



Agenda

Combined Committee

Chair: To be appointed at meeting
Tuesday, August 12, 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. Combined Committee – July 15, 2025
6. **Business Arising from Minutes**
7. **Presentations and Delegations**
 - a. Re-Nature Foundation and FCM
 - *Kristen Niemi, Director of Education Renfrew County District School Board, Jamie Thompson, Director of Development, Re-Nature Foundation are attending virtually, with Scott Nichol, Superintendent of Education and Bill Murray, Manager of Facilities attending in person*
 - b. 2026 Water System Financial Plan Presentation
 - *Nancy Neale, Watson & Associates*
8. **New Business**
 - a. 2026 Water System Financial Plan – Director Lewis
 - b. Pembroke Lumber Kings Agreement – Director Durocher
 - c. Business Retention and Expansion Final Report – Economic Development and Communications Officer Sutherland
 - d. CIP Request for 20 Pembroke Street West - Economic Development and Communications Officer Sutherland
 - e. CIP Request for 143 Pembroke Street West, 188 Prince Street and 1044 Pembroke Street East - Economic Development and Communications Officer Sutherland
 - f. CIP Request for 25-27 Pembroke Street West - Economic Development and Communications Officer Sutherland
 - g. Levels of Service – Engagement Survey – Treasurer/Deputy Clerk Lochtie

- h. Transit Update (August 2025) – Treasurer/Deputy Clerk Lochtie
- i. Retaining Wall Repair – War Memorial Park – Director Lewis
- j. Isabella Catchment Area #2 – Moffat Street – Renfrew Street to Mary Street – Tender Award Contract No. 2365-1 – Director Lewis
- k. Paul Martin Drive/River Road Resurfacing – Phase 1 (City Limits to Townline Road) Tender Award Contract No. 26-0697-01 – Director Lewis
- l. Amendments to 50+ Senior Active Living Center – CAO Unrau

9. Adjournment

Draft Combined Committee Meeting

Council Chambers
Pembroke, Ontario
July 15, 2025
6:00 p.m.

Mayor Gervais indicated that a motion to appoint a Chair for the Combined Committee is required.

Resolution C 2025-07-01

Moved by Councillor Lafreniere

Seconded by Deputy Mayor Abdallah

That Councillor Jacyno be appointed as the Chair for the City of Pembroke Combined Committee dated July 15, 2025.

Carried.

1. Land Acknowledgement

2. Call to Order

Councillor Jacyno called the meeting to order at 6:00 p.m.

Present:

Mayor Gervais
Deputy Mayor Abdallah
Councillor Jacyno
Councillor Kuehl
Councillor Lafreniere
Councillor Plummer
Councillor Purcell

Regrets:

Also, Present:

David Unrau, Chief Administrative Officer
Victoria Charbonneau, Municipal Clerk
Jordan Durocher, Director of Parks and Recreation
Heather Sutherland, Economic Development and Information Officer
Colleen Sauriol, Director of Planning, Building and By-law Enforcement
Angela Lochtie, Treasurer/Deputy Clerk
Brian Lewis, Director of Operations

3. Disclosure of Pecuniary Interest and General Nature Thereof

- a. Item 7.d Mayor Gervais disclosed a perceived pecuniary interest (removal of 1 foot reserve in front of 730 Cecelia Street) as Robert Sheppard (business partner) acts as legal representative on the file.
- b. Item 7.d (removal of 1 foot reserve in front of 730 Cecelia Street) Councillor Kuehl indicated that the owner of 730 Cecelia Street is a client.

- c. 7.h Councillor Plummer disclosed a pecuniary interest (Forced Road sidewalk Construction) indicating that his employer is the contractor on the project

4. Approval/Amendment of Meeting Agenda

5. Approval of Minutes

- a. Planning and Development Committee Meeting – June 3, 2025

Resolution C 2025-07-02

Moved by Deputy Mayor Abdallah

Seconded by Councillor Plummer

That the minutes of the June 3, 2025, Planning and Development Committee meeting be approved as circulated.

Carried

- b. Finance and Administration Committee Meeting – June 3, 2025

Resolution C 2025-07-03

Moved by Councillor Plummer

Seconded by Deputy Mayor Abdallah

That the minutes of the June 3, 2025, Finance and Administration Committee meeting be approved as circulated.

Carried

- c. Parks and Recreation Committee Meeting – June 17, 2025

Resolution C 2025-07-04

Moved by Councillor Purcell

Seconded by Councillor Lafreniere

That the minutes of the June 17, 2025, Parks and Recreation Committee meeting be approved as circulated.

Carried

- d. Operations Committee Meeting – May 20, 2025

Resolution C 2025-07-05

Moved by Deputy Mayor Abdallah

Seconded by Councillor Plummer

That the minutes of the May 20, 2025, Operations Committee meeting be approved as circulated.

Carried

- e. Striking Committee Meeting – June 3, 2025

Resolution C 2025-07-06

Moved by Councillor Purcell

Seconded by Councillor Plummer

That the minutes of the June 3, 2025, Striking Committee meeting be approved as circulated.

Carried

6. Business Arising from Minutes

There was no business arising from the minutes.

7. New Business**a. PMC Chiller Installation**

Director Durocher presented the report.

Resolution C 2025-07-07

Moved by Councillor Purcell

Seconded Councillor Lafreniere

That the Combined Committee approve the shortfall of \$9,537.60 net HST rebate for the PMC Chiller Replacement Capital project be transferred from the Marina Attendant Building, as presented.

Carried

b. Fleet Colour Change

Economic Development and Information Officer Sutherland presented the report. A discussion was held and the following points were raised:

- Wraps on vehicles have been hypothesized to potentially prolong the good state vehicle
- Question regarding if different department vehicles will be identified. Response included there has been no discussion on this fact

Resolution C 2025-07-08

Moved by Mayor Gervais

Seconded Deputy Mayor Abdallah

That the Combined Committee approve changing the City's fleet colour to white with vehicle wraps to best secure vehicles moving forward while maintaining brand consistency, as presented.

Carried

c. CAO Update

CAO Unrau presented the information report. A discussion was held and the following points were raised:

- Highlights of steps to address the growing social challenges that arise from homelessness and substance abuse in our community. The challenges are complex and multi-layered with many organizations working together including the City of Pembroke to provide support

Resolution C 2025-07-09

Moved by Councillor Purcell

Seconded Deputy Mayor Abdallah

Issuance of Orders to the County of Renfrew to Remove Unauthorized Camping along the Algonquin Trail in Pembroke.

Whereas the City of Pembroke recognizes its responsibility to ensure public safety, environmental protection, and community well-being along the Algonquin Trail within its jurisdiction;

And whereas the land along the Algonquin Trail in Pembroke is owned by the County of Renfrew;

And whereas unauthorized rough camping sites have been identified along the trail, located on County property, resulting in safety concerns, and negative impacts on trail users and residents;

And whereas displaced campers from these sites often utilize the Mesa Intake Centre, which has cost Pembroke residents hundreds of thousands of dollars to address issues related to homelessness and substance abuse;

And whereas it is appropriate for the City of Pembroke to request the County of Renfrew to take action to address these issues and prevent further displacement and associated costs;

Now therefore be it resolved that the City of Pembroke:

Officially requests and directs the County of Renfrew to issue orders to remove all unauthorized rough camping sites along the Algonquin Trail within the City of Pembroke.

Requests the County of Renfrew to collaborate with relevant enforcement agencies, including the Ontario Provincial Police, Renfrew County By-law Enforcement, and MESA Services, to ensure immediate removal and enforcement of regulations prohibiting unauthorized camping.

Urges the County of Renfrew to implement measures to prevent future unauthorized camping, such as:

- adhering to posted signage indicating no camping
- Increasing patrols and surveillance along the trail via ProTec5.
- Collaborating with local law enforcement and by-law enforcement.

Displaced campers may utilize the Mesa Intake Centre to access homelessness and substance use supports,

Requests the County of Renfrew to remove all rough campsites within 10 business days, and report back actions taken;

Encourages outreach and education efforts to inform the public about camping regulations and the importance of preserving the trail and surrounding environment.

Be it further resolved that the City of Pembroke advocates for ongoing collaboration with the County of Renfrew to address land use, homelessness, and recreational management along the Algonquin Trail.

Carried.

Mayor Gervais and Councillor Kuehl removed themselves from the table as declared in section 3 of the minutes (6:39 p.m.).

d. Removal of 1-Foot Reserve in Front of 730 Cecelia Street

Director Sauriol presented the report.

Resolution C 2025-07-10

Moved by Deputy Mayor Abdallah

Seconded Councillor Purcell

That the Combined Committee approve lifting of the 1-foot reserve in front of 730 Cecelia Street so that the owner can have access to their property from Cecelia Street; and furthermore, that the City of Pembroke retain ownership of this section of land, as presented.

Carried

Mayor Gervais and Councillor Kuehl returned to the table (6:42 p.m.) as per item 3 on the agenda.

e. Building Permit Fee Background Report

Director Sauriol presented the report.

Resolution C 2025-07-11

Moved by Councillor Purcell

Seconded Deputy Mayor Abdallah

That the Combined Committee direct staff to proceed to a public meeting regarding building permit fees, as presented.

Carried

f. Proposed Amendment to Parking By-law

Director Sauriol presented the report. A discussion was held and the following points were raised:

- Expressed concerns iterated from petition signees about the volume of parking on both sides of the street and the flow of traffic from ATVs. Additional concerns about safety for drivers and pedestrians using the area.

Moved by Councillor Plummer

Seconded Deputy Mayor Abdallah

That the Combined Committee endorse and recommend to Council amendment of the Parking By-law to include a “No Parking During Winter Months” zone on Douglas Street, both sides, between Lea Street and Boundary Road; and furthermore, that the Parking By-law be amended to remove the section that prohibits parking across a private driveway or public land, as presented.

Councillor Kuehl presented an amendment to the presented resolution:

Resolution C 2025-07-12

Moved by Councillor Kuehl

Seconded by Mayor Gervais

That the Combined Committee endorse and recommend to Council amendment of the Parking By-law to provide for the creation of a “No Parking” zone on Douglas Street between Lea Street and Boundary Road.

Carried.

g. ORT July Update and Fare Bundling

Treasurer/Deputy Clerk Lochtie presented the report. A discussion was held and the following points were raised:

- As the pilot project is a 3-year fixed period those interested in purchasing a bundle would have to understand if tickets are not used by end of pilot project they may be void.
- Discussion of delaying institutional ticket bundling fares with staff bringing back in 6 months for consideration
- Comparison of fares between ORTC and North Grenville transit, along with the metrics for the transit system and it is recommended that the metrics be posted for public view when possible. Response included the by-law also deals with the Transit Liaisons ability to amend nonfinancial aspects of the policy governing the usage – this is clarified as not the committee authorizing this, it will be the Transit Liaison in consultation with CAO to allow for quickest pivoting as possible to ensure smooth service with limited-service disruptions or rider experiences.
- At a \$5.00 fare it appears to be the most economical choice for public transit in the City.
- Do the Handi-Bus post rider statistics online as well? If the City service is going to do this, may want to explore having statistics posted from the Handi-Bis as well to keep it consistent.
- It was discussed that advertising/public relations dollars are better spent on radio advertising opposed to giving free rides to people are promotion.

Resolution C 2025-07-13

Moved by Councillor Plummer

Seconded Deputy Mayor Abdallah

That the Combined Committee approve a \$5 per person fare, as presented.

Carried

Councillor Plummer removed himself from the table (7:22 p.m.) as per item 3 on the agenda.

h. Forced Road Sidewalk Construction

Director Lewis presented the report.

Resolution C 2025-07-14

Moved by Deputy Mayor Abdallah

Seconded Councillor Lafreniere

That the Combined Committee approve the allocation of \$25,000 from the Sidewalk Reserve for the construction of a sidewalk on Forced Road; and, the re-allocation of the anticipated \$11,000 in surplus funds from the 2025 Capital Sidewalk program to the Forced Road sidewalk construction, as presented.

