Electricity usage produces 0.033 kg CO₂ per kWh. GHG/kWh for natural gas is based on 1.9kgCO₂/m³ divided by 10.55kWh/m³ = 0.18kg CO₂/kWh

Hot water usage: domestic hot water fixtures consist of 5 sinks, 2 kitchen sinks, and one commercial dishwasher. Consumption has been estimated as follows:

Number of people: 20 - 30

Number of handwashes per day: 1

Faucet flow: 8.3 L/min

Duration of faucet use: 15 seconds

Dishwasher use: every 10 days

Dishwasher water consumption per use: 6.4 L

Water use from sinks: 20 sink uses per day at 0.25minutes x 8.3 L/min = 42 L/day.

Water use from dishwasher: 6.4 L / 10 days = 0.64L/day

Total hot water use: 50 L/day

2.2. Benchmark Analysis

2.2.1. Past Billing Information

The following historical billing information has been collected:

Table 1 – Historical Billing Information

Month	Electricity (kWh)	Natural Gas (m3)
January	2351	2153
February	2351	1753
March	2401	1438
April	2731	575
May	1877	186
June	1333	0
July	1368	0
August	1158	0
September	1474	0
October	1407	915
November	1686	1419
December	1900	1948
Total	22037	10,387

2.2.2. Building Energy Performance and Benchmarking

The building Energy Use Intensity (EUI) has been estimated as follows, using RetScreen:

Table 2 – Facility Fuel Use and Energy Use Intensity

Fuel Type	Fuel Consumption	Annual GJ Per Fuel Source	EUI, GJ/m2/yr
Natural Gas	10,387 m3	418	0.646
Electricity	20,669 kWh	74.4	

The Energy Star publication “Portfolio Manager Canadian Energy Use Intensity By Property Type” ⁽¹⁾ indicates that a national median reference value of site Energy Use Intensity for a “Public Service – Social Meeting Hall” is 0.86 GJ/m²/yr, which would be 624 GJ/yr for this building.

The current building energy use is below the national median value for this type of facility, likely due to the lack of full air conditioning and ventilation in the building.

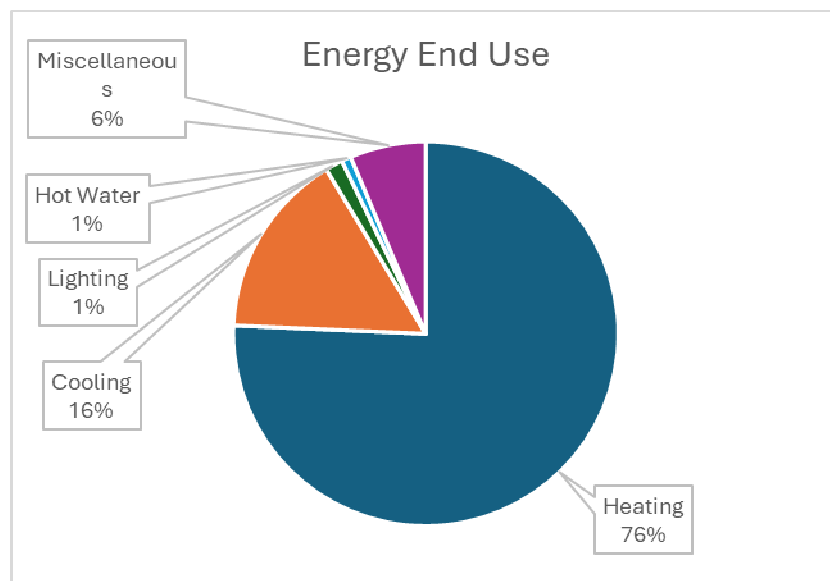
⁽¹⁾ <https://portfoliomanager.energystar.gov/pdf/reference/Canadian%20National%20Median%20Table.pdf>

2.2.3. Building Energy End Use Breakdown

The building Energy End Use breakdown is estimated as follows:

Table 3 – Facility Energy End Use Breakdown

End Use	kWh
Heating	99901
Cooling	20667
Lighting	1929
Hot Water	1057
Miscellaneous	8425
Total	131979



2.2.4. Criteria for Proposed Retrofit Measures

The measures considered for implementation have been chosen based on the criteria for funding under the Green and Inclusive Community Buildings program, which are described as follows:

“Assuming your project meets all mandatory eligibility criteria, these retrofit projects will be evaluated on the following criteria:

Construction start date: Projects that begin sooner will receive a higher score.

Located in and demonstrates the ability to serve one or more communities with high needs: Projects that

provide greater benefits to high need communities will receive a higher score.

Increased accessibility: Where applicable, projects that demonstrate an intention to exceed (rather than meet) the highest standards for accessibility will receive a higher score.

GHG Reductions: Projects that demonstrate the ability to achieve greater GHG emission reductions relative to the buildings baseline will receive a higher score.

Energy Savings: Projects that will achieve at least 25% in energy efficiency improvements compared to the building's baseline energy consumption, as calculated with the RETScreen® Expert software, will receive a higher score and are more likely to be selected for funding. In select cases, projects with lower energy efficiency improvements could be considered and selected for funding.

Climate resiliency and best practices adoption: Projects that demonstrate strong climate resiliency considerations and measures will receive a higher score. Projects that provide reasonable and accurate detail for why climate resiliency is not relevant to their project will not be subject to this criterion and will be assessed relative to other project merits.

Confidence in delivery/risk: Projects that demonstrate strong risk assessment and mitigation measures will receive a higher score."

2.3. Descriptions of Energy Saving Measures

The energy saving measures studied have been chosen based on the objectives of the Green and Inclusive Community Buildings program. The measures are described in detail below, including which criteria of the GICB program are met by the specific measure. Costing noted below is rough order-of-magnitude costing for comparative purposes only and does not include costs such as project administration costs, inflation due to supply chain interruptions.

2.3.1. Wall Insulation Upgrade

The envelope could be substantially improved with the addition of insulation and a vapour barrier for reducing air infiltration. This would involve removing all existing wall finishes and building new stud framing where it is not currently installed or replacing existing stud framing that is not deep enough for the required depth of insulation. Any electrical wiring to receptacles on the exterior walls should be rerouted through the new stud cavity and outlets reinstalled with vapour barrier sealed to the boxes. Attention must be given to managing moisture flow through the original stone and brick. The walls should be parged on the interior with a lime cement parging. The walls should be insulated with mineral wool and air sealed with a smart vapour retarder membrane to prevent vapour from diffusing into the wall assembly from the interior that could result in condensation, while allowing the wall cavity to dry to the interior if conditions within the wall become wet or humid. Areas where traditional vapour retarder can not be effectively installed will need to be substituted with a spray foam insulation. Floor sills would be a prime example of this situation. For design phase of this project we are suggesting a building envelope Engineer assess and provide optimal design.

All walls would be refinished with new gypsum board and paint. The finished wall assembly is estimated to achieve an R value of R20 and leakage would be reduced to approximately 0.25 L/s/m², half the current value.

This upgrade will achieve the GCIB program criteria of providing energy savings and greenhouse gas reduction. The payback period is outside the life of the building however the envelope upgrade assists with reducing drafts, and reducing the size of the HVAC system needed to provide conditioning to the space.

[Estimated construction cost \$357,212]

2.3.2. Window Upgrades

The laundry room window and north side windows would be replaced with new double-glaze windows matching the existing heritage characteristics.

This upgrade will achieve the GCIB program criteria of providing energy savings and greenhouse gas reduction. The payback period is outside the life of the building however the window upgrades assist with reducing drafts, and reducing the size of the HVAC system needed to provide conditioning to the space.

[Estimated construction cost \$44,352]

2.3.3. Roof insulation Upgrade

The existing roof is uninsulated. The large attic space above the second floor ceiling can accommodate enough insulation to provide a roof assembly with an R value of R60. For this exercise we are suggesting a fiberglass blown-in type of insulation with and appropriate vapour retarder in the ceiling space. Proper venting will need to be installed to ensure no excess moisture build-up occurs in the attic space.

This upgrade will achieve the GCIB program criteria of providing energy savings and greenhouse gas reduction. The payback period is outside the life of the building however the envelope upgrade assists with reducing drafts, and reducing the size of the HVAC system needed to provide conditioning to the space.

[Estimated construction cost \$231,668]

2.3.4. Lighting Replacements

The existing facility's lighting system is predominantly LED, with the exception of 6 fluorescent T12 fixtures. These fixtures can be replaced with LED fixtures to match the remaining lights.

This upgrade will achieve the GCIB program criteria of providing energy savings and greenhouse gas reduction.

[Estimated construction cost \$500]

2.3.5. Provide Heat Pump Heating

Significant energy savings can be gained by providing air source heat pumps to utilize high-efficiency, low carbon heating in lieu of natural gas for as much of the heating season as possible. The total heating system load is 48 kW, which would require 160 amps of peak electrical demand. The existing service is a 200 amp single phase service, which can only be loaded to 80%, or 160 amps, therefore full heat pump heating will not be possible with the existing service. However, a 30kW heat pump system is possible, which would also provide the required cooling for the building. The existing hot water heating system would be used for supplemental heating when the ambient temperature is below approximately -12°C and the heat pump system is no longer able to move heat from outdoors. The boilers can also be equipped with a programmable control system to allow for night setback temperatures during unoccupied hours.

The energy use and cost savings of a partial heat pump heating system is calculated below:

Table 4 – Heat Pump Annual Energy Savings

Month	Current Gas Use (m3)	Current Gas Use (kWh)	Natural Gas Billing (\$)	Energy Use with Heat Pump + Natural Gas Supplemental Heat (kWh)	Heating Cost of Heat Pump + Natural Gas Supplemental Heat (\$)	Energy Savings of Heat Pump (kWh)	Heating GHG of Heat Pump + Natural Gas Supplemental Heat (tons CO2)
Jan	2153	24085	\$986	24085	\$986	0	4.552
Feb	1753	19610	\$824	19610	\$824	0	3.706
Mar	1438	16087	\$700	5362	\$1,013	10,724	0.177
Apr	575	6432	\$136	2144	\$405	4,288	0.071
May	186	2081	\$167	694	\$131	1,387	0.023
Jun	0	0	\$0	0	\$0	0	0.000
Jul	0	0	\$0	0	\$0	0	0.000
Aug	0	0	\$0	0	\$0	0	0.000
Sep	0	0	\$0	0	\$0	0	0.000
Oct	915	10236	\$470	3412	\$645	6,824	0.113
Nov	1419	15874	\$682	5291	\$1,000	10,583	0.175
Dec	1948	21792	\$898	21792	\$898	0	4.119
Total	10387	116197	\$4,863	82391	\$5,903	33,807	12.9

Notes:

- (1) Actual \$/kWh Natural Gas 0.0447
- (2) Heat Pump COP 3
- (3) \$/kWh electricity 0.189
GHG/kWh
- (4) electricity 0.033
- (5) GHG/kWh natural gas 0.189
Assumes 100% Boiler heating (natural gas) for Jan, Feb, Dec when temps are predominantly below -
- (6) 12°C

This would achieve the following criteria of the GICB program: improved energy efficiency and GHG reductions.

[Estimated construction cost: \$80,570]

2.3.6. Ventilation Heat Recovery Ventilator (HRV)

Washroom exhaust fans currently exhaust directly to outdoors and rely on envelope leakage to make up the removed air. The fans could be replaced with a central HRV to temper the incoming air and also improve the distribution of ventilation air throughout the building, particularly in the cold season when the operable windows are not likely to be opened for ventilation. New intake and exhaust louvers could be provided in the unused portions of second story windows that extend above the second floor ceiling into the attic space. Ductwork can be routed through the attic space to distribute ventilation air to enclosed spaces.

The total existing exhaust airflow is estimated to be 250 cfm for the 5 toilets in the building. The required ventilation airflow for a mechanical ventilation system instead of the current natural ventilation system through the operable windows is calculated as follows:

Table 5 – Ventilation Calculation

Ventilation Factor	Value
Occupied floor area:	13,267 ft ²
Number of people:	20
Ventilation per person, R _p :	5 cfm ⁽¹⁾
Ventilation per square foot, R _a :	0.06 cfm/ft ² ⁽¹⁾
Total uncorrected ventilation rate:	896 cfm
Zone Air distribution effectiveness, E _z :	0.8 ⁽²⁾
Total Ventilation rate:	1120 cfm

Notes

- (1) per ASHRAE 62.1 table 5-1 for conference/meeting space
- (2) per ASHRAE 62.1 table 6-4, ceiling supply and ceiling return

This measure produced very small energy savings and GHG reductions as the ventilation air has been increased significantly, however the code-required ventilation has been obtained without an energy penalty to the facility.

[Estimated construction cost \$39,620]

2.4. Energy Analysis Summary

The following chart represents class 'D' (+/- 50%) construction estimates broken down by type of energy savings / building improvement for the Township's consideration. These numbers show the simple payback on the initial installation cost for the purposes of comparing each option against the other. The RetScreen report may differ slightly from these numbers as RetScreen includes ongoing maintenance costs or maintenance savings but does not factor in construction contingencies, overhead/profit and recycling costs (ballast/lamps).

Table 6 – Summary of Energy Conserving Measures

Energy Conserving Measure	Annual Energy Savings (kWh)	Annual Energy Savings (% of baseline)	Annual GHG Savings (tons)	Capital Cost (\$)	Annual Fuel Cost Savings	Simple Payback (years)
Envelope upgrades – walls	61,585	43.4	10	\$357,212	\$2,752	230
Envelope upgrades – roof				\$231,668		
Envelope upgrades - windows				\$44,352		
Lighting replacements	578	0.44	0.61	\$500	\$107	5
Provide Partial Heat Pump Heating	33,807 ⁽¹⁾	25.6 ⁽¹⁾		\$80,570	\$2,834	Not within lifetime of equipment
Ventilation Heat Recovery	7,889	6	1.9	\$39,620	\$414	Not within lifetime of equipment
Total ⁽²⁾	61,757	46.8	15.9	\$753,922	\$6,147	

Notes:

1. Not reported within RetScreen, likely included within envelope upgrade measure
2. Total energy and GHG savings are not a direct summation of individual measure savings. Some measures impact the effectiveness of other measures in combination, for example lighting energy reductions will increase space heating requirements.

3. Climate Resiliency

3.1. Climate Resiliency Assessment

The Green and Inclusive Community Buildings program includes an assessment of the climate resiliency of the site. This involves a review of available climate information to identify potential risks to the site due to climate change, such as coastal erosion, flooding, hail, heat island effects/heatwaves/droughts, hurricanes, increased rainfall, increased snow loads, increased wind speeds/tornados, permafrost degradation, wildland fires. For each identified risk, mitigation measures are to be recommended.

A high-level summary of change in climate in the area of the site is described on climatedata.ca as follows:

“For the 1971-2000 period, the annual average temperature was **5.0 °C**. Under a high emissions scenario, annual average temperatures are projected to be **7.8 °C** for the 2021-2050 period, **9.9 °C** for the 2051-2080 period and **11.7 °C** for the last 30 years of this century.

Average annual precipitation for the 1971-2000 period was **828 mm**. Under a high emissions scenario, this is projected to be **13%** higher for the 2051-2080 period and **18%** higher for the last 30 years of this century.”

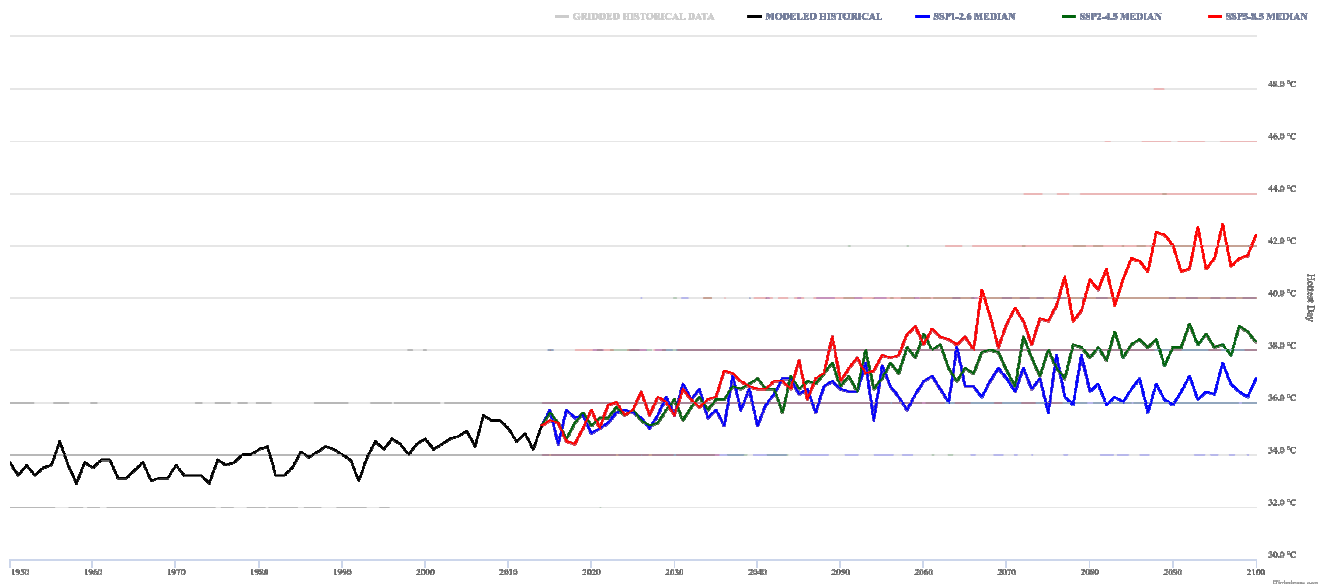
Risks applicable to this site are evaluated in further detail as follows:

Flooding: The site is several meters higher than the Ottawa River so flooding is not anticipated to be a risk to the site.

Heat Island Effects/Heatwaves/Droughts: The annual hottest day temperature is expected to increase in the coming decades, as shown on the graph below. This increase in extreme temperatures will place an additional load on air conditioning systems. This is an issue particularly for seniors as stated by climatedata.ca: “However, when temperatures are very hot, people – especially the elderly – are much more likely to suffer from heat exhaustion and heat stroke.” The building is only partially air conditioned so indoor space temperatures will not be able to be maintained at a comfortable level, especially as ambient temperatures increase in the future.

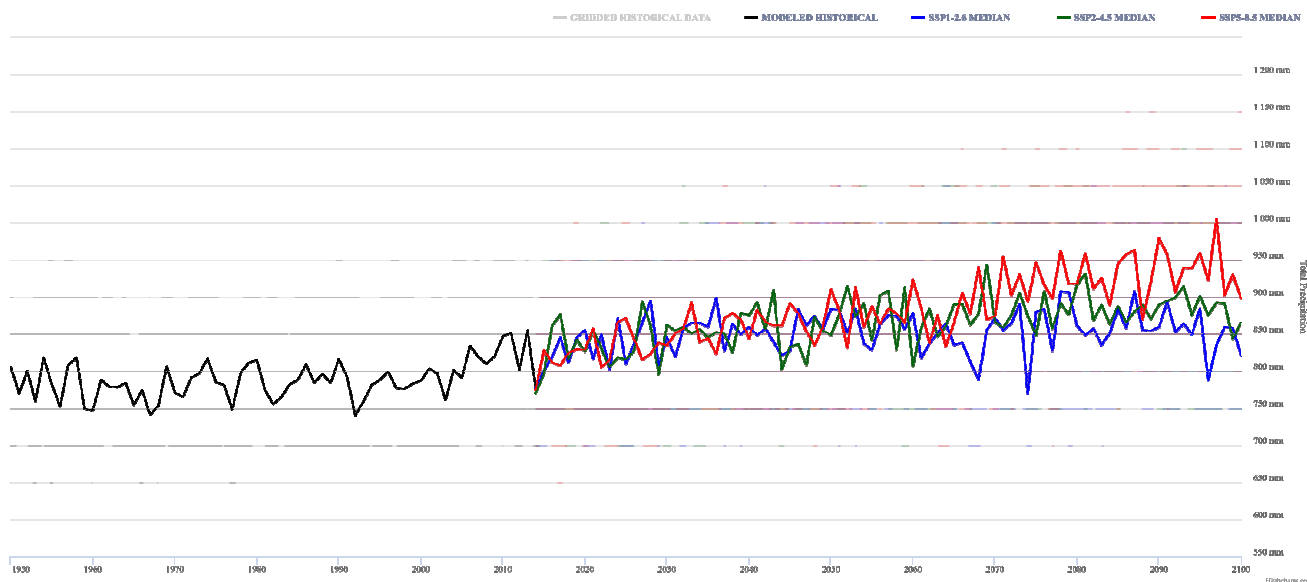
Hottest Day

Click and drag in the plot area to zoom in



Projected Annual Hottest Day Temperature. Source: climatedata.ca

Increased Rainfall: The annual rainfall is anticipated to increase as shown on the graph below and could result in more frequent and high-intensity downpours, potentially resulting in flash flooding. The building does not have a basement so there is little risk to the structures due to increased rainfalls. Areas of the site such as the parking lot could experience ponding.



Projected Annual Precipitation. Source: climatedata.ca

Increased Snow Loads: It is expected that snow amounts will decrease in the coming decades as average temperatures increase and annual “ice days” – days below 0°C – decrease.

3.2. Proposed Measures For Climate Resiliency

3.2.1. Provide Air Conditioning

Three existing window-mounted air conditioning units are installed throughout the building. These units are not sufficient to provide complete air conditioning to all areas to a level required by ASHRAE 52. This is especially an issue in a facility for seniors who are at an increased risk of heart attack and stroke in high temperatures that are experienced in summer heat waves, and which will be experienced at an increased frequency in the future. These small air conditioning units could be replaced with a variable refrigerant (VRF) system with outdoor condensing units mounted on grade and indoor wall-mounted cassette type air conditioners. This system is ideal for retrofitting into a heritage building as it involves minimum piping and ducting, and would provide higher-efficiency cooling with improved distribution and greater zone control.

The new air conditioning system would provide 5 tons of cooling to each floor, for a total of 10 tons of cooling. Indoor units would be complete with condensate pumps to pump to the nearest drain. Refrigerant piping would be surface-mounted with PVC jacketing for a clean appearance.

This would achieve the following criteria of the GICB program: climate resiliency.

[Estimated construction cost: \$80,570 - Already reported in partial heat pump measure]

4. Recommendations

The following measures are recommended as they achieve the requirements for energy savings and greenhouse gas reduction and/or provide improvements to the climate resiliency of the community center:

Table 7 – Summary of Recommended Measures

Recommended Measure	Capital Cost (\$)	Annual Energy Savings From Baseline (%)	GHG Reduction (tons)	Simple Payback (years)	Justification
Envelope upgrades – walls	\$357,212	43.4	10	230	Energy Savings and GHG Reduction
Envelope upgrades – roof	\$231,668				
Envelope upgrades - windows	\$44,352				
Lighting replacements	\$500	0.44	0.61	5	Energy Savings and GHG Reduction
Provide Partial Heat Pump Heating	\$80,570	25.6 ⁽¹⁾			Energy Savings and GHG Reduction
Ventilation Heat Recovery	\$39,620	6	1.9	Not within lifetime of equipment	Improvement to meet current codes
Provide Air Conditioning	Incl. in partial heat pump installation	N/A		N/A	Climate Resiliency
Total	\$753,922	46.84 ⁽²⁾	15.9		

Notes:

1. Not reported within RetScreen, likely included within envelope upgrade measure
2. RetScreen estimated savings are higher at 63.5%

A new air conditioning and ventilation system meeting current code is recommended, however, an envelope upgrade is also recommended in order to reduce the load on the proposed air conditioning system, allow for an energy efficient system to be implemented, and reduce drafts, air leakage and large temperature fluctuations that interfere with the new system's ability to control the space temperature.

The proposed air conditioning system is a variable refrigerant (VRF) system with outdoor condensing units mounted on grade and indoor wall-mounted cassette type air conditioners. This system is ideal for retrofitting into a heritage building as it involves minimum piping and ducting. A heat recovery ventilator would be coupled with the VRF system to ensure that the appropriate amount of outdoor air is delivered in a controlled manner once the building envelope has been sealed and infiltration has been reduced.