Carried

Councillor Plummer returned to the table (7:26 p.m.)

i. Dickson Street Watermain Replacement – tender Contract No. 24-2928-01

Director Lewis presented the report.

Resolution C 2025-07-15

Moved by Councillor Lafreniere

Seconded Mayor Gervais

That the Combined Committee approve award for the Dickson Street Watermain Replacement Contract No. 24-2928-01 to 902474 Ontario Limited, O/A Do-All Construction in the amount of \$580,782.75 plus HST; being the lowest responsive and responsible bidder; and additional expenditures in the amount of \$50,000.00 for a contingency allowance with the budget shortfall of \$132,827.33 being funded from reallocated funds from Watermain Valve Replacements, Water Distribution System Pipe Rehabilitation and Alfred Street East Resurfacing, which have a combined budget of \$200,000, with the total value of the recommendations equal \$630,782.75 plus applicable HST, as presented.

Carried

j. Waste Management Curbside Collection Contract Extension

Director Lewis presented the information report. A discussion was held and the following points were raised:

- Recently there has been an increase in calls due to late or missed pick ups. There has been a change over in drivers and what constitutes pickup and no pickup items

Resolution C 2025-07-16

Moved by Councillor Plummer

Seconded Councillor Purcell

That the Combined Committee endorse and recommend to Council approval of By-law 2025-58 for the extension of the service of the service contract with Miller Waste Systems Inc. for the collection and transportation of garbage, recyclables from non-eligible sources, source separated organics and yard waste for the period of April 1, 2025 to March 31, 2027, as presented.

Carried

8. Adjournment

Resolution C 2025-07-17

Moved by Councillor Lafreniere

Seconded by Councillor Plummer

That the Combined Committee meeting of July 15, 2025, adjourn at 7:37 p.m.

Carried

Renfrew County District School Board Outdoor Learning Project

August 2025

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Introductions

- Bill Murray, Senior Manager, Facilities, RCDSB
- Scott Nichol, Superintendent of Education, RCDSB
- Kristen Niemi, Director of Education, RCDSB
- Jamie Thomson, Director of Development, Re-Nature Foundation

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Overview

- During the spring of 2025, we completed a comprehensive consultation for the 2026-30 Strategic Plan
- Through this process and the past two years' of budget consultations, overwhelmingly the feedback from the RCDSB community is to prioritize student engagement and well-being
- We have made significant investments in this area including dedicated school staff to support students directly and staff professional development with experts (e.g., Dr. Ross Greene, Hannah Beach and Sarah Kesty)

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Overview

- Renfrew County District School Board is committed to inquiry-based learning, environmental education and outdoor learning
- We are expanding our partnership with EcoSchools Canada to engage students in environmental education throughout the school year
- RCDSB schoolyards are incredible, beautiful green spaces with so much potential
- ***RCDSB has partnered with the Re-Nature Foundation to access resources to further support outdoor learning in RCDSB***

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Who is Re-Nature?

- Re-Nature is a Canadian non-profit organization that creates regenerative landscapes for schools - addressing mental health, climate change and educational equity.
- Re-Nature's goal is that every school in Canada will have its own forest and outdoor learning space, and every educator will have the support they need to use it.



Who is Re-Nature?

Four guiding principles:

- Educators will take their children outside if there is ***a forest*** to provide shade, ***a classroom*** to teach in, ***a mentor*** to lean on, and ***a curriculum*** to teach.



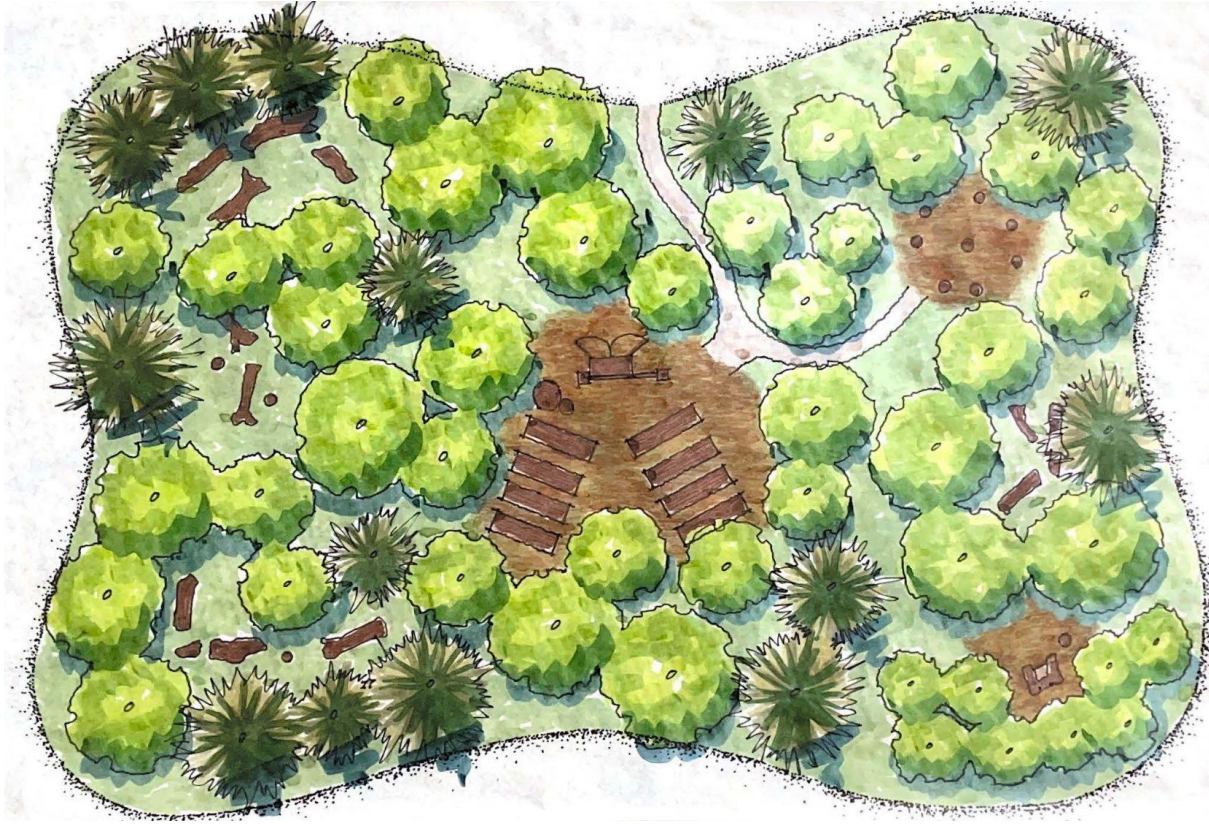
What does this project involve?

- Renfrew County District School Board has partnered with the Re-Nature Foundation to design and install outdoor learning spaces in 19 elementary schools across Renfrew County.
- The space will support experiential and inquiry-based learning. The focal points and zones are framed by trees, which provide shade, habitat, and the living backdrop for the spaces.
- Re-Nature will apply for and access various grants, with RCDSB as a partner, to support this project

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Sample Design



- 1 blackboard
- 1 curriculum cabinet
- 8 milled benches
- 1 teacher station
- 8 sculpted stump seats
- 1 carved chair or spiral bench
- 100 feet Eco Restoration logs
- 50+ trees

The Re-Nature Foundation's Role

- Streamline and complete multiple grant applications
- Assist in stakeholder coordination
- Oversee project management including documentation

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Renfrew County District School Board's Role

- Partner with Re-Nature through Memorandum of Understanding
- Connect with Municipalities and seek local support
- Commit to covering portion of cost for project
- Support implementation through regular maintenance of spaces and engagement with students and staff

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Each Municipality's Role (We need your support!)

- Support Renfrew County District School Board in applying for the Growing Canada's Community Canopies (GCCC) program through the Federation of Canadian Municipalities (FCM)
 - Letter of intent (by end of August)
 - Resolution (required for grant to be approved)
- The lifetime value of the GCCC is 10 million dollars per municipality and RCDSB asking to access \$50,000 for each school site
- **There is no cost to each municipality**

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Summary

- Renfrew County District School Board has partnered with the Re-Nature Foundation with the goal of designing and installing an outdoor learning space in 19 elementary schools
- We are requesting each municipality's support, through a resolution, to apply for the GCCC program through FCM

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Next Steps

- Receive support from as many municipalities as possible in August and September
- Complete applications for FCM's GCCC program for the schools where we have municipal support
- If approved for the grants, design and install the outdoor learning spaces by summer/fall 2026

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Ontario Regulation 453/07 Water Financial Plan

City of Pembroke
August 12, 2025

Agenda



1. Study Purpose
2. Legislation
3. Requirements for the Municipal Drinking Water Licence
4. Rate Study/Budget vs. Ontario Regulation 453/07 Reporting Requirements
5. Summary of Financial Indicators
6. Recommendations

Study Purpose



- The City of Pembroke(City) retained Watson to prepare a Water Financial Plan.
 - The Water Financial Plan is required as part of the submission to renew the City's municipal drinking water licence under the *Safe Drinking Water Act, 2002*.
- The Water Financial Plan is based on the City's approved 2025 Budget and 10-year Capital Forecast
- The Water Financial Plan starts in 2026, the year the City's current licences expire, as required by Ontario Regulation 453/07.

Background



- Over the past 20+ years, significant legislated changes have occurred in the municipal water and wastewater sector.
- The *Safe Drinking Water Act, 2002* established many of the rules and protocol surrounding how regulated entities provide water to its constituents.
- One of the requirements is for all municipalities/local service boards providing water service to be licensed to operate the water system(s).
 - Part of the licensing requirement is for the City to submit a Financial Plan to the Province.

Legislation



In August 2007, the province filed Ontario Regulation (O. Reg.) 453/07 and the Guideline “Towards Financially Sustainable Drinking-Water and Wastewater Systems”. A summary of key elements of O. Reg. 453/07 is provided below:

- The financial plan represents one of the five key elements for obtaining your Municipal Drinking-Water Licence.
- The plan is to be completed and submitted as part of your application for the drinking water licence.
- The financial plans shall be for a period of a least six years but longer planning horizons are encouraged.
- As the regulation is under the *Safe Drinking Water Act, 2002*, the preparation of the plan is mandatory for water.

5 Requirements for the Municipal Drinking Water Licence



1. Drinking Water Works Permit (DWWP)
2. Accepted Operational Plan, based on the Drinking Water Quality Management Standard (DWQMS)
3. Accreditation of the Operating Authority
4. **Financial Plan**
5. Permit to Take Water (PTTW)

Financial Plan Requirements – Existing System Licence Renewal



- s.3 of O. Reg. 453/07 governs licence renewal and includes the following requirements:
 - s.3 (1) 1 – approval by Council resolution (or governing body).
 - s.3 (1) 2 & s.3 (1) 3 – that the financial impacts have been considered and apply for a minimum six-year period (with the first year of the financial plan being the year in which the current licence expires)

Financial Plan Requirements



➤ s.3 requirements (cont'd):

- s.3 (1) 4 – financial plan must include annual projections for:
 - i. Statement of Financial Position;
 - Financial assets, liabilities, net debt, non-financial assets
 - ii. Statement of Operations;
 - Revenues, expenses, annual surplus, accumulated surplus
 - iii. Statement of Cash Flows;
 - Operating, capital, investing, financing transactions
 - iv. Information relating to the replacement of lead service pipes within the above referenced statements.
 - There are few privately owned lead service pipes in the system.
 - When identified, the City notifies property owners and provides a timeframe in which the owners are to have the piping replaced.

Financial Plan Requirements



➤ s.3 requirements (cont'd):

- s.3 (1) 5 i – financial plans to be made available upon request without charge;
- s.3 (1) 5 ii – financial plans to be made available through publication on the internet (if website is maintained);
- s.3 (1) 5 iii – provide notice of availability of financial plans, that in the opinion of the owner will bring notice to the attention of the members of the public who are served by the drinking-water system.
- s.3 (1) 6 – copy of the financial plans must be submitted to the Ministry of Municipal Affairs and Housing

Financial Plan Requirements



- s.3 requirements (cont'd):
 - s.3 (2) – Information in the following areas apply only if the information is known at the time of financial plan preparation:
 - Financial assets, liabilities, net debt
 - Cash flow: operating, investing, change in cash, cash balances
- s.4 – if applicable for two or more solely owned drinking-water systems the financial plans can be prepared as if they were one drinking-water system
- s.5 – financial plans prepared for new systems or licence renewal/initial licence may be amended
- s.6 – information in addition to that being prescribed may be included in the financial plans

Rate Study/2025 Budget and Forecast vs. O. Reg. 453/07 Reporting Requirements



Significant Revision Areas	Rate Study/2025 Budget and Forecast	O. Reg 453.07 Financial Plan
Approach	"Modified Cash Basis"	"Full Accrual Basis"
Capital Requirements	Capital Forecast	Tangible Capital Assets
Previously Acquired Assets	Lifecycle Cost Analysis (Future Replacement)	Tangible Capital Assets (Historical Cost)
Debt Payments	Principal and Interest Expense	Interest Expense Principal: Debt reduction
Amortization	Not Applicable	Included in Operating Expenses
Reserve Transfers	Included as an Expense	Part of "Accumulated Surplus"
Development Charge Reserve Fund Balances	Reserve Fund Continuity Schedule	Deferred Revenue

Summary of Financial Indicators



Description	2026 to 2035	2026	2035
Statement of Financial Position: Water Services			
1) Increase/(Decrease) in Net Financial Assets	(17,512,350)		
2) Increase/(Decrease) in Tangible Capital Assets	44,669,841		
3) Increase/(Decrease) in Accumulated Surplus	27,157,491		
Statement of Operations: Water Services			
1) Expense to Revenue Ratio		72%	66%
2) Increase/(Decrease) in Accumulated Surplus	27,157,491		
Statement of Changes in Net Financial Assets/Debt: Water Services			
1) Acquisition of Tangible Capital Assets (Cumulative)	56,645,000		
2) Annual Surplus/Deficit before Amortization (Cumulative)	39,132,650		
3) Ratio of Annual Surplus before Amortization to Acquisition of TCAs (Cumulative)		0.53	0.69
Statement of Cash Flow - Indirect Method: Water Services			
Cash and Cash Equivalents, end of year		2,352,443	1,003,461

Recommendations



- The City of Pembroke Water Financial Plan prepared by Watson & Associates Economists Ltd. dated August 5, 2025, be approved.
- Notice of availability of the Water Financial Plan be advertised.
- The Water Financial Plan dated August 5, 2025, be submitted to the Ministry of Municipal Affairs and Housing (as per O. Reg. 453/07, Section 3 (1) 6).
- The resolution of Council approving the Water Financial Plan be submitted to the Ministry of Environment, Conservation and Parks, satisfying the requirements under the *Safe Drinking Water Act, 2002*. (Section 32 (5) 2 ii).



Committee Report

To: Combined Committee

From: Brian Lewis, Director
Operations Department

Date: 2025-08-12

Subject : **2026 Water System Financial Plan**

Recommendation:

That the Combined Committee endorse and recommend to Council approval of the Water System Financial Plan; and

That the Mayor and Chair of Operations sign and approve the plan as indicated.

CAO Review :

The CAO concurs with the recommendation of this report.

David Unrau, P.Eng., PMP

Financial Comment:

While this is a Financial Plan, there are no immediate costs or implications. The annual budget is the prerogative of Council of the day.

The annual rate increases linked to this plan will be confirmed and supported by the Water and Sewer Rate Study which is presently being completed by the consultant.

It should be noted that while the ratio between the cumulative annual surplus before amortization and the cumulative tangible capital asset acquisitions increases over the forecast period, from 0.53 in 2026 to 0.69 in 2035, the desired ratio is 1:1 or better. This ratio is an indication of the financial sustainability of the service. A stronger ratio indicates greater resilience in financial planning, reducing the risk of service disruption or impact to water quality standards.

Angela Lochtie
Treasurer/Deputy Clerk

**Background:**

Regulations under the Safe Drinking Water Act require all Ontario municipalities to apply for and obtain a Drinking Water System License as part of the overall Drinking Water Quality Management System. One of the requirements to obtain a renewal of our Drinking Water License is to prepare and submit an “Updated Financial Plan” covering the period 2026-2035, in accordance with the regulations.

The Financial Plan projects the financial position of the drinking water system under a series of assumptions relative to operations and maintenance, capital, reserves and the revenue required to be generated.

The Financial Plan is a statement of intent. It projects future expenditures and revenues, but the actual annual budget remains the responsibility of Council of the day to approve. Staff recommends that Council endorse the Water System Financial Plan, which includes operations and maintenance expenditures and capital outlays, Council still has the authority to set the annual budget. Information on future water rates will follow in a separate report.

Discussion:

Nancy Neale from the consultant Watson and Associates, is present virtually and will present the Financial Plan and be available to answer any questions from the Committee.

The approval of the water system financial plan enabling resolution will come before council later this evening for approval of the report should the Committee agree.

Alternatives Considered:

There are no alternatives to consider.

Strategic Plan Impact:

The endorsement of this resolution will ensure that the City will be able to renew it's Drinking Water System Licence and thereby continue a current program.

Attachments:

Draft Water System Financial Plan

Respectfully submitted,

Brian Lewis, Director
Operations Department



 **Watson
& Associates**
ECONOMISTS LTD.

Water Ontario Regulation 453/07 Financial Plan

City of Pembroke

Financial Plan #198-301A

August 5, 2025

Watson & Associates Economists Ltd.
905-272-3600
info@watsonecon.ca

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List of Acronyms and Abbreviations

Acronym	Full Description of Acronym
MECP	Ministry of the Environment, Conservation and Parks
MMAH	Ministry of Municipal Affairs and Housing
O. Reg.	Ontario Regulation
P.S.A.B.	Public Sector Accounting Board
S.D.W.A.	<i>Safe Drinking Water Act, 2002</i>
W.O.A.	<i>Water Opportunities Act, 2010</i>



Report



Chapter 1

Introduction



1. Introduction

1.1 Study Purpose

The City of Pembroke (City) retained Watson & Associates Economists Ltd. (Watson) to prepare a Water Financial Plan as part of the five submission requirements for the purposes of obtaining a municipal drinking water licence as per the *Safe Drinking Water Act, 2002*. In general, a financial plan requires an in-depth analysis of capital and operating needs, a review of current and future demand versus supply, and consideration of available funding sources. This detailed financial planning and forecasting regarding the City's water system has been based on the City's 2025 Budget and 2026 to 2035 Forecast, along with asset management data.

The objective of the report provided herein is to convert the findings of the 2026 to 2035 approved Forecast into the prescribed reporting requirements for a financial plan as defined by Ontario Regulation (O. Reg.) 453/07. The financial plan has been developed for the period starting in 2026, as the financial plan must begin in the year of licence expiry in accordance with O. Reg. 453/07. This Financial Plan will then form part of the submission for the City's application to renew its Municipal Drinking Water Licence. The current licence expires February 14, 2026 therefore, the City must submit their application for licence renewal by August 14, 2025.

1.2 Background

The *Safe Drinking Water Act, 2002* (S.D.W.A.) was passed in December 2002 in order to address some of the recommendations made by the Walkerton Inquiry Part II report. One of the main requirements of the Act is the mandatory licensing of municipal water providers. Section 31 (1) specifically states,

"No person shall,

- a) establish a new municipal drinking water system or replace or carry out an alteration to a municipal drinking water system except under the authority of and in accordance with an approval under this Part or a drinking water works permit; or



- b) use or operate a municipal drinking water system that was established before or after this section comes into force except under the authority of and in accordance with an approval under this Part or municipal drinking water licence.”

In order to become licensed, a municipality must satisfy five key requirements as per section 44 (1):

1. Obtain a drinking water works permit.
2. Acceptance of the operational plan for the system based on the Drinking Water Quality Management Standard.
3. Accreditation of the Operating Authority.
4. Prepare and provide a financial plan.
5. Obtain permit to take water.

The preparation of a financial plan is a key requirement for licensing and as such, must be undertaken by all water providers.

1.2.1 Financial Plan Defined

Subsection 30 of the Act provides the following definition of financial plans:

“financial plans” means financial plans that satisfy the requirements prescribed by the Minister. 2017, c. 2, Sched. 11, s. 6 (3)

As of time of writing, the *Sustainable Water and Sewage Systems Act, 2002* has been repealed (see Section 2.2 of this report) however, the standards that it directs underpin the specific requirements of s.30 as they are outlined in O. Reg. 453/07, and which will be examined in detail below.

1.2.2 Financial Plan Requirements – Existing System

O. Reg. 453/07 also provides details with regard to s.30 (1) part b of the S.D.W.A. for existing water systems. The requirements for existing systems are summarized as follows:

- Financial plans must be approved by Council resolution (or governing body);



- Financial plans must include a statement that the financial impacts have been considered and apply for a minimum six-year period, commencing in the year of licence expiry (i.e., 2026 for the City);
- Financial plans must include detail regarding proposed or projected financial operations itemized by total revenues, total expenses, annual surplus/deficit, and accumulated surplus/deficit (i.e. the components of a “Statement of Operations” as per the Public Section Accounting Board (P.S.A.B.)) for each year in which the financial plans apply;
- Financial plans must present financial position itemized by total financial assets, total liabilities, net debt, non-financial assets, and tangible capital assets (i.e. the components of a “Statement of Financial Position” as per P.S.A.B.) for each year in which the financial plans apply;
- Gross cash receipts/payments itemized by operating transactions, capital transactions, investing transactions and financial transactions (i.e. the components of a “Statement of Cash Flow” as per P.S.A.B.) for each year in which the financial plans apply;
- Financial plans applicable to two or more solely owned drinking water systems can be prepared as if they are for one drinking water system;
- Financial plans are to be made available to the public upon request and at no charge;
- If a website is maintained, financial plans are to be made available to the public through publication on the Internet at no charge;
- Notice of the availability of the financial plans is to be given to the public; and
- Financial plan is to be submitted to the Ministry of Municipal Affairs and Housing.

1.2.3 Financial Plan Requirements – General

Given that the requirement for a financial plan is legislated under the Act, a financial plan is mandatory for water systems. The financial plan shall be for a forecast period of at least six years but longer planning horizons are encouraged. The 2026 to 2035 forecast included in this financial plan exceeds the legislative requirement. The financial plan is to be completed and approved by resolution of Council or the governing body in accordance with subsection 3 (1) 1 of O. Reg. 453/07. Confirmation of approval of the financial plan must be submitted at the time of municipal drinking water licence renewal (i.e., six months prior to licence expiry).



A copy of the financial plan must be submitted to the Ministry of Municipal Affairs and Housing (MMAH). The financial plan does not need to be submitted to the Ministry of the Environment, Conservation, and Parks (MECP); however, the MECP may request it in the course of review of the licence renewal. Financial plans may be amended and additional information beyond what is prescribed can be included if deemed necessary. The financial plan must contain on the front page, the appropriate financial plan number as set out in Schedule A of the Municipal Drinking Water Licence.

1.2.4 Public Sector Accounting Board (P.S.A.B.) Requirements

The components of the financial plans indicated by the regulation are consistent with the requirements for financial statement presentation as set out in section PS1201 of the Canadian Institute of Chartered Accountants Public Sector Accounting Handbook:

“Financial statements should include a Statement of Financial Position, a Statement of Operations, a Statement of Change in Net Debt, and a Statement of Cash Flow.”

The format required is to conform to the requirements of PS1201 and PS3150. The financial statements are to be reported on a full accrual accounting basis. The accrual accounting method recognizes revenues and expenses in the same period as the activities that give rise to them regardless of when they are actually paid. Since an exchange of cash is not necessary to report a financial transaction, the accrual method is meant to provide a more accurate picture of financial position.

The accounting treatment of tangible capital assets is prescribed under section PS3150. Tangible capital assets are to be capitalized to ensure an inventory of the assets owned is recorded and to account for their ability to provide future benefits.