The envelope upgrades would consist of upgrades to the walls, roof and some windows. The wall upgrades will consist of removing the existing interior wall finishes and exterior wall electrical wiring. A new stud wall would be built on the interior of the existing stone wall, and the stud cavity would be filled with insulation to achieve a new wall assembly R-value of R20. Electrical wiring and receptacles would be re-installed and properly integrated into a new vapor barrier that will drastically reduce infiltration and drafts in perimeter spaces. New gypsum board finish would be applied to the walls. The roof would be insulated to R60.

End of report.



Appendix A RETScreen Report

Feasibility report

Victoria Hall

Community centre - Feasibility | Energy | Target - 30-40%



Commercial/Institutional - Public building

Prepared for:

City of Pembroke

Prepared by:

Jp2g Consultants

Executive summary

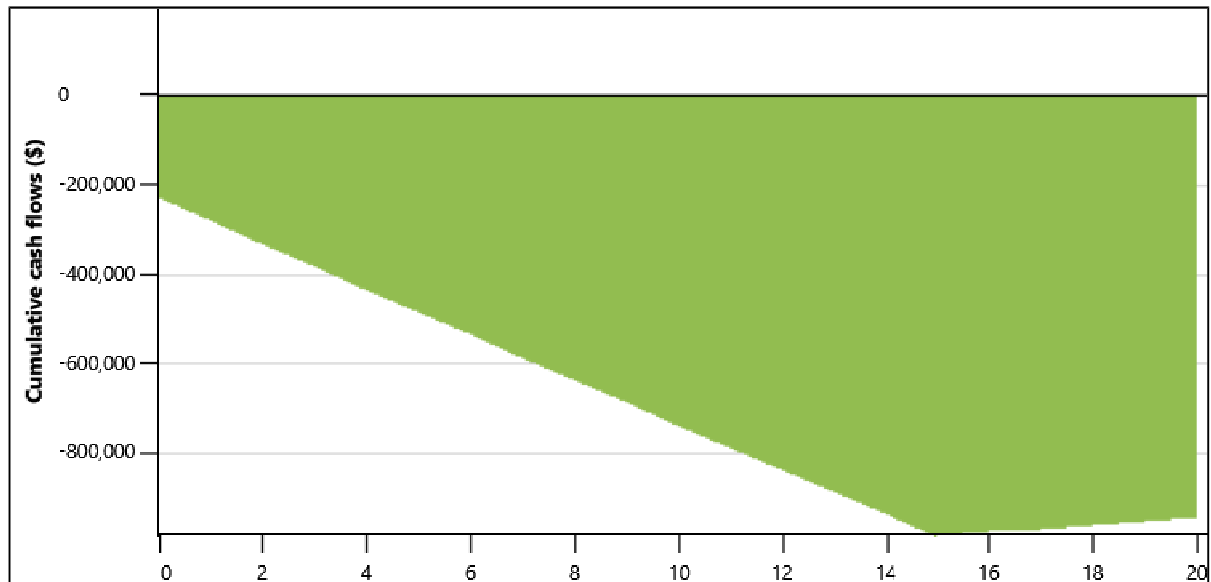
This report was prepared using the RETScreen Clean Energy Management Software. The key findings and recommendations of this analysis are presented below:

Target

	Fuel consumption kWh	Fuel cost \$	GHG emissions tCO ₂
Base case	141,773	12,588	21.1
Proposed case	51,369	6,441	5.3
Savings %	90,404 63.8%	6,147 48.8%	15.9 75.1%

The main results are as follows:

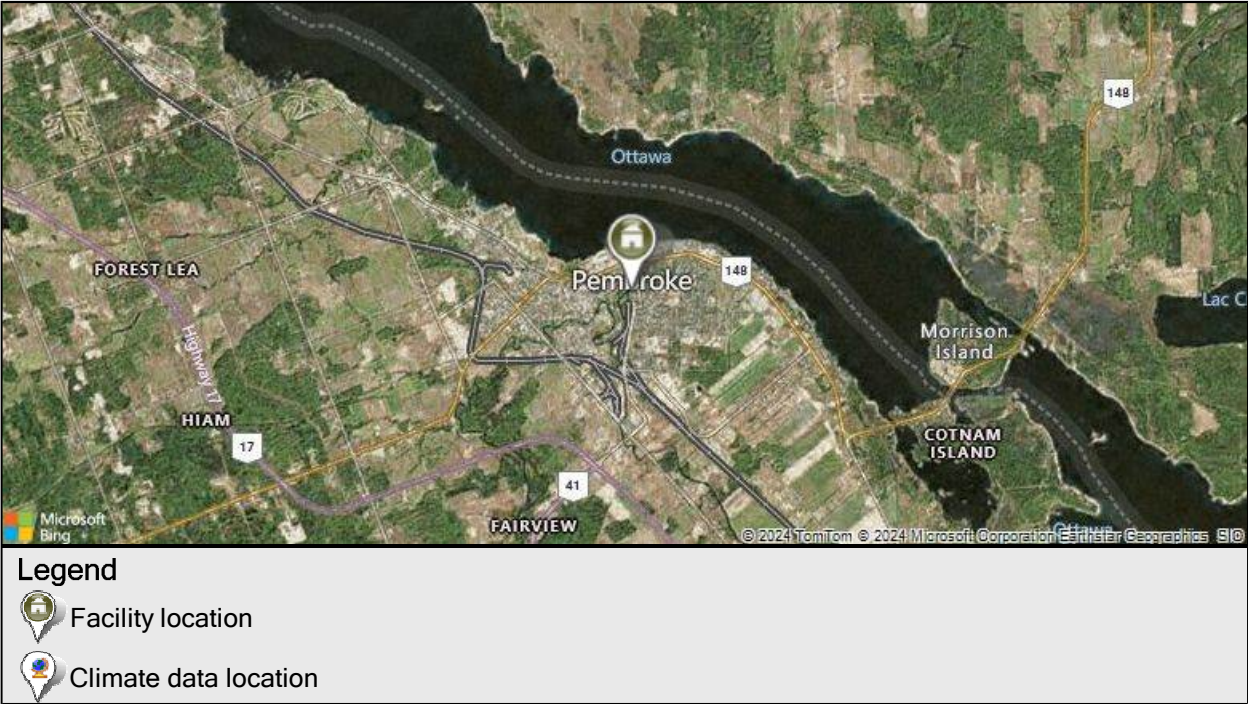
Cash flow - Cumulative



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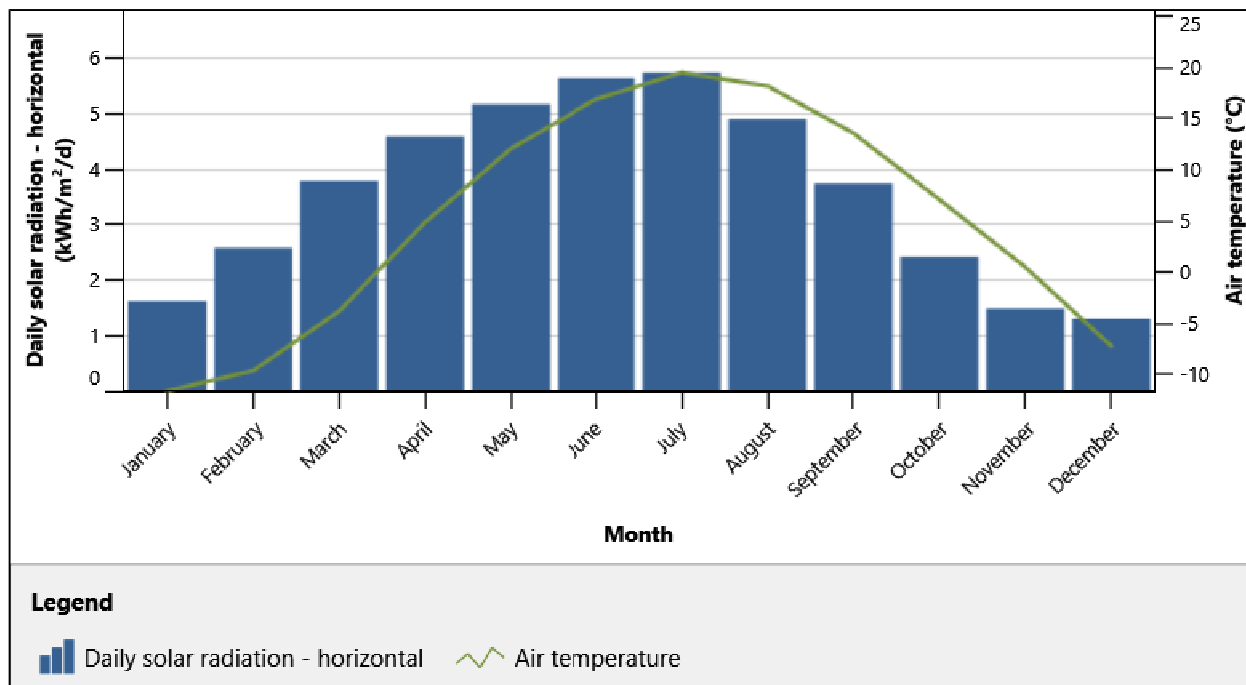
Location | Climate data

Location



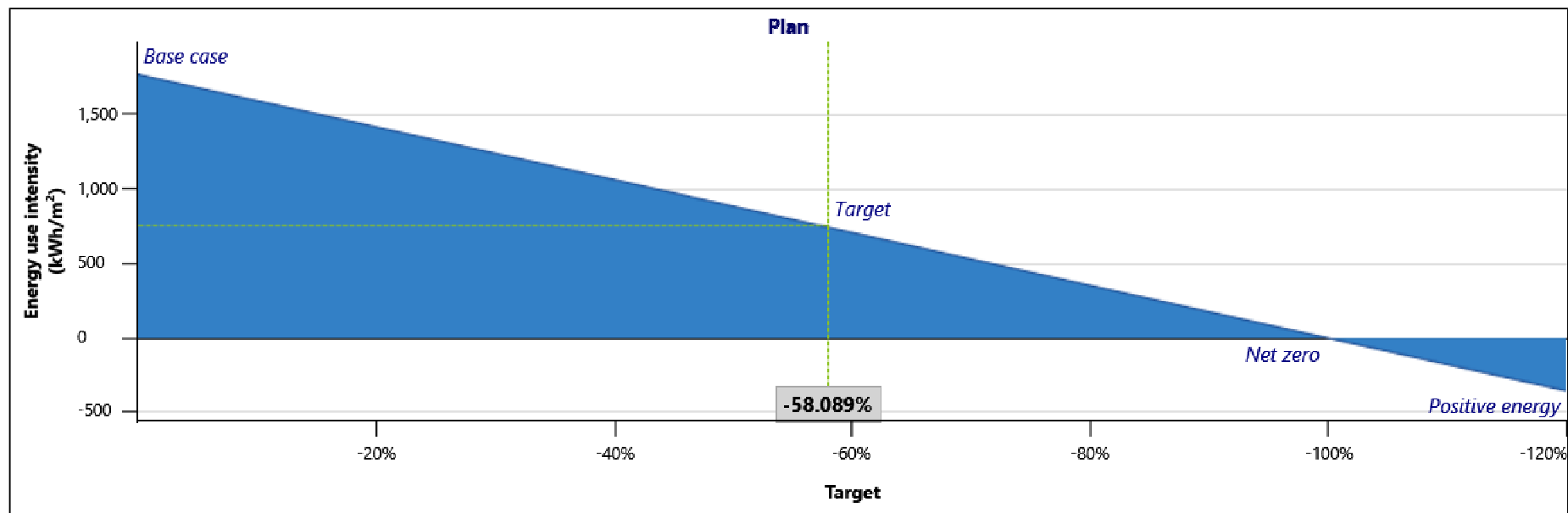
	Unit	Climate data location	Facility location
Name		Canada - Ontario - Petawawa A Ont	Canada - ON - Pembroke
Latitude	°N	46.0	45.8
Longitude	°E	-77.3	-77.1
Climate zone		6A - Cold - Humid	6A - Cold - Humid
Elevation	m	130	122