The Statement of Cash Flow and the Statement of Change in Net Financial Assets/Debt are required statements. The Statement of Change in Net Financial Assets/Debt reports on whether enough revenue was generated in a period to cover the expenses in the period and whether sufficient resources have been generated to support current and future activities. The Statement of Cash Flow reports on how activities were financed for a given period providing a measure of the changes in cash for that period.



Chapter 2

Sustainable Financial Planning



2. Sustainable Financial Planning

2.1 Introduction

In general, sustainability refers to the ability to maintain a certain position over time. While the S.D.W.A. requires a declaration of the financial plan's sustainability, it does not give a clear definition of what would be considered sustainable. Instead, the MECP released a guideline ("Towards Financially Sustainable Drinking-Water and Wastewater Systems") that provides possible approaches to achieving sustainability. The Province's Principles of Financially Sustainable Water Services are provided below:

Principle #1: Ongoing public engagement and transparency can build support for, and confidence in, financial plans and the system to which they relate.

Principle #2: An integrated approach to planning among water, wastewater, and storm water systems is desirable given the inherent relationship among these services.

Principle #3: Revenues collected for the provision of water services should ultimately be used to meet the needs of those services.

Principle #4: Life-cycle planning with mid-course corrections is preferable to planning over the short-term or not planning at all.

Principle #5: An asset management plan is a key input to the development of a financial plan.

Principle #6: A sustainable level of revenue allows for reliable service that meets or exceeds environmental protection standards, while providing sufficient resources for future rehabilitation and replacement needs.

Principle #7: Ensuring users pay for the services they are provided leads to equitable outcomes and can improve conservation. In general, metering and the use of rates can help ensure users pay for services received.

Principle #8: Financial plans are "living" documents that require continuous improvement. Comparing the accuracy of financial projections with actual results can lead to improved planning in the future.



Principle #9: Financial plans benefit from the close collaboration of various groups, including engineers, accountants, auditors, utility staff, and municipal council.

2.2 Water Opportunities Act, 2010

Since the passage of the *Safe Drinking Water Act, 2002*, changes and refinements to the legislation have been introduced, including the *Water Opportunities Act, 2010* (W.O.A). The W.O.A. was introduced into legislation on May 18, 2010, and received Royal Assent on November 29, 2010.

The purposes of the W.O.A. are to foster innovative water, wastewater and stormwater technologies, services, and practices; create opportunities for economic development and clean-technology jobs; and conserve and sustain water resources. To achieve this, the W.O.A. provides for the creation of performance targets (financial, operational and maintenance related), which will vary by service type and location, and the required submission of conservation and sustainability plans for water, wastewater, and stormwater.

The sustainability plan in the W.O.A. expands on interim legislation for financial plans included in O. Reg. 453/07, to include the following:

- an asset management plan for the physical infrastructure;
- financial plan;
- water conservation plan (for water service only);
- a risk assessment;
- a strategy for maintaining and improving the services; and
- additional information considered advisable.

Where a Board has jurisdiction over a service, the plan (and any plan amendments) must be approved by the municipality in which the municipal service is provided before submission to the Minister. The Minister may also direct preparation of joint or partially joint plans.

Regulations (still forthcoming) will prescribe details regarding any time periods or time limits, contents of the plans, identifying which portions of the plan will require



certification, the public consultation process (if required), limitations updates and refinements.

2.3 Infrastructure for Jobs and Prosperity Act (I.J.P.A.), 2015

On June 4, 2015, the Province passed the *Infrastructure for Jobs and Prosperity Act, 2015* (I.J.P.A.) which, over time, will require municipalities to undertake and implement asset management plans for all the infrastructure they own. On December 27, 2017, the Province of Ontario released O. Reg. 588/17 under I.J.P.A. which has three phases that municipalities must meet. The timelines associated with the three phases were later extended by O. Reg. 193/21 which was filed on March 15, 2021.

Every municipality in Ontario will have to prepare a strategic asset management policy by July 1, 2019. Municipalities will be required to review their strategic asset management policies at least every five years and make updates, as necessary. The subsequent phases are as follows:

- Phase 1 – Asset Management Plan (by July 1, 2022):
 - For core assets – Municipalities must have the following:
 - Inventory of assets;
 - Current levels of service, including some prescribed measures; and
 - Lifecycle management strategies and associated costs to maintain current levels of service.
- Phase 2 – Asset Management Plan (by July 1, 2024):
 - Same steps as Phase 1 but for all assets.
- Phase 3 – Asset Management Plan (by July 1, 2025):
 - Builds on Phase 1 and 2 by adding:
 - Proposed levels of service; and
 - Financial strategy that supports achieving proposed levels of service.

In relation to water (which is considered a core asset), municipalities needed to have an asset management plan that addressed the related infrastructure by July 1, 2022 (Phase 1). O. Reg. 588/17 specifies that the City's asset management plan must include the following for each asset category:

- the current levels of service being provided;



- determined in accordance with the following qualitative descriptions and technical metrics and based on data from at most the two calendar years prior to the year in which all information required under this section is included in the asset management plan.
- the current performance of each asset category;
- a summary of the assets in the category;
- the replacement cost of the assets in the category;
- the average age of the assets in the category, determined by assessing the average age of the components of the assets;
- the information available on the condition of the assets in the category;
- a description of the City's approach to assessing the condition of the assets in the category, based on recognized and generally accepted good engineering practices where appropriate; and
- the lifecycle activities that need to be undertaken to maintain the current levels of service.

The City completed an Asset Management Plan (A.M.P.) in 2022. The A.M.P. included a review of the City's water infrastructure. The City will need to consider the impacts of funding the lifecycle requirements identified in the A.M.P. during the annual budget and forecast periods.

2.4 Water Forecast

The City completed their financial planning through its 2025 capital budget and forecast. It is noted that the City is currently undertaking a new rate study and a new development charges background study, which are anticipated to provide additional information for the forecast period which will be included in future updates to the Water Financial Plan.

As a result of employing the forecast process undertaken with the 2025 water budget, the 10-year forecast from 2026 to 2035 provides the basis for a sound financial plan for the City's water system by assessing:

- A detailed assessment of current and future capital needs including an analysis of potential funding sources;
- An analysis of operating costs in order to determine how they will be impacted by evolving infrastructure needs;



- A review and recommendation on rates that ensure revenues are equitable and sufficient to meet system needs; and
- A public process that involved consultation with the main stakeholders including the City's staff, Council, the general public (specifically the users of the system) and others with the aim of gaining input and collaboration on the sustainability of the water systems.

The details of the financial plan arising from the 2026 to 2035 forecast, as per the 2025 budget and forecast process, are contained in Appendix A.



Chapter 3

Approach



3. Approach

3.1 Overview

The City's 2025 capital budget, along with additional detailed information provided by City Staff, has been used as a starting point to prepare the Financial Plan for the municipal water system. The water forecast is prepared on a modified cash basis; therefore, a conversion is required in order to present a full accrual financial plan for the purposes of this report. The conversion process used will help to establish the structure of the financial plan along with the opening balances that will underpin the forecast. This chapter outlines the conversion process utilized and summarizes the adjustments made to prepare the Financial Plan for the municipal water system.

3.2 Conversion Process

The conversion from the existing modified cash basis financial plan to the full accrual reporting format required under O. Reg. 453/07 can be summarized in the following steps:

1. Calculate Tangible Capital Asset Balances
2. Convert Statement of Operations
3. Convert Statement of Financial Position
4. Convert Statement of Cash Flow and Net Assets/Debt
5. Verification and Note Preparation

3.2.1 Calculate Tangible Capital Asset Balances

In calculating tangible capital asset balances, existing and future purchased, developed, and/or contributed assets will need to be considered. For existing water and assets, an inventory has already been compiled and summarized by the City as part of their annual P.S.A.B. 3150 compliance processes. As required, for P.S.A.B. 3150 reporting purposes, the asset inventory listing included historical cost (which is the original cost to purchase, develop, or construct each asset) along with an estimated useful life for each



asset and any anticipated salvage value is recorded. The following calculations are made to determine net book value:

- Accumulated amortization up to the year prior to the first forecast year.
- Amortization expense on existing assets for each year of the forecast period.
- Acquisition of new assets for each year of the forecast period.
- Disposals and related gains or losses for each year of the forecast period.

Future water capital needs have also been determined and summarized by City staff. However, these estimates only represent future assets that the City anticipates purchasing or constructing. At present, the City does not anticipate any assets will be contributed by developers and other parties (at no or partial cost to the City). If, over the forecast period, additional capital needs arise or contributed assets are anticipated, the financial plan may need to be adjusted to properly account for these transactions. Once the sequence and total asset acquisition has been determined for the forecast period, annual amortization of these assets for each year is calculated in a similar manner as that used for existing assets.

Once the historical cost, accumulated amortization, and amortization expenses are calculated as described above, the total net book value of the tangible capital assets can be determined and recorded on the Statement of Financial Position.

3.2.2 *Convert Statement of Operations*

A wide range of adjustments will be considered, dependent on the size and complexity of the system, in order to convert from the cash to full accrual basis. For example, debt repayment costs relating to the principal payment portion only need to be removed under the accrual basis, as they no longer qualify as an expense for reporting purposes. Principal payments are reported as a decrease in debt liability on the Statement of Financial Position. Transfers to and from reserves are removed as these transactions are represented by changes in cash and accumulated surplus. Finally, expenses relating to tangible capital assets, such as amortization, write-offs, and (gain)/loss on disposal of assets are reported on the Statement of Operations in order to capture the allocation of the cost of these assets to operating activities over their useful lives and therefore are added in under the accrual basis.



Table 3-1
Conversion Adjustments
Statement of Operations - Water

Modified Cash Basis	Budget 2026	Adjustments		Full Accrual Budget 2026	Accrual Basis
		DR	CR		
Revenues					Revenues
Base Charge Revenue	3,970,865			3,970,865	Base Charge Revenue
Rate Based Revenue	1,941,924			1,941,924	Rate Based Revenue
Other Revenue	302,600		43,944	346,543	Other Revenue
Total Revenues	6,215,389			6,259,332	Total Revenues
Expenditures					Expenses
Operating	3,740,931	-		3,740,931	Operating Expenses
Capital					
Transfers to Reserves	1,195,923		1,195,923		
Transfers to Capital	1,278,000		1,278,000		
Debt Repayment (Principal & Interest)	534		331	203	Interest on Debt
		789,352		789,352	Amortization
Total Expenditures	6,215,389			4,530,486	Total Expenses
Net Expenditures	-			1,728,846	Annual Surplus/(Deficit)
Increase (decrease) in amounts to be recovered	-			26,456,536	Accumulated Surplus/(Deficit), beginning of year
Change in Fund Balances	-	1,728,846	-	28,185,382	Accumulated Surplus/(Deficit), end of year
TOTAL ADJUSTMENTS		2,518,198	2,518,198		

Note: The combined adjustments above should be balanced and net to \$0 (i.e. Total DR = Total CR)



3.2.3 Convert Statement of Financial Position

Once the Statement of Operations has been converted and the net book value of tangible capital assets has been recorded, balances for the remaining items on the Statement of Financial Position are determined and recorded (see Table 3-2). The opening/actual balances for the remaining accounts such as accounts receivable, inventory, accounts payable, outstanding debt (principal only), are recorded and classified according to the structure of the Statement of Financial Position as outlined in PS1201.

It is acknowledged that some of the balances required on the Statement of Financial Position will be consolidated across the City and as such, will be difficult to isolate the information that is relevant to water. An example of this is accounts receivable, which may be administered centrally by the Finance Department. O. Reg. 453/07 allows for the exclusion of these numbers if they are not known at the time of preparing the financial plan. Please refer to the Financial Plan Notes in Chapter 4 for more details.

3.2.4 Convert Statement of Cash Flow and Net Financial Assets/Debt

The Statement of Cash Flow summarizes how the Municipality financed its activities or in other words, how the costs of providing services were recovered. The statement is derived using comparative Statement of Financial Position, the current Statement of Operations and other available transaction data.

The Statement of Change in Net Financial Assets/Debt is a statement which reconciles the difference between the surplus or deficit from current operations and the change in net financial assets/debt for the year. This is significant, as net debt provides an indication of future revenue requirements. In order to complete the Statement of Net Financial Assets/Debt, information regarding any gains/losses on disposals of assets, asset write-downs, acquisition/use of supplies inventory, and the acquisition use of prepaid expenses is necessary, (if applicable). Although the Statement of Change in Net Financial Assets/Debt is not required under O. Reg. 453/07, it has been included in this report as a further indicator of financial viability.



Table 3-2
Conversion Adjustments
Statements of Financial Position - Water

Modified Cash Basis	Budget 2026	Adjustments		Full Accrual Budget 2026	Accrual Basis
		DR	CR		
ASSETS					ASSETS
Financial Assets					Financial Assets
Cash	2,352,443			2,352,443	Cash
Accounts Receivable	583,858			583,858	Accounts Receivable
Accounts Receivable - Other	27,415			27,415	Accounts Receivable - Other
Total Financial Assets	2,963,716			2,963,716	Total Financial Assets
LIABILITIES					Liabilities
Accounts Payable & Accrued Liabilities	722,576			722,576	Accounts Payable & Accrued Liabilities
Gross Long-term Liabilities	100,301			100,301	Debt (Principal only)
Total Liabilities	822,877			822,877	Total Liabilities
Net Assets/(Debt)	2,140,839			2,140,839	Net Financial Assets/(Debt)
		26,044,543	-	26,044,543	Non-Financial Assets
				26,044,543	Tangible Capital Assets
					Total Non-Financial Assets
Municipal Position					
Water Reserves	2,241,140	2,241,140	-		
Development Charge Reserve Fund	(27,415)	-	27,415		
Amounts to be Recovered	(72,886)	-	72,886		
Total Municipal Position	2,140,839		28,185,382	28,185,382	Accumulated Surplus/(Deficit), end of year
TOTAL ADJUSTMENTS		28,285,683	28,285,683		



3.2.5 Verification and Note Preparation

The final step in the conversion process is to ensure that all the statements created by the previous steps are in balance. The Statement of Financial Position summarizes the resources and obligations of the City at a set point in time. The Statement of Operations summarizes how these resources and obligations changed over the reporting period. To this end, the accumulated surplus/deficit reported on the Statement of Financial Position should equal the accumulated surplus/deficit reported on the Statement of Operations.

The Statement of Change in Net Financial Assets/Debt and the Statement of Financial Position are also linked in terms of reporting on net financial assets/debt. On the Statement of Financial Position, net financial assets/debt are equal to the difference between financial assets and liabilities and should equal net financial assets/debt as calculated, on the Statement of Net Financial Assets/Debt.

While not part of the financial plan, the accompanying notes are important to summarize the assumptions and estimates made in preparing the financial plan. Some of the significant assumptions that need to be addressed within the financial plan are as follows:

- a) Opening Cash Balances – Opening cash balances are necessary to complete the Statement of Cash Flows and balance the Statement of Financial Position. Preferably, opening cash balances should be derived from actual information contained within the City's ledgers. One approach is to assume that opening cash balances equal ending reserve and reserve fund balances from the previous year adjusted for accrual-based transactions reflected by accounts receivable/payable balances. The following equation outlines this approach:

Estimated Ending Reserve/Reserve Fund Balance
Plus: Ending Accounts Payable Balance
Less: Ending Accounts Receivable Balance
Equals: Approximate Ending Cash Balance

- b) Amortization Expense – The method and timing of amortization should be based on the City's amortization policy.



- c) Accumulated Amortization – Will be based on the culmination of accumulated amortization expenses throughout the life of each asset however derived, along with information on construction/acquisition date and useful life obtained from the 2025 capital budget and forecast and adjusted for 2025 projected amortization.
- d) Contributed Assets – As noted earlier, contributed assets could represent a significant part of the City's infrastructure acquisitions. As such, a reasonable estimate of value and timing of acquisition/donation may be required in order to adequately capture these assets. In the case where contributed assets are deemed to be insignificant or unknown, an assumption of "no contributed assets within the forecast period" will be made.
- e) Accumulated Surplus – The magnitude of the surplus in this area may precipitate the need for additional explanation especially in the first year of reporting. This Accumulated Surplus captures the historical infrastructure investment which has not been reported in the past but has accumulated to significant levels. It also includes all water reserve and reserve fund balances.
- f) Other Revenues – Will represent the recognition of revenues such as those from miscellaneous water charges and other minor miscellaneous revenues.



Chapter 4

Financial Plan



4. Financial Plan

4.1 Introduction

The following tables provide the complete financial plan for the City's water system. A brief description and analysis of each table is provided below. It is important to note that the financial plan that follows is a forward look at the financial position of the City's water system. It is not an audited document¹ and contains various estimates as detailed in the "Notes to the Financial Plan" section below.

Similar tables and analysis for the City's water financial plan are included in Appendix A.

4.2 Water Financial Plan

4.2.1 Statement of Financial Position (Table 4-1)

The Statement of Financial Position provides information that describes the assets, liabilities, and accumulated surplus of the City's water system. The first important indicator is net financial assets/(debt), which is defined as the difference between financial assets and liabilities. This indicator provides an indication of the system's "future revenue requirement." A net financial asset position is where financial assets are greater than liabilities and implies that the system has the resources to finance future operations. Conversely, a net debt position implies that the future revenues generated by the system will be needed to finance past transactions, as well as future operations. Table 4-1 indicates that in 2026, the City's water system will be in a net financial asset position of approximately \$2.14 million. The City's net financial asset position is projected to decrease to a net debt position of approximately \$13.17 million by the end of the forecast period.

Another important indicator in the Statement of Financial Position is the tangible capital asset balance. As noted earlier, providing this information is a requirement for municipalities as part of PS3150 compliance and is significant from a financial planning perspective for the following reasons:

¹ O. Reg. 453/07 does not require an audited financial plan.



- Tangible capital assets such as water mains and treatment plants are imperative to water service delivery.
- These assets represent significant economic resources in terms of their historical and replacement costs. Therefore, ongoing capital asset management is essential to managing significant replacements and repairs.
- The annual maintenance required by these assets has an enduring impact on water operational budgets.

In general terms, an increase in the tangible capital asset balance indicates that assets may have been acquired either through purchase by the City or donation/contribution by a third party. A decrease in the tangible capital asset balance can indicate a disposal, write down, or use of assets. The use of assets is usually represented by an increase in accumulated amortization due to annual amortization expenses arising as a result of allocating the cost of the asset to operations over the asset's useful life. Table 4-1 shows that the City's tangible capital assets are expected to increase by approximately \$40.74 million over the forecast period. This indicates that the City plans to invest in tangible capital assets in excess of the anticipated use of existing assets over the forecast period.

4.2.2 Statement of Operations (Table 4-2)

The Statement of Operations summarizes the revenues and expenses generated by the water system for a given period. The annual surplus/deficit measures whether the revenues generated were sufficient to cover the expenses incurred and in turn, whether net financial assets have been maintained or depleted. Table 4-2 illustrates that the ratio of expenses to revenues is projected to decrease over the forecast period from 72% in 2026 to 66% in 2035. As a result, annual surpluses are anticipated every year of the forecast period (2026 to 2035). It is important to note that an annual surplus is beneficial to ensure funding is available to non-expense costs such as tangible capital asset acquisitions, reserve/reserve fund transfers and debt principal payments in the future.

Another important indicator in this statement is accumulated surplus/deficit. An accumulated surplus indicates that the available net resources are sufficient to provide future water services. An accumulated deficit indicates that resources are insufficient to provide future services and that borrowing or rate increases are required to finance annual deficits. From Table 4-2, the financial plan illustrates an increase in



accumulated surplus of approximately \$27.16 million will be added to the opening accumulated surplus of approximately \$26.46 million over the forecast period. The existing accumulated surplus, as indicated in Table 4-2, is predominately made up of reserve balances as well as historical investments in tangible capital assets.

4.2.3 Statement of Change in Net Financial Assets/Debt (Table 4-3)

The Statement of Change in Net Financial Assets/Debt indicates whether revenue generated was sufficient to cover operating and non-financial asset costs (i.e., inventory supplies, prepaid expenses, tangible capital assets, etc.) and in so doing, explains the difference between the annual surplus/deficit and the change in net financial assets/debt for the period.

Table 4-3 indicates that in the years 2026 to 2035, the forecasted annual surplus is less than the tangible capital asset acquisitions, resulting in decreases in the net financial assets balance. This is due to the increase in capital assets anticipated to be constructed over the forecast period. This is further evidenced by the ratio of cumulative annual surplus before amortization to cumulative tangible capital asset acquisitions initially increasing from 0.53 in 2026 to 0.69 in 2035, (note: a desirable ratio is 1:1 or better).

4.2.4 Statement of Cash Flow (Table 4-4)

The Statement of Cash Flow summarizes how the City's water system is expected to generate and use cash resources during the forecast period. The transactions that provide/use cash are classified as operating, capital, investing, and financing activities as shown in Table 4-4. This statement focuses on the cash aspect of these transactions and thus is the link between cash- and accrual-based reporting. Table 4-4 indicates that cash from operations will be used to fund capital transactions (i.e., tangible capital asset acquisitions) and build internal reserves and reserve funds over the forecast period. The financial plan projects the cash position of the City's water system to decrease from approximately \$4.69 million the beginning of 2026 to a balance of approximately \$1.00 million by the end of 2035. For further discussion on projected cash balances please refer to the Notes to the Financial Plan.



Table 4-1
Statement of Financial Position: Water Services
UNAUDITED: For Financial Planning Purposes
Only 2026-2035

	Notes	Forecast									
		2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Financial Assets											
Cash	1	2,352,443	615,629	583,852	145,590	-	-	801,386	1,219,269	984,101	1,003,461
Accounts Receivable	1	583,858	606,885	661,126	781,143	831,252	899,457	944,584	973,595	1,009,631	1,028,376
Accounts Receivable - Other	3	27,415	16,606	4,461	385,169	772,246	1,165,751	1,565,740	2,018,707	2,550,591	3,063,944
Total Financial Assets		2,963,716	1,239,120	1,249,439	1,311,902	1,603,498	2,065,208	3,311,710	4,211,571	4,544,323	5,095,781
Liabilities											
Bank Indebtedness		-	-	-	-	298,086	749,170	-	-	-	-
Accounts Payable & Accrued Liabilities	1	722,576	744,254	766,582	789,580	819,642	837,665	862,796	888,679	942,382	959,412
Debt (Principal only)	2	100,301	3,695,378	14,584,763	16,462,768	20,883,073	21,908,185	21,065,820	19,649,538	18,170,388	17,309,078
Total Liabilities		822,877	4,439,632	15,351,345	17,252,348	22,000,801	23,495,020	21,928,616	20,538,217	19,112,770	18,268,490
Net Financial Assets/(Debt)		2,140,839	(3,200,512)	(14,101,906)	(15,940,446)	(20,397,303)	(21,429,812)	(18,616,906)	(16,326,646)	(14,568,447)	(13,172,709)
Non-Financial Assets											
Tangible Capital Assets	4	26,044,543	33,119,458	45,282,438	49,616,800	56,826,035	60,920,974	61,405,117	62,614,812	64,466,776	66,786,736
Total Non-Financial Assets		26,044,543	33,119,458	45,282,438	49,616,800	56,826,035	60,920,974	61,405,117	62,614,812	64,466,776	66,786,736
Accumulated Surplus/(Deficit)	5	28,185,382	29,918,946	31,180,532	33,676,354	36,428,732	39,491,162	42,788,211	46,288,166	49,898,329	53,614,027
Financial Indicators	Total Change	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
1) Increase/(Decrease) in Net Financial Assets	(17,512,350)	(2,198,802)	(5,341,351)	(10,901,394)	(1,838,540)	(4,456,857)	(1,032,509)	2,812,906	2,290,260	1,758,199	1,395,738
2) Increase/(Decrease) in Tangible Capital Assets	44,669,841	3,927,648	7,074,915	12,162,980	4,334,362	7,209,235	4,094,939	484,143	1,209,695	1,851,964	2,319,960
3) Increase/(Decrease) in Accumulated Surplus	27,157,491	1,728,846	1,733,564	1,261,586	2,495,822	2,752,378	3,062,430	3,297,049	3,499,955	3,610,163	3,715,698