Climate data



Heating design temperature		-25.9							
Cooling design temperature		28.5							
Earth temperature amplitude		23.5							
Month	Air temperature	Relative humidity	Precipitation	Daily solar radiation - horizontal	Atmospheric pressure	Wind speed	Earth temperature	Heating degree-days	Cooling degree-days
	°C	%	mm	kWh/m²/d	kPa	m/s	°C	°C-d	°C-d
January	-11.6	71.2%	53.63	1.62	98.4	3.1	-12.7	918	0
February	-9.6	67.2%	40.88	2.58	98.4	2.9	-11.1	773	0
March	-3.8	63.7%	52.08	3.79	98.5	3.3	-4.5	676	0
April	4.9	62.0%	64.50	4.59	98.3	3.3	4.6	393	0
May	12.1	66.6%	74.71	5.17	98.4	3.0	11.9	183	65
June	16.9	71.9%	81.30	5.64	98.3	2.8	17.1	33	207
July	19.5	73.9%	79.67	5.74	98.3	2.6	19.7	0	295
August	18.2	76.8%	78.74	4.90	98.5	2.5	18.8	0	254
September	13.6	79.7%	75.90	3.74	98.6	2.7	14.2	132	108
October	7.1	78.1%	75.33	2.42	98.5	3.0	7.0	338	0
November	0.5	78.7%	71.10	1.49	98.5	3.3	-0.2	525	0
December	-7.2	77.2%	60.14	1.30	98.4	3.1	-8.5	781	0
Annual	5.1	72.3%	807.98	3.59	98.4	3.0	4.8	4,751	929

Plan

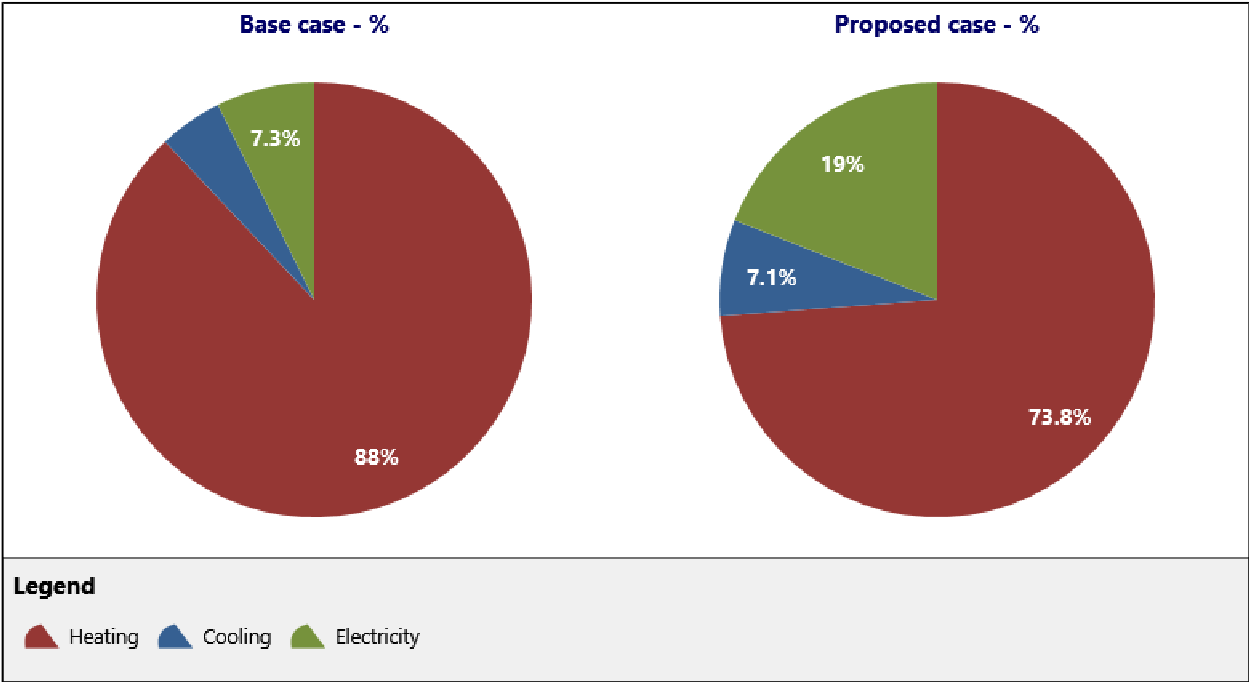


Facility size: 726 m²

Fuel consumption		Facility - Plan			Energy use intensity			
Fuel type	Fuel consumption - base case	Fuel consumption - Equivalent kWh	Set target	Fuel consumption - Equivalent kWh	Base case kWh/m²	Proposed case kWh/m²	Benchmark kWh/m²	Variance Base case
		Base case kWh		Proposed case kWh				
Electricity - kWh	191,906	191,906	-33.3%	128,087	264	176		
Natural gas - m³	103,395	1,098,859	-62.4%	412,888	1,514	569		
Total		1,290,765	-58.1%	540,974	1,778	745		

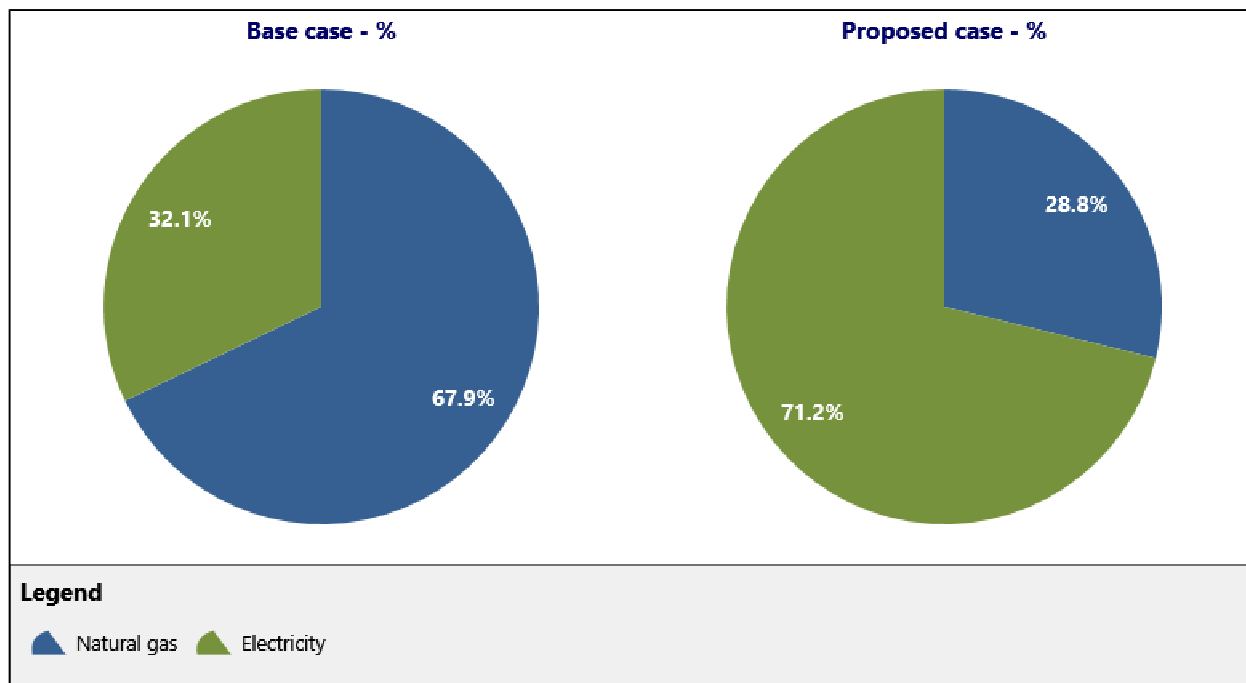
Energy savings | Fuel summary

Energy savings



	Heating kWh	Cooling kWh	Electricity kWh	Total kWh
Fuel consumption				
Base case	124,710	6,708	10,355	141,773
Proposed case	37,927	3,666	9,776	51,369
Fuel saved	86,784	3,042	578	90,404
Fuel saved - percent	69.6%	45.3%	5.6%	63.8%

Fuel summary

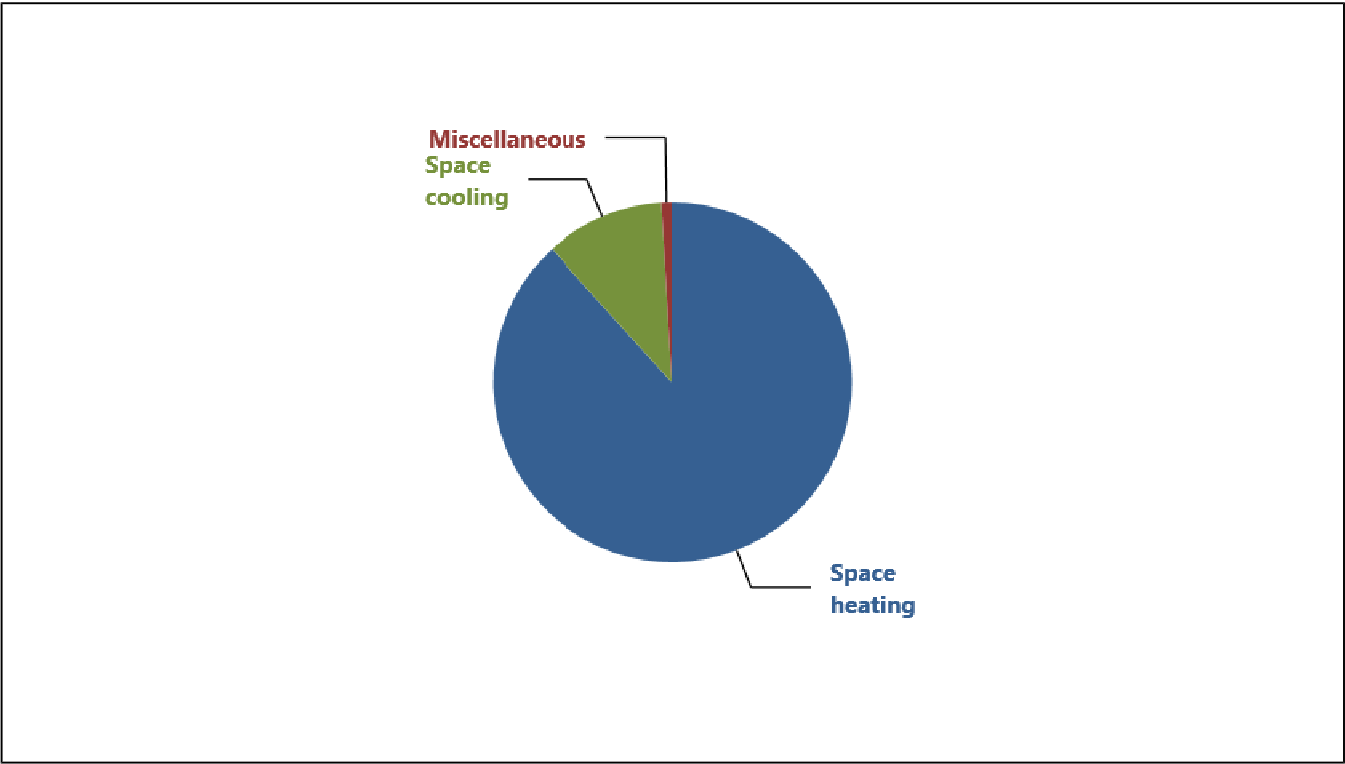


Fuel type	Fuel Unit	Base case Fuel consumption	Proposed case Fuel consumption	Savings Fuel saved
Natural gas	m ³	10,680	2,398	8,282
Electricity	kWh	28,265	25,882	2,382

Fuel type	Fuel rate	Base case Fuel cost	Proposed case Fuel cost	Savings Savings
Natural gas	0.689 \$/m ³	\$ 7,359	\$ 1,652	\$ 5,706
Electricity	0.185 \$/kWh	\$ 5,229	\$ 4,788	\$ 441
Total		\$ 12,588	\$ 6,441	\$ 6,147

End-use

Energy saved



Section	Energy saved	
	kWh	%
Space heating	55,586	88.3%
Space cooling	6,801	10.8%
Miscellaneous	578	0.92%
Lights	578	0.92%

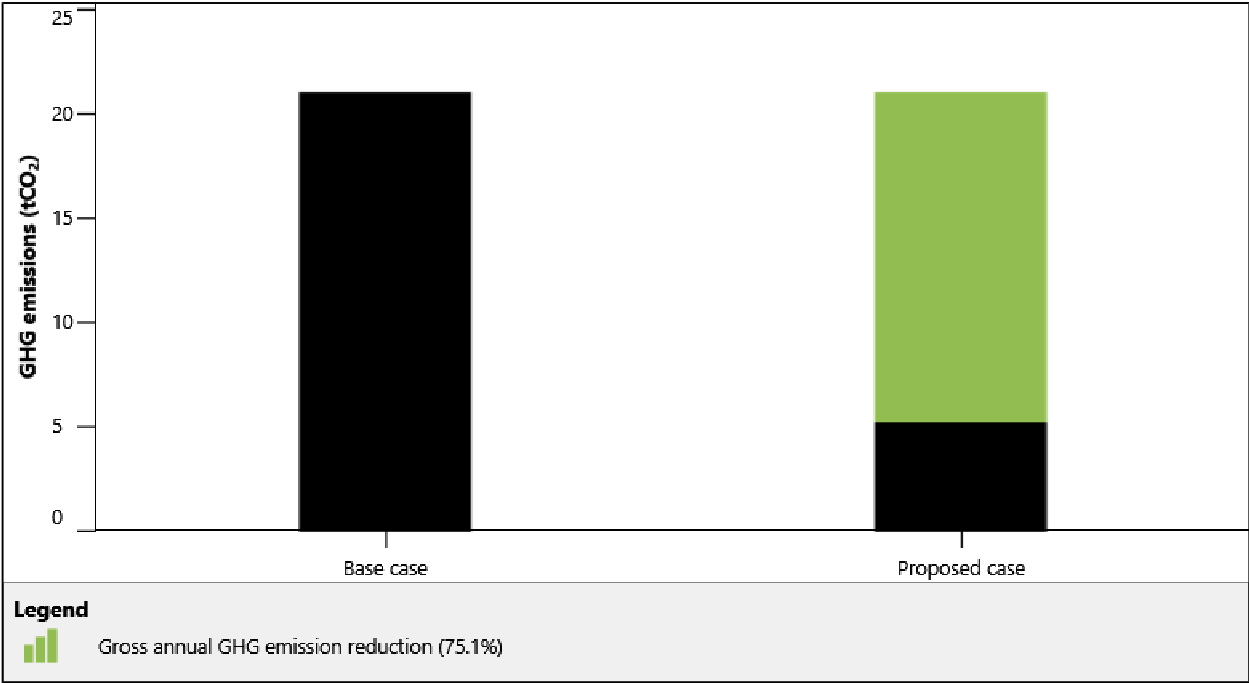
Target

Summary

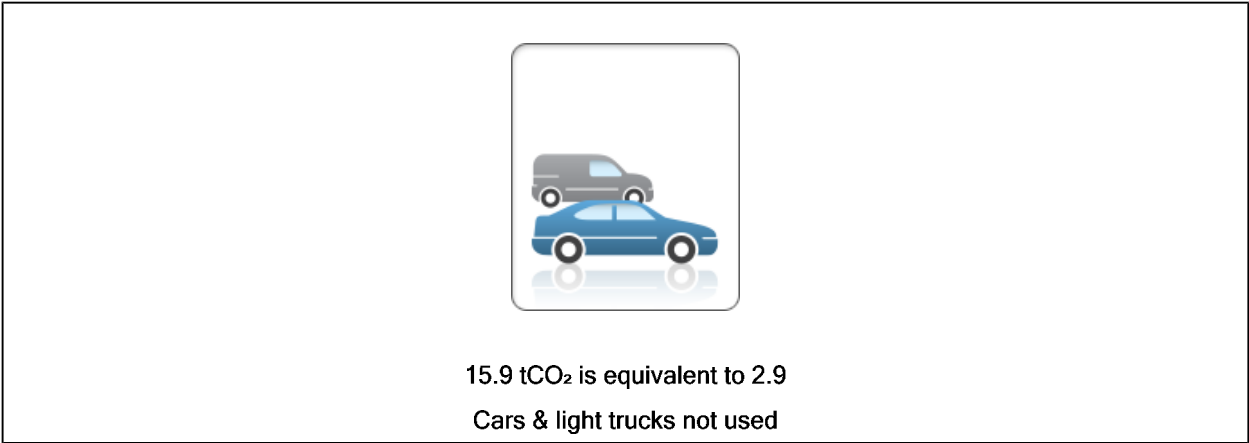
	Fuel consumption kWh	Fuel cost \$	GHG emissions tCO ₂
Base case	141,773	12,588	21.1
Proposed case	51,369	6,441	5.3
Savings	90,404	6,147	15.9
%	63.8%	48.8%	75.1%

GHG emissions

GHG emissions



GHG equivalence



GHG emissions		
Base case	21.1	tCO ₂
Proposed case	5.3	tCO ₂
Gross annual GHG emission reduction	15.9	tCO ₂

Financial viability

Financial parameters

General			
Fuel cost escalation rate	%		2%
Inflation rate	%		2%
Discount rate	%		9%
Reinvestment rate	%		9%
Project life	yr		20
Finance			
Debt ratio	%		70%
Debt	\$		527,745
Equity	\$		226,177
Debt interest rate	%		7%
Debt term	yr		15
Debt payments	\$/yr		57,944

Costs | Savings | Revenue

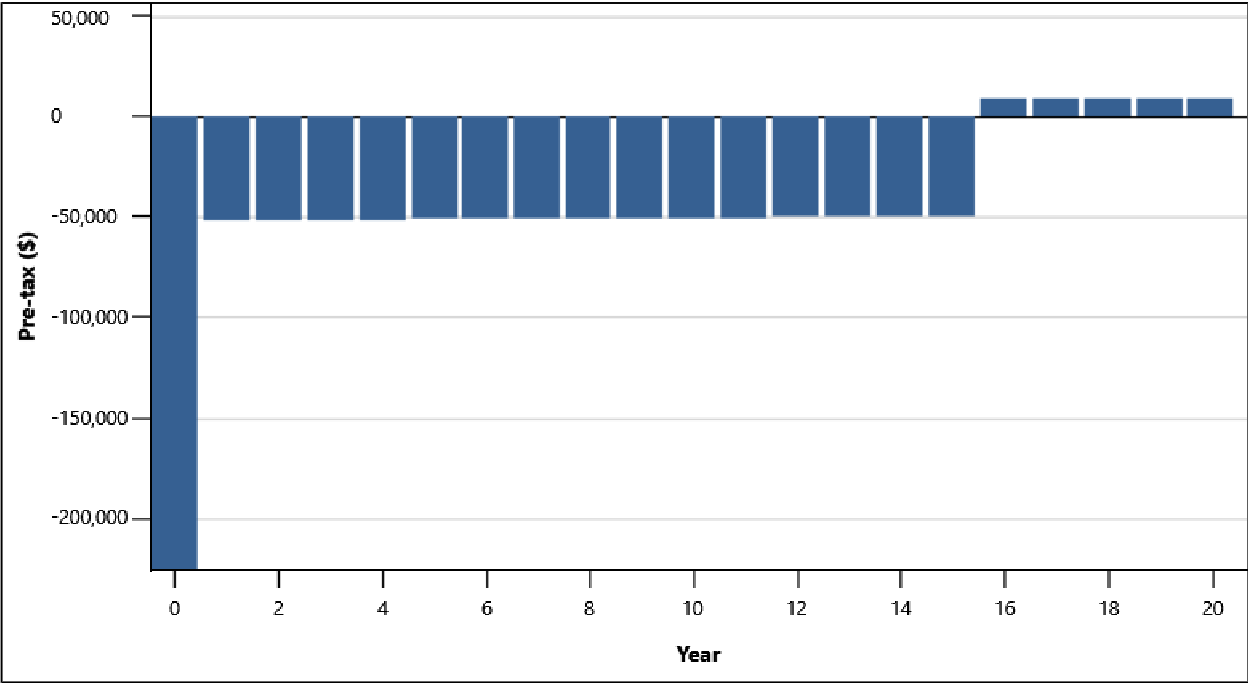
Initial costs			
Incremental initial costs	100%	\$	753,922
Total initial costs	100%	\$	753,922
Yearly cash flows - Year 1			
Annual costs and debt payments			
O&M costs (savings)		\$	0
Fuel cost - proposed case		\$	6,441
Debt payments - 15 yrs		\$	57,944
Total annual costs		\$	64,384
Annual savings and revenue			
Fuel cost - base case		\$	12,588
GHG reduction savings		\$	0
Total annual savings and revenue		\$	12,588
Net yearly cash flow - Year 1		\$	-51,796

Financial viability

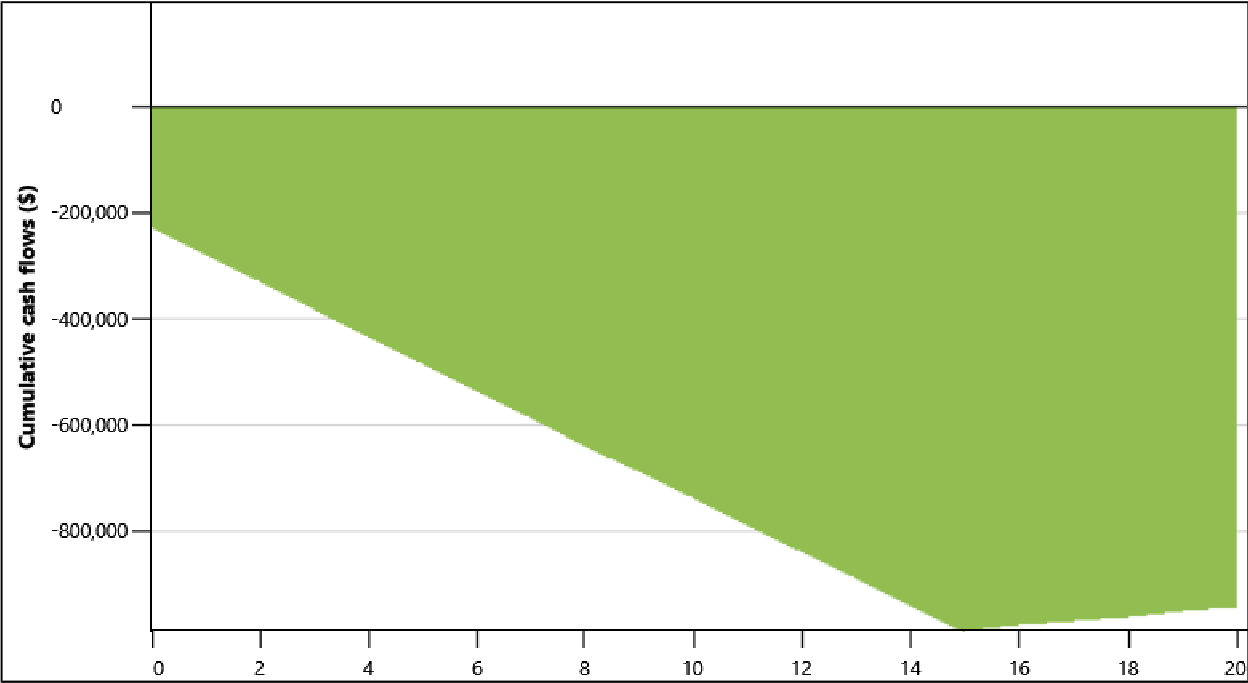
Pre-tax IRR - equity	%	Negative
Pre-tax MIRR - equity	%	-11.7%
Pre-tax IRR - assets	%	Negative
Pre-tax MIRR - assets	%	-14.4%
Simple payback	yr	123
Equity payback	yr	> project
Net Present Value (NPV)	\$	-627,418
Annual life cycle savings	\$/yr	-68,731
Benefit-Cost (B-C) ratio		-1.8
Debt service coverage		0.11
GHG reduction cost	\$/tCO ₂	4,754