Table 4-2
Statement of Operations: Water Services
UNAUDITED: For Financial Planning Purposes
Only 2026-2035

	Notes	Forecast									
		2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Water Revenue											
Base Charge Revenue		3,970,865	4,099,399	4,231,634	4,367,469	4,507,004	4,650,539	4,797,973	4,949,608	5,105,443	5,265,678
Rate Based Revenue		1,941,924	2,049,708	2,494,887	3,250,143	3,644,030	4,226,565	4,559,529	4,671,189	4,828,971	4,895,293
Earned Development Charges	3	-	8,809	8,809	395,355	395,355	395,355	395,355	440,885	510,885	483,885
Other Revenue	6	346,543	312,304	312,069	312,842	312,124	311,979	350,618	367,755	373,226	383,705
Total Revenues		6,259,332	6,470,220	7,047,399	8,325,809	8,858,513	9,584,438	10,103,475	10,429,437	10,818,525	11,028,561
Water Expenses											
Operating Expenses	Sch. 4-1	3,740,931	3,853,162	4,555,759	4,087,825	4,243,460	4,336,773	4,466,877	4,600,883	4,878,913	4,967,082
Interest on Debt	2	203	4,409	164,034	647,524	730,910	927,174	972,692	935,294	872,413	806,741
Amortization	4	789,352	879,085	1,066,020	1,094,638	1,131,765	1,258,061	1,366,857	1,393,305	1,457,036	1,539,040
Total Expenses		4,530,486	4,736,656	5,785,813	5,829,987	6,106,135	6,522,008	6,806,426	6,929,482	7,208,362	7,312,863
Annual Surplus/(Deficit)		1,728,846	1,733,564	1,261,586	2,495,822	2,752,378	3,062,430	3,297,049	3,499,955	3,610,163	3,715,698
Accumulated Surplus/(Deficit), beginning of year	5	26,456,536	28,185,382	29,918,946	31,180,532	33,676,354	36,428,732	39,491,162	42,788,211	46,288,166	49,898,329
Accumulated Surplus/(Deficit), end of year		28,185,382	29,918,946	31,180,532	33,676,354	36,428,732	39,491,162	42,788,211	46,288,166	49,898,329	53,614,027
Note 5:											
Accumulated Surplus/(Deficit) Reconciliation:		2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Reserve Balances											
Reserves: Development Charges		(27,415)	(16,606)	(4,461)	(385,169)	(772,246)	(1,165,751)	(1,565,740)	(2,018,707)	(2,550,591)	(3,063,944)
Reserves: Capital/Other		2,241,140	494,866	482,857	522,322	485,770	478,373	2,448,914	3,322,892	3,601,941	4,136,369
Total Reserves Balance		2,213,725	478,260	478,396	137,153	(286,476)	(687,378)	883,174	1,304,185	1,051,350	1,072,425
Less: Debt Obligations and Deferred Revenue		(72,886)	(3,678,772)	(14,580,302)	(16,077,599)	(20,110,827)	(20,742,434)	(19,500,080)	(17,630,831)	(15,619,797)	(14,245,134)
Add: Tangible Capital Assets	4	26,044,543	33,119,458	45,282,438	49,616,800	56,826,035	60,920,974	61,405,117	62,614,812	64,466,776	66,786,736
Total Ending Balance		28,185,382	29,918,946	31,180,532	33,676,354	36,428,732	39,491,162	42,788,211	46,288,166	49,898,329	53,614,027
Financial Indicators	Total Change	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
1) Expense to Revenue Ratio		72%	73%	82%	70%	69%	68%	67%	66%	67%	66%
2) Increase/(Decrease) in Accumulated Surplus	27,157,491	1,728,846	1,733,564	1,261,586	2,495,822	2,752,378	3,062,430	3,297,049	3,499,955	3,610,163	3,715,698



Schedule 4-1
Statement of Operating Expenses: Water Services
UNAUDITED: For Financial Planning Purposes
Only 2026-2035

Operating Expenses	Notes	Forecast									
		2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
WATER PURIFICATION PLANT											
ADMINISTRATION		344,947	355,295	365,954	376,933	388,241	399,888	411,885	424,242	436,969	450,078
FULL TIME STAFF		937,712	965,843	994,818	1,024,663	1,055,403	1,087,065	1,119,677	1,153,267	1,187,865	1,223,501
INVENTORY/OTHER		(1,147)	(1,181)	(1,216)	(1,252)	(1,290)	(1,329)	(1,369)	(1,410)	(1,452)	(1,496)
GOODS & SERVICES		759,857	782,653	806,133	830,317	855,227	880,884	907,311	934,530	962,566	991,443
GENERAL EXPENSE		-	-	-	-	-	-	-	-	-	-
VEHICLE EXPENSE		9,322	9,602	9,890	10,187	10,493	10,808	11,132	11,466	11,810	12,164
EQUIPMENT EXPENSE		24,617	25,356	26,117	26,901	27,708	28,539	29,395	30,277	31,185	32,121
SMALL TOOLS		505	520	536	552	569	586	604	622	641	660
COMPLIANCE		6,386	6,578	6,775	6,978	7,187	7,403	7,625	7,854	8,090	8,333
BUILDINGS		23,999	24,719	25,461	26,225	27,012	27,822	28,657	29,517	30,403	31,315
ELECTRICAL		5,408	5,570	5,737	5,909	6,086	6,269	6,457	6,651	6,851	7,057
BELL STREET TANK		10,794	11,118	11,452	11,796	12,150	12,515	12,890	13,277	13,675	14,085
QUARRY RD RESERVOIR		33,841	34,856	35,902	36,979	38,088	39,231	40,408	41,620	42,869	44,155
HEALTH & SAFETY		7,210	7,426	7,649	7,878	8,114	8,357	8,608	8,866	9,132	9,406
NON-RECURRING (PROJECT CODING)		126,139	129,923	133,821	137,836	141,971	146,230	150,617	155,136	159,790	164,584
WATER WORKS											
FULL TIME STAFF		204,985	211,135	217,469	223,993	230,713	237,634	244,763	252,106	259,669	267,459
GOODS & SERVICES		61,980	63,839	65,754	67,727	69,759	71,852	74,008	76,228	78,515	80,870
VEHICLE MAINTENANCE		112,466	115,840	119,315	122,894	126,581	130,378	134,289	138,318	142,468	146,742
SMALL TOOLS & EQUIPMENT		14,008	14,428	14,861	15,307	15,766	16,239	16,726	17,228	17,745	18,277
GIS		61,955	63,814	65,728	67,700	69,731	71,823	73,978	76,197	78,483	80,837
HYDRANTS		1,545	1,591	1,639	1,688	1,739	1,791	1,845	1,900	1,957	2,016
WATER METER MTCE (SELF FUNDING)		35,959	37,038	38,149	39,293	40,472	41,686	42,937	44,225	45,552	46,919
LEAD TESTING		3,605	3,713	3,824	3,939	4,057	4,179	4,304	4,433	4,566	4,703
VALVE REPAIRS		32,754	33,737	34,749	35,791	36,865	37,971	39,110	40,283	41,491	42,736
LOCATES		93,936	96,754	99,657	102,647	105,726	108,898	112,165	115,530	118,996	122,566
SERVICE REPAIRS/REPLACEMENTS		93,524	96,330	99,220	102,197	105,263	108,421	111,674	115,024	118,475	122,029
WATERMAIN REPAIRS		231,750	238,703	245,864	253,240	260,837	268,662	276,722	285,024	293,575	302,382
WATERMAIN FLUSHING		54,384	56,016	57,696	59,427	61,210	63,046	64,937	66,885	68,892	70,959
VALVE TURNING		13,854	14,270	14,698	15,139	15,593	16,061	16,543	17,039	17,550	18,077
HEALTH & SAFETY		1,700	1,751	1,804	1,858	1,914	1,971	2,030	2,091	2,154	2,219
WATER ADMIN		391,350	403,091	415,184	427,640	440,469	453,683	467,293	481,312	495,751	510,624
NON-RECURRING (PROJECT CODING)		21,836	22,491	23,166	23,861	24,577	25,314	26,073	26,855	27,661	28,491
INTERFUNCTIONAL TRANSFERS		19,750	20,343	20,953	21,582	22,229	22,896	23,583	24,290	25,019	25,770
STUDIES											
Development Charges Study (Water)		-	-	-	-	-	-	-	-	-	43,000
Infrastructure Update Study (year before Rate Study)		-	-	-	-	-	-	-	-	140,000	-
Rate Study and Water Financial Plan		-	-	-	-	33,000	-	-	-	-	43,000
Non TCA - Expenses from Capital Budget	7	-	-	587,000	-	-	-	-	-	-	-
TOTAL OPERATING EXPENSES		3,740,931	3,853,162	4,555,759	4,087,825	4,243,460	4,336,773	4,466,877	4,600,883	4,878,913	4,967,082



Table 4-3
Statement of Changes in Net Financial Assets/Debt: Water Services
UNAUDITED: For Financial Planning Purposes Only
2026-2035

	Notes	Forecast									
		2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Annual Surplus/(Deficit)		1,728,846	1,733,564	1,261,586	2,495,822	2,752,378	3,062,430	3,297,049	3,499,955	3,610,163	3,715,698
Less: Acquisition of Tangible Capital Assets	4	(4,717,000)	(7,954,000)	(13,229,000)	(5,429,000)	(8,341,000)	(5,353,000)	(1,851,000)	(2,603,000)	(3,309,000)	(3,859,000)
Add: Amortization of Tangible Capital Assets	4	789,352	879,085	1,066,020	1,094,638	1,131,765	1,258,061	1,366,857	1,393,305	1,457,036	1,539,040
Sub-Total		(3,927,648)	(7,074,915)	(12,162,980)	(4,334,362)	(7,209,235)	(4,094,939)	(484,143)	(1,209,695)	(1,851,964)	(2,319,960)
Less: Acquisition of Prepaid Expenses		-	-	-	-	-	-	-	-	-	-
Add: Use of Prepaid Expenses		-	-	-	-	-	-	-	-	-	-
Sub-Total		-	-	-	-	-	-	-	-	-	-
Increase/(Decrease) in Net Financial Assets/(Net Debt)		(2,198,802)	(5,341,351)	(10,901,394)	(1,838,540)	(4,456,857)	(1,032,509)	2,812,906	2,290,260	1,758,199	1,395,738
Net Financial Assets/(Net Debt), beginning of year		4,339,641	2,140,839	(3,200,512)	(14,101,906)	(15,940,446)	(20,397,303)	(21,429,812)	(18,616,906)	(16,326,646)	(14,568,447)
Net Financial Assets/(Net Debt), end of year		2,140,839	(3,200,512)	(14,101,906)	(15,940,446)	(20,397,303)	(21,429,812)	(18,616,906)	(16,326,646)	(14,568,447)	(13,172,709)
Financial Indicators											
1) Acquisition of Tangible Capital Assets (Cumulative)		4,717,000	12,671,000	25,900,000	31,329,000	39,670,000	45,023,000	46,874,000	49,477,000	52,786,000	56,645,000
2) Annual Surplus/Deficit before Amortization (Cumulative)		2,518,198	5,130,847	7,458,453	11,048,913	14,933,056	19,253,547	23,917,453	28,810,713	33,877,912	39,132,650
3) Ratio of Annual Surplus before Amortization to Acquisition of TCAs (Cumulative)		0.53	0.40	0.29	0.35	0.38	0.43	0.51	0.58	0.64	0.69



Table 4-4
Statement of Cash Flow – Indirect Method: Water Services
UNAUDITED: For Financial Planning Purposes Only
2026-2035