Cash flow

Annual



Cumulative

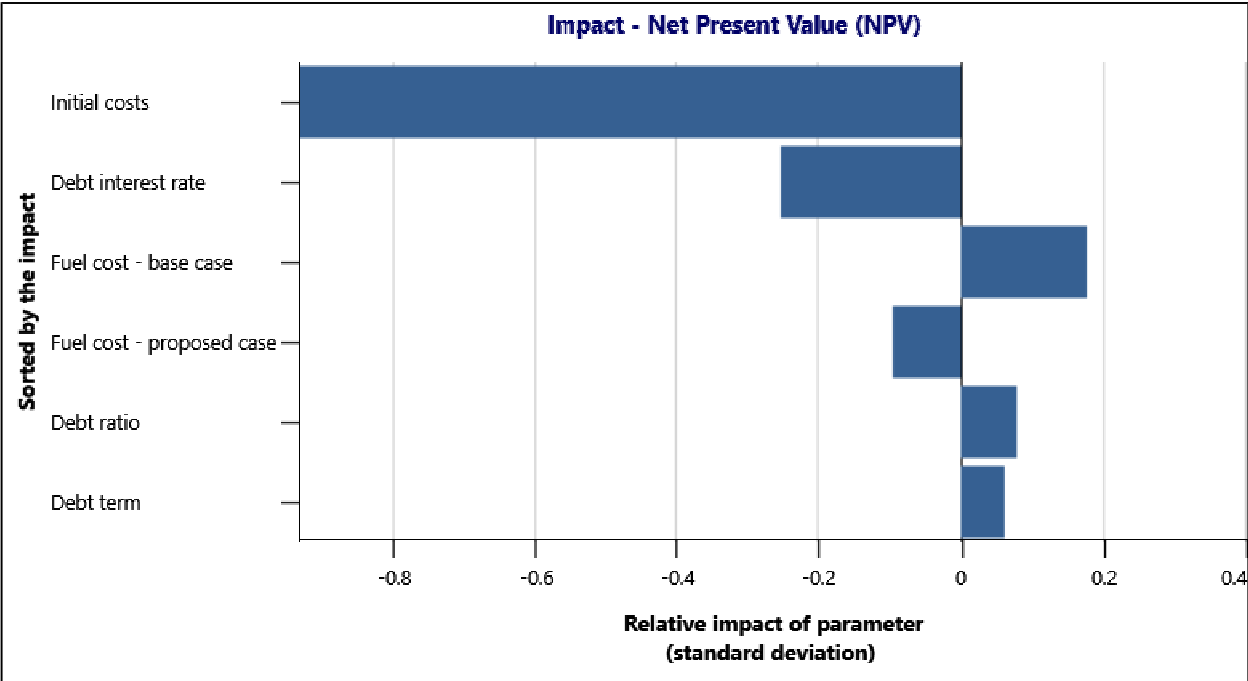


Yearly cash flows

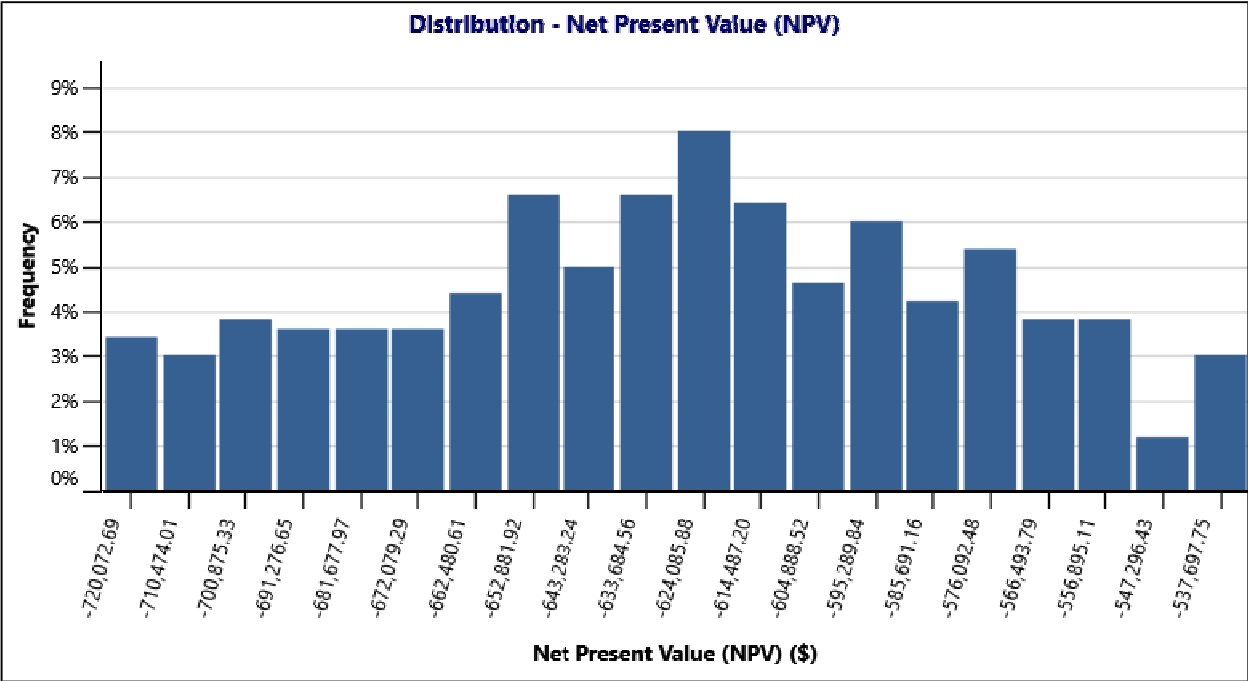
Year #	Pre-tax \$	Cumulative \$
0	-226,177	-226,177
1	-51,674	-277,850
2	-51,548	-329,398
3	-51,420	-380,818
4	-51,290	-432,108
5	-51,157	-483,265
6	-51,021	-534,286
7	-50,882	-585,168
8	-50,741	-635,909
9	-50,597	-686,507
10	-50,450	-736,957
11	-50,300	-787,257
12	-50,148	-837,405
13	-49,992	-887,396
14	-49,833	-937,229
15	-49,670	-986,899
16	8,439	-978,461
17	8,607	-969,853
18	8,780	-961,074
19	8,955	-952,118
20	9,134	-942,984

Risk

Impact



Distribution



Perform analysis on	Net Present Value (NPV)				
Number of combinations	500				
Random seed	No				
Parameter	Unit	Value	Range (+/-)	Minimum	Maximum
Initial costs	\$	753,922	25%	565,442	942,403
Fuel cost - proposed case	\$	6,441	25%	4,830	8,051
Fuel cost - base case	\$	12,588	25%	9,441	15,735
Debt ratio	%	70.0%	25%	52.5%	87.5%
Debt interest rate	%	7.00%	25%	5.25%	8.75%
Debt term	yr	15	25%	11	19
Median				\$	-627,724
Level of risk				%	10%
Minimum within level of confidence				\$	-724,889
Maximum within level of confidence				\$	-532,791

Analysis type

Project life





Appendix B Costing Details

Project: City of Pembroke Victoria Hall Energy Audit
Project No 24-2070A

ENVELOPE UPGRADE

ITEM	DESCRIPTION	UNIT QUANTITY	UNIT LABOUR	UNIT MATERIAL	TOTAL MATERIAL	TOTAL LABOUR	TOTAL
Walls	demo, wood frame walls no siding	8521	0.026	\$3.50	\$29,823.50	\$22,154.60	\$51,978.10
	suspended ceiling demo	3905.88	0.013		\$0.00	\$5,077.64	\$5,077.64
	2x4 wood framing 24 oc	485.44	0.128	\$11.32	\$5,495.18	\$6,213.63	\$11,708.81
	5/8 gypsum board finished	8521.92	0.035	\$2.99	\$25,480.54	\$29,826.72	\$55,307.26
	3.5in blanket insulation	8521.92	0.01	\$2.40	\$20,452.61	\$8,521.92	\$28,974.53
	suspended ceiling reconstruction	3905.88	0.035	\$7.28	\$28,434.81	\$13,670.58	\$42,105.39
	electrical	1	550	\$5,000.00	\$5,000.00	\$55,000.00	\$60,000.00
	Management, engineering, permit costs						\$38,272.76
	Contractor O&P and contingency						\$63,787.93 \$357,212.42
Roof	demo tile ceiling suspended	3905.88	0.021		\$0.00	\$8,202.35	\$8,202.35
	blown in fibre 20" +4	3905.88	0.031	\$2.41	\$9,413.17	\$12,108.23	\$21,521.40
	2x4 ceiling framing	2.5	27.119	\$22,429.33	\$56,073.33	\$6,779.75	\$62,853.08
	Management, engineering, permit costs						\$13,886.52
	Contractor O&P and contingency						\$23,144.21 \$231,668.24
Windows	Replace laundry room window and north side windows with double glaze low e	8				\$44,352.00	\$44,352.00

AIR CONDITIONING SYSTEM

ITEM	DESCRIPTION	UNIT QUANTITY	UNIT LABOUR	UNIT MATERIAL	TOTAL MATERIAL	TOTAL LABOUR	TOTAL
	2 x 5 ton exterior VRF condensing units	2	4	6000	\$12,000.00	\$800.00	\$12,800.00
	10 x 1 ton indoor AC units	10	2	2500	\$25,000.00	\$2,000.00	\$27,000.00
	10 x condensate pumps	10	0.25	150	\$1,500.00	\$250.00	\$1,750.00
	Condensate piping	50	0.3	30	\$1,500.00	\$1,500.00	\$3,000.00
	refrigerant piping	100	0.3	30	\$3,000.00	\$3,000.00	\$6,000.00
	Electrical	1	20	5000	\$5,000.00	\$2,000.00	\$7,000.00
	Management, engineering, permit costs						\$8,632.50
	Contractor O&P and contingency						\$14,387.50 \$80,570.00

HEAT RECOVERY VENTILATOR

ITEM	DESCRIPTION	UNIT QUANTITY	UNIT LABOUR	UNIT MATERIAL	TOTAL MATERIAL	TOTAL LABOUR	TOTAL
	Aldes Light Commercial H1100 Heat Rec	1	4	5000	\$5,000.00	\$400.00	\$5,400.00
	Ductwork	100	0.5	50	\$5,000.00	\$5,000.00	\$10,000.00
	Insulation	100	0.25	10	\$1,000.00	\$2,500.00	\$3,500.00
	Condensate piping	20	0.3	30	\$600.00	\$600.00	\$1,200.00
	Exterior louvers/heritage consultation	2	5	2500	\$5,000.00	\$1,000.00	\$6,000.00
	Electrical	1	10	1200	\$1,200.00	\$1,000.00	\$2,200.00
	Management, engineering, permit costs						\$4,245.00
	Contractor O&P and contingency						\$7,075.00 \$39,620.00

Total Project Cost

\$753,422.67

Labour rate: 100 \$/hr

Management, engineering, permit costs 15%

Contractor O&P and contingency 25%



Appendix C GICB Application Form



Committee Report

To: Deputy Mayor Brian Abdallah
Finance and Administration Committee

From: Angela Lochtie, Treasurer/Deputy Clerk
Treasury Department

Date: 2025-03-04

Subject: **Tangible Capital Asset Policy**

Recommendation:

That the Combined Committee recommend approval of the revised City of Pembroke's Tangible Capital Asset Policy (formerly Fixed Asset Policy).

CAO Review:

I concur with the information provided in this report.

David Unrau, P.Eng., PMP

Financial Comment:

The TCA Policy determines how much depreciation/amortization is charged and included in the City's audited Financial Statements each year. As a non cash item, these costs are not included in the City's annual budget.

Angela Lochtie
Treasurer/Deputy Clerk

Background:

In 2019, a Fixed Asset Policy was implemented to comply with the Public Sector Accounting Board.

In 2025, the policy has been reviewed and the following changes made:

- Updated structure and content
- Remove sections containing thresholds and estimated useful life
- Added annexes to capture thresholds and estimated useful life, to be revised by Treasurer as required



Discussion:

Policy wording and format has been updated to provide formal authority to the Treasurer to update the dollar value thresholds and estimated useful life as may be required to ensure continued relevancy of the policy as asset management planning continues to evolve.

Alternatives Considered:

N/A

Strategic Plan Impact:

This policy relates to infrastructure, asset management and long-term financial planning.

Attachments:

Tangible Capital Asset Policy (March 2025)

Respectfully submitted,

Angela Lochtie, Treasurer/Deputy Clerk
Treasury Department



Corporate Policy

Policy: Tangible Capital Asset Policy
Main Contact: Financial Planning Analyst
Last Revision: March 2025

Policy Statement

Tangible Capital Assets are the single largest investment made by the City and need to be handled in accordance with Public Sector Accounting Board Section 3150 on the annual Financial Statements. This policy will outline the treatment of Tangible Capital Assets by the Treasury Department and City staff.

Purpose

The purpose of this policy is to establish the guidelines around the treatment of Tangible Capital Assets as it relates to PSAB 3150 and the City's Financial Statements.

- Outline the accounting treatment of Tangible Capital Assets to assist users of the City's Financial Statements as it pertains to the investment made in property, buildings, and equipment.
- Criteria as to the recognition of a Tangible Capital Asset, the carrying amount, annual Amortization, and any impairment losses as per PSAB 3150.
- As per the Canadian Institute of Chartered Accountants section 1508, establish criteria for accounting estimates when measurement uncertainty exists.
- Establish roles and responsibilities for City staff.
- Ensure consistent and transparent treatment of all Tangible Capital Assets.

Application

This policy applies to all City staff.

Definitions

Accumulated Amortization – represents the total to date of the annual amortization expense relating to the Tangible Capital Asset since it was placed in use.

Acquisition Cost – the amount of consideration given up to: acquire, construct, develop or better a Tangible Capital Asset.

Amortization – process of annually expensing the cost of the Tangible Capital Asset, less any Residual Value, over the Tangible Capital Asset's Estimated Useful Life.

Betterment – costs incurred to enhance the service potential of a Tangible Capital Asset. One of the following criteria must exist in order to capitalize these costs:

- Significant reduction in operating cost
- Estimated Useful Life is extended
- Quality of the output is improved

Disposals – refers to the removal of a capital asset from service as a result of sale, destruction, loss or abandonment. The asset is removed from the inventory.

Estimated Useful Life – estimate of the period over which a Tangible Capital Asset is expected to be used. This can be in years or units (hours or kilometers). This period is the amount of time or units that the Tangible Capital Asset will be amortized over.

Fair Market Value – amount of consideration given for a Tangible Capital Asset between two unrelated parties in an arms-length transition where all parties are knowledgeable and willing.

Gain on Disposal – the amount of proceeds that exceed the Net Book Value of the Tangible Capital Asset when the Tangible Capital Asset is disposed of. Gains will be allocated to the department that was responsible for the Tangible Capital Asset and transferred to the appropriate reserve (fund). This is a cash transaction.

Generally Accepted Accounting Principles – generally referred to as GAAP. This is a combination of authoritative standards and the commonly accepted ways of recording and reporting accounting information.

Loss on Disposal – the amount that the Net Book Value exceeds the proceeds realized when the Tangible Capital Asset is disposed. The loss will be allocated to the department that was responsible for the Tangible Capital Asset. This is a non-cash transaction.

Net Book Value – difference between the Tangible Capital Asset Acquisition Cost and the Accumulated Amortization.

Public Sector Accounting Board – generally referred to as PSAB, this board was created to serve the public interest by establishing accounting standards for the public sector in addition to providing guidance for financial and other performance information.

Repairs and Maintenance – costs incurred to keep the Tangible Capital Asset in working condition. These costs are expensed annually and shown on the City’s Statement of Operations.

Residual Value – the estimated net realizable value of a Tangible Capital Asset at the end of the Tangible Capital Asset’s useful life. The City generally assumes a Residual Value of \$0.

Tangible Capital Asset – non-financial assets having physical substance that include all of the following criteria:

- Are held for use in the production or supply of goods and services, for rental to others, for administrative purposes or for the development, constructions, maintenance or repair of other tangible capital assets;
- Have useful economic lives extending beyond an accounting period;
- Are to be used on a continuing basis; and
- Are not for sale in the ordinary course of operation

Procedures

Tangible Capital Assets PSAB 3150

This accounting standard outlines that all Tangible Capital Assets be held at historical cost and shown on the City’s Statement of Financial Position. In addition, the City has a Tangible Capital Asset Note to the Financial Statement, which includes the following information:

- The Tangible Capital Assets recorded at cost
- The Net Book Value of all Tangible Capital Assets
- The Accumulated Amortization
- The annual Amortization that is expensed on the Statement of Operations
- The Disposals that occurred in the given year

This note allows the reader of the Financial Statements the ability to see what changed during the year in the Tangible Capital Assets owned by the City.

Tangible Capital Asset Classification

For the purpose of reporting, Tangible Capital Assets need to be classified. Tangible Capital Assets will be classified in the following groups for the Financial Statements:

- Land
- Land Improvements
- Buildings

- Machinery/Equipment
- Vehicles
- Linear Assets

In addition, each Tangible Capital Asset will be assigned to the department to which is responsible for the Tangible Capital Asset. This will allow annual amortization to be expensed to the correct department as well as it ties the Tangible Capital Assets in the annual Financial Information Return.

Segments

Linear Tangible Capital Assets (roads, water, wastewater and stormwater pipes) will be broken down into logical segments as determined by the department responsible for the Tangible Capital Asset.

Capitalization Threshold

The threshold represents the minimum cost that an individual (or pooled) Tangible Capital Asset must have before being capitalized and shown on the Statement of Financial Position. The Treasurer has authority to capitalize any other asset that is deemed necessary. The Treasurer shall have authority to update the dollar value thresholds from year to year as required to keep up with inflation and other factors. Refer to **Appendix A** for thresholds by classification.

Pooled Tangible Capital Assets

Similar assets that have a unit value below the capitalization threshold (on their own) but have a material value as a group. Such assets shall be ‘pooled’ as a single asset with one combined value. Although recorded in the asset module as a single asset, each unit of the pool may be recorded in an asset sub-ledger for monitoring and control of their use and maintenance. If this is the case, the Tangible Capital Assets will be capitalized as a pooled Tangible Capital Asset and recorded; amortized over the useful life; and assumed to be disposed of at the end of estimated useful life. Refer to **Appendix B** for pooled assets.

Recording and Valuing Tangible Capital Assets

When recording Tangible Capital Assets, the City has two approaches that are both accepted under GAAP, Whole Tangible Capital Asset and component.

Whole Tangible Capital Asset – this approach would see the entire Tangible Capital Assets and all components recorded and amortized as one Tangible Capital Asset. An example would be a snow plow truck.

Component Approach – under this approach, major components of a Tangible Capital Asset are recorded and amortized as separate pieces. An example of this would be a building that would be recorded as structure, roof, electrical, plumbing, and HVAC.

The Component approach is more appropriate for large scale Tangible Capital Assets that can easily be broken down into smaller Tangible Capital Assets, which can have different values and estimated useful lives.

Additional factors to consider when choosing an approach:

- Significance of the amounts
- Quantity of individual Tangible Capital Assets
- Availability/reliability of the information with respect to the specific components
- Information needs to make future decisions

Recording a Tangible Capital Asset

A Tangible Capital Asset should be recorded and recognized on the Financial Statements when both of the following criteria exist:

- It is probable that a future benefit to the City will be obtained from the Tangible Capital Asset
- There is a reliable/appropriate base of measurement

The acquisition date of the Tangible Capital Asset is the earlier of:

- The date that the legal ownership of the Tangible Capital Asset is transferred to the City
- The date that the construction of the Tangible Capital Asset is completed and ready for use

Determining when a Tangible Capital Asset is complete and ready for use requires situation specific considerations. These considerations will be made with the responsible department in conjunction with the Treasury Department.

Valuing Tangible Capital Assets

Tangible Capital Assets are considered non-financial Tangible Capital Assets and are included on the Statement of Financial Position. In accordance with GAAP, the historical cost of the Tangible Capital Asset must be used when capitalizing the expenditures.

Costs can include:

- Purchase price of the Tangible Capital Asset
- Direct construction costs including labour (external) and materials

- Installation costs
- Design and engineering fees
- Legal and surveying fees
- Site preparation
- Freight and duty costs
- Insurance costs related to the transportation of the Tangible Capital Asset

For projects that result in multiple Tangible Capital Assets, for example a building, the general costs will be distributed based on the percentage of the individual Tangible Capital Assets.

City staffing costs (salaries and benefits) can be allocated to the capital project, however the staff member's time must be clearly attributable to the project and not include hours working on other items. Whether staffing costs can be capitalized is at the sole discretion of the Treasurer.

Interest costs related to the financing of a Tangible Capital Asset will not be capitalized, rather expensed through the annual Statement of Operations.

Betterment versus Maintenance

Costs of Betterment are considered to be part of the Tangible Capital Asset and therefore capitalized whereas maintenance costs are expensed annually on the Statement of Operations. Major Betterments should be included in the annual Capital Budgets whereas repairs and maintenance should be included in the annual Operating Budgets of the respective department.

To be considered a Betterment, the cost must be equal to or greater than 20% of the historical cost for both individual and pooled Tangible Capital Assets. In addition to criterion, one of the following must also exist:

- The Estimated Useful Life is extended by 25%
- The costs result in an increased capacity of at least 25%
- The efficiency of the Tangible Capital Asset is increased by 15%
- The operational costs decreased by 15%

When a cost cannot be differentiated between a Betterment and maintenance, the cost will be considered an expense and shown on the annual Statement of Operations.

Capital Leases

The City may enter into an agreement with a third party to lease a Tangible Capital Asset. The lease is deemed a capital lease and will be treated as all other Tangible Capital Assets,

if the City receives substantially all the benefits and risks associated with the Tangible Capital Asset. At least one of the following criteria must exist for a lease to be capitalized:

- There is a reasonable chance that the City will assume ownership of the Tangible Capital Asset at the end of the lease.
- The lease term is for more than 75% of the Estimated Useful Life of the Tangible Capital Asset.
- The present value of the minimum lease payments is equal to 90% or more of the Fair Market Value of the Tangible Capital Asset at the inception of the lease.

If the thresholds are met, then a Tangible Capital Asset will be recorded with an offsetting capital lease liability for the present value of the minimum lease payment.

Contributed or Donated Tangible Capital Assets

The City can have Tangible Capital Assets either donated or contributed for the delivery of the services provided by the City. A donated Tangible Capital Asset could be a piece of land given for the purposes of a park and a contributed Tangible Capital Asset could be linear works received during the assumption of a subdivision.

These Tangible Capital Assets need to be capitalized at the Fair Market Value on the date of contribution and included on the Statement of Financial Position.

For donated Tangible Capital Assets, the department receiving the Tangible Capital Asset should obtain an independent valuation from a third-party, such as an appraisal or engineering professional opinion. This third party valuation will be the Fair Market Value assigned to the donated Tangible Capital Asset.

For contributed Tangible Capital Assets, the department receiving the Tangible Capital Assets will obtain the Fair Market Value of the Tangible Capital Assets through the development contract or agreement.

If a Fair Market Value cannot be determined by the process outlined above, then a nominal value will be used and a note to disclose this information will be included with the Statement of Financial Position.

Amortization

Amortization reflects the annual cost to the City of the Tangible Capital Assets. As the Tangible Capital Asset is consumed (through the Estimated Useful Life) a portion is allocated as an operating expense through amortization.

The cost, less residual value, of the Tangible Capital Assets are amortized on a straight-line basis over their Estimated Useful Life. Annual amortization is prorated by month in the year of acquisition and in the year of disposal.

Land is the only category of Tangible Capital Assets that will not be amortized.

As per section PSAB 3150.29, the amortization method of Estimated Useful Life of a Tangible Capital Asset should be adjusted if one of the following events occurs:

- A change in how the Tangible Capital Asset is used
- Removal of the Tangible Capital Asset out of service for an extended period of time (one year)
- Physical damage to the Tangible Capital Asset
- Significant technological advancements
- Change in the demand of the service (that the Tangible Capital Asset provides)
- Change in legislation that affecting the period of time over which a Tangible Capital Asset can be used.

Amortization is reviewed on an annual basis through the completion of the Financial Statements.

Estimated Useful Life

The estimated useful life (refer to **Appendix C**) is the shorter of either the physical, technological, commercial or legal life. Using professional judgement, staff have assigned an estimated useful life for the various Tangible Capital Assets that are owned and operated by the City. Although the physical life of the Tangible Capital Asset may differ, the intent is to try and make these two useful lives the same. Factors that go into setting the estimated useful life include:

- Experience with similar Tangible Capital Assets
- Third party knowledge of the Tangible Capital Assets
- Expected usage of the Tangible Capital Asset in conjunction with the maintenance program

The Treasurer shall have authority to update the Estimated Useful Life as required.