	Notes	Forecast									
		2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Operating Transactions											
Annual Surplus/Deficit		1,728,846	1,733,564	1,261,586	2,495,822	2,752,378	3,062,430	3,297,049	3,499,955	3,610,163	3,715,698
Add: Amortization of TCAs	4	789,352	879,085	1,066,020	1,094,638	1,131,765	1,258,061	1,366,857	1,393,305	1,457,036	1,539,040
Less: Earned Deferred Revenue	3	-	(8,809)	(8,809)	(395,355)	(395,355)	(395,355)	(395,355)	(440,885)	(510,885)	(483,885)
Add: Deferred Revenue Proceeds		18,367	19,619	20,955	14,647	8,278	1,850	(4,634)	(12,081)	(20,999)	(29,468)
Change in A/R (Increase)/Decrease		(186,357)	(23,028)	(54,242)	(120,017)	(50,109)	(68,205)	(45,127)	(29,012)	(36,036)	(18,745)
Change in A/P Increase/(Decrease)		(5,423)	21,678	22,328	22,998	30,062	18,023	25,131	25,883	53,703	17,030
Less: Interest Proceeds		(43,944)	(9,703)	(9,468)	(10,242)	(9,525)	(9,380)	(48,018)	(65,155)	(70,626)	(81,105)
Cash Provided by Operating Transactions		2,300,841	2,612,406	2,298,370	3,102,491	3,467,494	3,867,424	4,195,903	4,372,010	4,482,356	4,658,565
Capital Transactions											
Less: Cash Used to acquire Tangible Capital Assets	4	(4,717,000)	(7,954,000)	(13,229,000)	(5,429,000)	(8,341,000)	(5,353,000)	(1,851,000)	(2,603,000)	(3,309,000)	(3,859,000)
Cash Applied to Capital Transactions		(4,717,000)	(7,954,000)	(13,229,000)	(5,429,000)	(8,341,000)	(5,353,000)	(1,851,000)	(2,603,000)	(3,309,000)	(3,859,000)
Investing Transactions											
Proceeds from Investments		43,944	9,703	9,468	10,242	9,525	9,380	48,018	65,155	70,626	81,105
Cash Provided by (applied to) Investing Transactions		43,944	9,703	9,468	10,242	9,525	9,380	48,018	65,155	70,626	81,105
Financing Transactions											
Proceeds from Debt Issue	2	95,000	3,600,000	11,068,500	2,600,000	5,300,000	2,200,000	491,000	-	-	683,500
Less: Debt Repayment (Principal only)	2	(331)	(4,923)	(179,115)	(721,995)	(879,695)	(1,174,888)	(1,333,365)	(1,416,282)	(1,479,150)	(1,544,810)
Cash Applied to Financing Transactions		94,669	3,595,077	10,889,385	1,878,005	4,420,305	1,025,112	(842,365)	(1,416,282)	(1,479,150)	(861,310)
Increase in Cash and Cash Equivalents		(2,277,546)	(1,736,814)	(31,777)	(438,262)	(443,676)	(451,084)	1,550,556	417,883	(235,168)	19,360
Cash and Cash Equivalents, beginning of year	1	4,629,989	2,352,443	615,629	583,852	145,590	(298,086)	(749,170)	801,386	1,219,269	984,101
Cash and Cash Equivalents, end of year	1	2,352,443	615,629	583,852	145,590	(298,086)	(749,170)	801,386	1,219,269	984,101	1,003,461



Water

Notes to Financial Plan

The financial plan format as outlined in Chapter 4 closely approximates the full accrual format used by municipalities (2009 onward) on their audited financial statements. However, the financial plan is not an audited document and contains various estimates. In this regard, Section 3 (2) of O. Reg. 453/07 states the following:

“Each of the following sub-subparagraphs applies only if the information referred to in the sub-subparagraph is known to the owner at the time the financial plans are prepared:

1. Sub-subparagraphs 4 a A, B and C of subsection (1)
2. Sub-subparagraphs 4 iii A, C, E and F of subsection (1).”

The information referred to in sub-subparagraphs 4 if A, B and C of subsection (1) includes:

- A. Total financial assets (i.e., cash and receivables);
- B. Total liabilities (i.e., payables, debt, and deferred revenue);
- C. Net debt (i.e., the difference between A and B above).

The information referred to in sub-subparagraphs 4 iii A, C, E and F of subsection (1) includes:

- A. Operating transactions are cash received from revenues, cash paid for operating expenses and finance charges.
- B. Investing transactions that are acquisitions and disposal of investments.
- C. Change in cash and cash equivalents during the year.
- D. Cash and cash equivalents at the beginning and end of the year.

In order to show a balanced financial plan in a full accrual format for the City, some of the items listed above have been estimated given that the City does not maintain all financial asset and liability data separately for water. Usually, this type of data is combined with the financial assets and liabilities of other departments and services given that there is not a current obligation to disclose this data separately (as there is with revenue and expenses).



The assumptions used have been documented below:

1. Cash, Receivables and Payables

It is assumed that the opening cash balances required to complete the financial plan are equal to:

Estimated Ending Reserve/Reserve Fund Balance

Plus: Ending Accounts Payable Balance

Less: Ending Accounts Receivable Balance

Equals: Approximate Ending Cash Balance

For the City, receivable and payable balances were estimated for each year of the forecast based on the following factors:

- a) Receivables: Based on historical levels of municipal-wide receivables as a percentage of annual water revenue earned (as per the 2021, 2022, and 2023 Financial Information Returns); and
- b) Payables: Based on historical levels of municipal-wide payables as a percentage of annual water expenses incurred (as per the 2021, 2022, and 2023 Financial Information Returns).

2. Debt

The City has outstanding water related debt of approximately \$5,600 and it is anticipated that the City will issue debt in 2026 to 2032, and in 2035 to finance capital projects. Principal repayments over the forecast period are anticipated to be scheduled as follows:

Year	Principal Payments
2026	331
2027	4,923
2028	179,115
2029	721,995
2030	879,695
2031	1,174,888
2032	1,333,365
2033	1,416,282
2034	1,479,150
2035	1,544,810
Total	\$8,734,554



3. Deferred Revenue and Accounts Receivable - Other

Deferred revenue is typically made up of water development charge reserve fund balances which are considered to be a liability for financial reporting purposes until the funds are used to emplace the works for which they have been collected.

Accounts Receivable - Other is made up of water development charge reserve fund shortfalls which are considered to be owing from the development community, and therefore a financial asset for financial reporting purposes. For the purposes of the financial plan, no specific repayment schedule has been applied.

4. Tangible Capital Assets

- Opening net book value of tangible capital assets includes water related assets in the following categories:
 - i. Land
 - ii. Land Improvements;
 - iii. Facilities;
 - iv. Watermains;
 - v. Machinery and Equipment; and
 - vi. Vehicles.
- Amortization is calculated based on the straight-line approach starting in the month after the acquisition or construction.
- Write-offs are assumed to equal \$0 for each year in the forecast period.
- Tangible capital assets are shown on a net basis. It is assumed that disposals occur when the asset is being replaced. To calculate the value of each asset disposal, the replacement value (of each new asset that has been identified as a “replacement”) has been deflated (by weighted average useful life for all assets on hand in the respective asset category) to an estimated historical cost. This figure was used to calculate disposals only. Future assets are disposed of when fully amortized
- Gains/losses on disposal are assumed to be \$0 (it is assumed that historical cost is equal to accumulated amortization for all disposals).
- Residual value is assumed to be \$0 for all assets contained within the forecast period.



- Contributed Assets, as described in Section 3.2.1, are deemed to be insignificant/unknown during the forecast period and are therefore assumed to be \$0.
- The only lead service piping in the municipal water system relates to the private property owner's portion of the system. There are very few lead service pipes remaining. Where known, the City provides notice to the property owners which includes a timeframe in which they are to have the piping replaced.



The balance of tangible capital assets is summarized as follows:

Asset Historical Cost	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Opening Tangible Capital Asset Balance	44,991,743	49,017,768	56,017,208	69,015,899	74,129,715	82,002,290	86,747,524	88,482,766	90,262,336	92,900,838
Acquisitions	4,717,000	7,954,000	13,229,000	5,429,000	8,341,000	5,353,000	1,851,000	2,603,000	3,309,000	3,859,000
Disposals	690,975	954,560	230,309	315,184	468,425	607,766	115,758	823,430	670,498	419,894
Closing Tangible Capital Asset Balance	49,017,768	56,017,208	69,015,899	74,129,715	82,002,290	86,747,524	88,482,766	90,262,336	92,900,838	96,339,944
Opening Accumulated Amortization	22,874,848	22,973,225	22,897,750	23,733,461	24,512,915	25,176,255	25,826,550	27,077,649	27,647,524	28,434,062
Amortization Expense	789,352	879,085	1,066,020	1,094,638	1,131,765	1,258,061	1,366,857	1,393,305	1,457,036	1,539,040
Amortization on Disposal	690,975	954,560	230,309	315,184	468,425	607,766	115,758	823,430	670,498	419,894
Ending Accumulated Amortization	22,973,225	22,897,750	23,733,461	24,512,915	25,176,255	25,826,550	27,077,649	27,647,524	28,434,062	29,553,208
Net Book Value	26,044,543	33,119,458	45,282,438	49,616,800	56,826,035	60,920,974	61,405,117	62,614,812	64,466,776	66,786,736



5. Accumulated Surplus

Opening accumulated surplus for the forecast period is reconciled as follows:

Water	2026 Opening Accumulated Surplus
Reserve Balances	
Reserves: Development Charges	(45,782)
Reserves: Capital/Other	4,345,273
Total Reserves Balance	\$4,299,491
Less: Debt Obligations and Deferred Revenue	40,150
Add: Tangible Capital Assets	22,116,895
Total Opening Balance	\$26,456,536

The accumulated surplus reconciliation for all years within the forecast period is contained in Table 4-2.

6. Other Revenue

Other revenue consists of miscellaneous revenues including bulk water sales, hydrant rentals, sale of water meters, recovery of costs from private service water connections, and other minor miscellaneous revenues.

7. Operating Expenses

Capital expenditures for items not meeting the definition of tangible capital assets have been reclassified as operating expenses and have been expensed in the year in which they occur.



Chapter 5

Process for Financial Plan Approval and Submission to the Province



5. Process for Financial Plan Approval and Submission to the Province

As mentioned in section 1.2, preparation, and approval of a financial plan for water assets that meets the requirements of the Act is mandatory for municipal water providers. Proof of the plan preparation and approval is a key submission requirement for municipal drinking water licensing and, upon completion, must be submitted to the MECP. The process established for plan approval, public circulation and filing is set out in O. Reg. 453/07 and can be summarized as follows:

1. The financial plan must be approved by resolution of Council of the municipality who owns the drinking water system or the governing body of the owner. (O. Reg. 453/07, section 3 (1) 1).
2. The owner of the drinking water system must provide notice advertising the availability of the financial plan. The plans will be made available to the public upon request and without charge. The plans must also be made available to the public on the municipality's website. (O. Reg. 453/07, section 3 (1) 5).
3. The owner of the drinking water system must provide a copy of the financial plan to the Director of Policy Branch, Ministry of Municipal Affairs and Housing. (O. Reg. 453/07, section 3 (1) 6).
4. The owner of the drinking water system must provide proof satisfactory to the Director that the financial plans for the system satisfy the requirements under the *Safe Drinking Water Act, 2002*. (S.D.W.A. section 32 (5) 2. ii.).



Chapter 6

Recommendations



6. Recommendations

This report presents the water financial plan for the City in accordance with the mandatory reporting formats for water systems as detailed in O. Reg. 453/07. It is important to note that while mandatory for water, the financial plan is provided for Council's interest and approval however, for decision making purposes, it may be more informative to rely on the information contained within the City's operating and capital budgets. Nevertheless, Council is required to pass certain resolutions with regard to this plan and regulations, and it is recommended that:

1. The City of Pembroke Water Financial Plan prepared by Watson & Associates Economists Ltd. dated August 5, 2025, be approved.
2. Notice of availability of the Financial Plan be advertised.
3. The Financial Plan, dated August 5, 2025, be submitted to the Ministry of Municipal Affairs and Housing. (O. Reg. 453/07, Section 3 (1) 6)
4. The Council Resolution approving the Financial Plan be submitted to the Ministry of the Environment, Conservation, and Parks satisfying the requirements under the *Safe Drinking Water Act, 2002*. (S.D.W.A, Section 32 (5) 2 ii).