Impairment of a Tangible Capital Asset

When a Tangible Capital Asset is no longer able to provide the good and or service that it was purchased to perform, the Net Book Value of that Tangible Capital Asset needs to be reduced to reflect the new Fair Market Value of the Tangible Capital Asset to the City

Any impairments will be expensed to the responsible department and will be shown on the annual Statement of Operations.

Indications of an impairment include:

- A change in how the Tangible Capital Asset is used
- A change in the manner to which a Tangible Capital Asset is used
- Physical damage to the Tangible Capital Asset
- Significant technological advancements
- Change in the demand of the service (that the Tangible Capital Asset provides)
- A decision to halt construction before the Tangible Capital Asset is in a useable condition

Disposals

On disposal, the historical cost and accumulated amortization is removed from the Statement of Financial Position. As per PSAB 3150, the difference between the net proceeds on disposal and the Net Book Value of the Tangible Capital Asset is accounted for as either a revenue (Gain on Disposal) or expense (Loss on Disposal) through the Statement of Operations.

Disposals of a Tangible Capital Asset may occur by sale, trade-in, destruction, loss or abandonment.

Tangible Capital Assets under Construction (Work In Progress)

During construction or the ordering process of a Tangible Capital Asset the costs will be recorded to the Work In Progress inventory account. Once the Tangible Capital Asset is completed and ready to be transferred into use, the Tangible Capital Asset is then transferred to the correct Tangible Capital Asset classification.

Tangible Capital Assets included in the Work In Progress account are not amortized until they are considered in service. All costs included in Work In Progress must be written off if construction of the Tangible Capital Asset is terminated or deferred indefinitely, or have been in Work In Progress for five years, whichever is earlier.

Accountability

Council

- Accountable to the public for approving acquisition, control and disposal of tangible capital assets through the budget process

- Accountable to the public for approving policies, procedures, plans, and guidelines as they relate to the management and financing of tangible capital assets

Chief Administrative Officer

- Accountable for evaluating and prioritizing capital spending submissions against competing needs for all departments and within corporate priorities, management and financial planning as established by Council

Directors

- Accountable to ensure tangible capital asset management is developed in a manner reflective of departmental business plans and in compliance with policies and procedures
- Accountable to ensure tangible capital asset management is incorporated within approved departmental budgets
- Accountable for reporting capital budget variances to CAO, Treasurer, and Council
- Accountable, as part of the Senior Management Team, for evaluating and prioritizing capital spending submissions against competing needs for all departments and within corporate priorities, management and financial planning as established by Council

Treasurer

- Accountable for recommending policies and procedures involving the management of tangible capital assets and reporting to both Senior Management and Council
- Accountable for ensuring adherence to statutory and policy requirements governing the use of capital funds
- Accountable for making recommendations to the departments and Council on capital funding decisions
- Accountable for regularly updating the City's Asset Management Plan to meet provincial requirements and help provide long-term sustainability of services
- Accountable for reporting significant capital budget variances to Council in a consolidated format

Exclusions

There are no exclusions from this policy.

References and Related Policies

1. Public Sector Accounting Board 3150
2. Corporation of the City of Pembroke Procurement Policy and Procedures Manual
3. Public Sector Accounting Board 3280

Authority

This policy is established pursuant to the *Municipal Act, 2001 Section 294.1*:

A municipality shall, for each fiscal year, prepare annual financial statements for the municipality in accordance with generally accepted accounting principles for local governments as recommended, from time to time, by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada.

The City is required to follow this policy to ensure compliance with PSAB 3150.

Monitoring

This policy will be reviewed once every term of Council.

Change History

Policy: Tangible Capital Asset Policy

Effective Date	Significant Changes	By-Law #
October 1, 2019	Policy established to comply with PSAB 3150	N/A
March 4, 2025	Updated policy and created Appendices	TBD

Appendix A: Thresholds

Classification	Threshold
Land	All
Land improvements	\$25,000
Building	\$25,000
Building Improvements	\$15,000
Machinery & Equipment	\$10,000
Vehicles	\$10,000
Linear Assets	\$25,000
Pooled Assets	\$50,000

Any other asset that is deemed necessary to capitalize by the Treasurer of the City of Pembroke.

Appendix B: Pooled Assets

- Bunker Gear
- Centreline/Entrance Culverts
- Fire Hydrants
- Library Books
- Streetlights/Poles

Appendix C: Estimated Useful Life

Land Improvements	Estimated Useful Life (EUL) - years
Amphitheatre – Seating	25
Amphitheatre – Structure	15
Baseball Diamonds	30
Basketball/Tennis/Sports Court	15
Boardwalk – Wooden	10
Boat Ramp – Concrete	20
Break Wall	50
Campground Service Connections	20
Concrete Pads	30
Docking	20
Fencing	20
Flotation Tubes	25
Horse Shoe Pit	40
Outdoor Lighting	20
Parking Lot – Asphalt	15
Parking Lot – Concrete	30
Parking Lot – Gravel	25
Paved Path	20
Picnic Shelter/Gazebo/Pavilions	15
Playground Equipment	20
Retaining Wall	25
Skate Park	40
Soccer Pitch – Outdoor	20
Splash Pad – Chlorinator	15
Splash Pad – Filter	20
Splash Pad – Pump	20
Splash Pad – Concrete	20
Stonework/Patio Stone Area	25
Trail	25

Building/Building Improvements	Estimated Useful Life (EUL) - years
Access System	25
Commercial	50
Fibre Optics	30
Improvements – Elevator/Lift	25
Improvements – Flat Roof	25
Improvements – Man Lift	25
Improvements – Metal Roof	50
Improvements – Shingle Roof	20
Improvements – Exterior Metal Cladding	50
Improvements – Exterior Siding	15
Improvements – Exterior Structure/Foundation	50
Improvements – Interior Air Conditioner	15
Improvements – Interior Ceiling Finish	10
Improvements – Interior Chiller	25
Improvements – Interior Condenser	20
Improvements – Interior Dehumidifier	20
Improvements – Interior Electrical	20
Improvements – Interior Flooring	50
Improvements – Interior Gas Boiler	15
Improvements – Interior Hot Water System	25
Improvements – Interior HVAC	25
Improvements – Interior Plumbing	20
Improvements – Interior Rink boards	25
Improvements – Portable Structure (Shed)	25
Salt/Sand Domes	50

Machinery/Equipment	Estimated Useful Life (EUL) - years
Bleachers (pooled)	20
Brine Pump/Motor	30
Compressor	25
Fire – Breathing Air Equipment – Compressor	15
Fire – Breathing Air Equipment – Filler	25
Fire – Breathing Air Equipment – SCBA	10
Fire – Bunker Gear	10
Fire – Extrication Package	10
Fire – Hose Dryer	20
Fire – Thermal Camera	10
Fuel Pump	15
Fuel Tanks	25
Generator	20
LED Signs	15
Library Books (pooled)	7
Lift Station Pumps	12
Maintenance Equipment	15
Park Benches (pooled)	10
Score Clock	25

Vehicles	Estimated Useful Life (EUL) - years
Backhoe	10
Cars/SUV/Van	10
Compactor	12
Fire – Aerial	20
Fire – Boat	25
Fire – Boat Engine	10
Fire – Command Centre Trailer	15
Fire – Emergency Vehicle	15
Fire – Pumper	20
Front End Loader	12
Grader	15
Heavy Duty Trucks – Dump/Plow (2 ton)	10
Ice Resurfacer	10
Leased Vehicle	4
Light Duty Trucks – (1/2 ton, ¾ ton)	10
Medium Duty Trucks (1 ton)	10
Mower	10
Sidewalk Tractor	12
Sweeper	12
Trailer/Float	15
UTV	10

Linear Assets	Estimated Useful Life (EUL) - years
Bike Paths/Walkways – Asphalt	20
Bike Paths/Walkways – Concrete	30
Bike Paths/Walkways – Dirt	20
Bike Paths/Walkways – Gravel	15
Bike Paths/Walkways – Interlocking	30
Boulevard	15
Bridge – Deck	40
Bridge – Precast Concrete	40
Bridge – Prestressed Concrete	45
Bridge – Steel with Trusses	50
Bridge – Timber/Wood	45
Composite Rubber	7
Culverts – Centre-Line (Major Culvert)	30
Culverts – Entrance	20
Curbs and Gutters – Asphalt	15
Curbs and Gutters – Concrete	30
Ditches	15
Fire Hydrants	40
Guardrails	20
Outfall	75
Pedestrian Bridge – Concrete	30
Pedestrian Bridge – Steel	30
Pedestrian Bridge – Wood	25
Road Substructure	40
Road Substructure	45
Road Surface	18
Roads – Asphalt Double	15
Roads – Asphalt Single	12
Roads – Asphalt Triple	20
Roads – Concrete	30
Roads – Dirt	10
Roads – Gravel	15
Roads – Stone	50
Sanitary Sewer – Brick	90
Sanitary Sewer – Concrete	50
Sanitary Sewer – Metal	40
Sanitary Sewer – Polyethylene/PVC	99
Sewermain AC	80
Sewermain CONP	80
Sewermain PE	99
Sewermain PVC	99

Sewer mains V/T-Clay	75
Shoulders	10
Sidewalks – Asphalt	25
Sidewalks – Concrete	30
Storm Sewer – Clay	35
Storm Sewer – Concrete	40
Storm Sewer – Ditch/Trench	99
Storm Sewer – PVC/HDPE	99
Streetlight	25
Traffic Control	30
Water Infrastructure Mains/Service Connections	99
Water mains Cast Iron	75
Water mains Ductile Iron	80
Water mains High Pressure Concrete	75
Water mains PVC	99



Committee Report

To: Deputy Mayor Brian Abdallah
Finance and Administration Committee

From: Angela Lochtie, Treasurer/Deputy Clerk
Treasury Department

Date: 2025-03-04

Subject : **Section 357 Property Tax Adjustments for Partially Damaged Buildings**

Recommendation:

That the Finance and Administration Committee recommend a flat 35% property tax adjustment rate for section 357 applications related to partially damaged buildings and/or major renovations.

CAO Review :

To concur with the recommendation in this report.

David Unrau, P.Eng., PMP

Financial Comment:

A discount rate between 30 to 40% would be consistent with the approach taken by other municipalities and align with the underlying average building value. Once a percentage is set, staff will bring forward a by-law for passing at the next Council meeting.

Angela Lochtie
Treasurer/Deputy Clerk

Background:

Under Section 357 of the *Municipal Act, 2001*:

357 (1) Upon application to the treasurer of a local municipality made in accordance with this section, the local municipality may cancel, reduce or refund all or part of taxes levied on land in the year in respect of which the application is made if,



(d) during the year or during the preceding year after the return of the assessment roll, a building on the land,

(i) was razed by fire, demolition or otherwise, or

(ii) was damaged by fire, demolition or otherwise so as to render it substantially unusable for the purposes for which it was used immediately prior to the damage;

(g) repairs or renovations to the land prevented the normal use of the land for a period of at least three months during the year.

Historically, applications for this type of tax relief would be forwarded to MPAC, who would determine the property tax assessment adjustment to be applied.

In late 2024, MPAC determined that this information was outside the scope of their authority and will no longer provide this information. Moving forward, MPAC will provide the impacted building's total assessment value, but not a recommendation on the portion that is considered damaged. Section 357 of the Municipal Act is a municipal authority; not an assessment act authority.

Discussion:

With this responsibility now resting with the municipality, a policy approach that provides staff with clear direction and avoids operational minutiae is recommended. Inconsistent or limited data will be available for each property scenario and could raise appeal issues depending on the municipality's interpretation of this data.

A review of the construction value of a building reveals that approximately 51% of a building's cost is related to building shell (foundation, framing, exterior finishes); 28% is related to the interior finishes and 21% is related to major building systems.

Other municipalities are considering a flat adjustments in the 30-35% range, consistent with the need for a well-defined and uniform policy approach.

Alternatives Considered:

Regardless of the status of interior renovations, building structures still have an inherent value. Unless the building is demolished, some taxes should still be attributed to the value of the building. A discount of 30% or 35% were the two options considered.

Strategic Plan Impact:

Not applicable.



Attachments:

N/A

Respectfully submitted,

Angela Lochtie, Treasurer/Deputy Clerk
Treasury Department