Appendix A

2026 to 2035 Forecast



Table A-1
City of Pembroke
Water Service
Capital Budget Forecast (Inflated \$)

Description	Total	Forecast									
		2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Capital Expenditures											
Coordinated Projects with Public Works and Wastewater (Water Portion):											
Albert Street: Full Reconstruction - Pembroke Street to Fred Blackstein Drive (incl. u/g electrical, full streetscape)	782,000	782,000	-	-	-	-	-	-	-	-	-
Boundary Road: Road Reconstruction - Almira St. - Francis (0.87km)	467,000	-	221,000	-	246,000	-	-	-	-	-	-
Broadview Drive: Full Reconstruction - Pembroke St. E to Herbert St. Incl. side streets west to Fraser	2,093,000	-	36,000	-	474,000	500,000	527,000	556,000	-	-	-
Centre Street: Full Reconstruction - Alfred St to Bell Street	1,520,000	34,000	-	469,000	495,000	522,000	-	-	-	-	-
Frank Nighbor Street: Full Reconstruction - Pembroke Street to Lake Street (incl. u/g electrical, full streetscape)	386,000	-	29,000	357,000	-	-	-	-	-	-	-
Fraser Street: Full Reconstruction - Pembroke St. E. to Bell Street	2,474,000	-	-	-	-	-	69,000	-	759,000	801,000	845,000
Isabella Street Catchment Area: Full Reconstruction -Munroe St to East End and Church from Isabella St to Pembroke St. W Outfall #24 is the driving factor for this project. Storm relining on Isabella from Hinks St to Church St, including MH relining	3,179,000	373,000	1,177,000	759,000	870,000	-	-	-	-	-	-
Hinks Street: Full Reconstruction - Pembroke Street to Renfrew (incl. u/g electrical, full streetscape)	437,000	-	-	-	-	-	-	-	32,000	405,000	-
Maple Avenue: Full Reconstruction - Nelson to Hunter	2,136,000	-	-	-	-	-	-	73,000	651,000	687,000	725,000
Moffat Street: Full Reconstruction - Pembroke St. W. to 460 Moffat St	574,000	33,000	-	263,000	278,000	-	-	-	-	-	-
Nelson Street Reconstruction: Full reconstruction Mackay Street to Howard; Howard St from Nelson to Pembroke St East	2,322,000	722,000	776,000	824,000	-	-	-	-	-	-	-
Prince Street: Full Reconstruction - Pembroke Street to Lake Street (incl. u/g electrical, full streetscape)	341,000	-	30,000	311,000	-	-	-	-	-	-	-
Trafalgar Road: Full Reconstruction - Pembroke Street to Boundary Road	305,000	-	-	42,000	-	263,000	-	-	-	-	-
Water Distribution Projects:											
Bell Street Watermain - River Rd to Mackay St. Included in River Road Catchment Area Phase 6	1,896,000	-	-	-	-	-	1,896,000	-	-	-	-
Bulk Water Station - location to be determined	-	-	-	-	-	-	-	-	-	-	-
Christie Street Bridge WM Crossing	438,000	438,000	-	-	-	-	-	-	-	-	-
Clemow Ave - Pembroke Street to Irving	2,028,000	-	-	112,000	805,000	1,111,000	-	-	-	-	-
Deacon Street Watermain - Upsizing to 300mm from 150mm with some storm relining to be included. Restoration only., 1 block of Mackay to urban standard. Included in River Road Catchment Area Phase 4	2,431,000	-	-	-	-	2,431,000	-	-	-	-	-
Dickson Street Watermain 1 - Possible loop from Rowan. Added to Mackay Street WM Area Design 175m	-	-	-	-	-	-	-	-	-	-	-
Ellis Avenue WM Replacement - River Rd to Mackay St with 1 block of Mackay to urban standard. Included in River Road Catchment Area Phase 4	998,000	-	-	998,000	-	-	-	-	-	-	-
HP Condition Assessment - 24" from Waterplant to Bennett.	587,000	-	-	587,000	-	-	-	-	-	-	-
Laurier Street WM Replacement - River Rd to Mackay St. Included in River Road Catchment Area Phase 3	1,734,000	-	-	-	1,734,000	-	-	-	-	-	-
Mackay to River Road Distribution System - River Rd to Mackay St - Design for Deacon, Ellis, Laurier, Mackay, River Road and Rita to be issued to one proponent (Council to commit to 3 years at award)	158,000	158,000	-	-	-	-	-	-	-	-	-



Table A-1, Continued
City of Pembroke
Water Service
Capital Budget Forecast (Inflated \$)

Description	Total	Forecast									
		2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Morris Street - MacKay to Centre (1 block)	832,000	-	-	-	-	-	-	-	-	405,000	427,000
Water Meter Register Replacement Program (ICI only) -	271,000	21,000	22,000	23,000	25,000	26,000	28,000	29,000	31,000	32,000	34,000
Watermain Valve Replacements - 12" WV is \$25K, \$5K (each) for air release on HP	847,000	53,000	56,000	59,000	62,000	65,000	69,000	73,000	77,000	162,000	171,000
River Road Water Main Phase 3 - Bell Street to Mackay Street. Use Connecting Link Funding for Road reconstruction. Included in River Road Catchment Area Phase 1	3,339,000	-	3,339,000	-	-	-	-	-	-	-	-
Third Ave WM Replacement - Mary to Stuart	1,172,000	-	-	-	-	-	1,172,000	-	-	-	-
Mackay Street WM Replacement - Ellis to 950 Mackay Street (former superior Electric) complete with upgrade to urban standard and storm works to Townline Road. Included in River Road Catchment Area Phase 5 -include Market and Garden urbanization	2,679,000	-	-	-	-	2,679,000	-	-	-	-	-
Rosewood Ave - Pembroke Street East to Champlain	940,000	-	-	-	-	457,000	483,000	-	-	-	-
Rowan Street/Herbert Street Watermain 2 - Eliminate Flusher with individual services. Herbert Street only west of Mackay St. Added to Mackay Street WM Area Design	897,000	897,000	-	-	-	-	-	-	-	-	-
Water Distribution System - Pipe Rehabilitation - Pipe Rehabilitations	1,017,000	79,000	83,000	88,000	93,000	98,000	103,000	109,000	115,000	121,000	128,000
Water Purification Projects:											
Air Scouring & Jet Mixing - included with the Filter's Launderers project - expenses to come from reserves	-	-	-	-	-	-	-	-	-	-	-
Chemical Jet Mixing	-	-	-	-	-	-	-	-	-	-	-
Chlorine Scrubber	414,000	-	-	-	-	-	414,000	-	-	-	-
Compressor - 5-HP Eagle compressors A and B, control panel, starters and air dryer at LL Workshop.	10,000	-	-	-	10,000	-	-	-	-	-	-
Domestic Water Equipment - Chlorinator & Analyzer - Chlorinator and analyzer consists of vacuum solution feeders V10K U.S. Filter by Wallace & Tiernan, SCU controllers by U.S. Filter, residual analyzers Depolox3, PVC piping and fittings.	243,000	-	-	-	-	-	-	-	-	243,000	-
Domestic Water Equipment - Feed Motors & Pumps - Activated silicate pumps 1 and 2 are US Filter Encore 700 metering pumps with 0.75-HP Allen-Bradley/Baldor motors.	42,000	42,000	-	-	-	-	-	-	-	-	-
Domestic Water Equipment - Feed Motors & Pumps - Aluminum sulphate pumps 1 and 2 for Tank 1 are US Filter Encore 700 metering pumps with 0.75-HP Allen-Bradley/Baldor motors.	42,000	42,000	-	-	-	-	-	-	-	-	-
Domestic Water Equipment - Feed Motors & Pumps - Sodium silicate pumps 1 and 2 for Aluminum Sulphate Tank 2 are US Filter Encore 700 metering pumps with 0.50-HP A.O. Smith variable speed motors.	42,000	42,000	-	-	-	-	-	-	-	-	-
Domestic Water Equipment - Filter Controller - Filter Room controller station is located at 2nd floor mezzanine.	59,000	-	-	-	-	59,000	-	-	-	-	-



Table A-1, Continued
City of Pembroke
Water Service
Capital Budget Forecast (Inflated \$)

Description	Total	Forecast									
		2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Domestic Water Equipment - Low Lift Pumps - L.L. Pumps 1, 2, 3, 4 with valve tags 7,8,9,10,11,12,13 and 14 direct water to the control valve and inline blender then onto the Flocculation Tank Set 1 and 2. Pumps are by Peerless (m# 12MB, s# 241116-RPM-1760, 241117-RPM-1760, 241118-RPM-1760, 241119-RPM-1760) rated at 60.0 L/s at TDH 10.25-M complete with 12" diameter Globe Style Silent Check Valves by ValMatic, Rotork motorized valves and pressure gauges. 15-HP motors are by US Motors with 86.5% nominal efficiency.	276,000	-	-	-	-	-	-	-	276,000	-	-
Domestic Water Equipment - Raw Water Process - Water drawn from the surge and access chambers 1 and 2 are directed to the screen wells 1 and 2 (with rotating screens, controller and screen waste basket, by Rexnord Canada Ltd. (order# SC 326, Jan 1983).) and onto the L.L. suction well.	65,000	-	-	-	-	65,000	-	-	-	-	-
Domestic Water Equipment - Valves & Piping - The valves piping and fittings are in fair condition overall. 4 valves were replaced in 2018. Most valves located in the L.L. Basement have extensive corrosion especially at flange bolts including valves 71, 72, 73, 74, etc.	205,000	-	-	-	25,000	26,000	28,000	29,000	31,000	32,000	34,000
Domestic Water Equipment - Variable Frequency Drives - PowerFlex 40 VFDs by (ca# 22B-V5POC104) Allen-Bradley at Chemical Room rated for 1-HP motors. Manufactured 2010.	33,000	-	-	-	33,000	-	-	-	-	-	-
Domestic Water Equipment - Water Treatment (pH adjustment) - Equipment includes the soda ash hopper loader, hopper loader (Sly m# SB4 44-6, s# TS 2121, dated 2002), storage bin, cyclone by Metalfab Inc. (s# 693043) with 2000-lb vibrator unit, PVC piping and fittings, slurry 500 gal tank with Lightnin mixer, Milltronics MultiRanger Plus level monitor for soda ash, soda ash transfer pump, soda ash make-up tank and Lightnin mixer, activated silica make-up tank with Lightnin mixer and activated silica transfer pump, in-line flow monitors and actuators, 1.5-HP lime storage industrial exhaust fan, sulphuric acid tank, dosing pumps and associated valves (Valves 1 & 2, associated stem valves).	289,000	-	289,000	-	-	-	-	-	-	-	-
Generator - Stand by - Stand-by generator by Caterpillar (m# 3508) is rated at 1250-kVA (1000-kW) 3-P, 600-V, 1202-A. This is a packaged system located at the south side of the building and installed in 2004.	576,000	-	-	-	-	-	-	-	576,000	-	-
Header Pipe Repairs - Expansion Gaskets are on site, works to be completed in house. Phase 2 to be twinning of existing header to provide for redundancy	528,000	528,000	-	-	-	-	-	-	-	-	-
Joint Sealant - Sealants are installed at doors, windows and control joints. The sealants are in poor condition overall.	26,000	-	-	-	-	-	-	-	-	-	26,000
Overhead Door replacements - replace existing steel doors with new insulated doors	186,000	-	-	-	186,000	-	-	-	-	-	-
Paint Walls and Floors - The wall and floor finishes are in good condition with some wear noted at the L.L. Workshop.	39,000	-	-	-	-	39,000	-	-	-	-	-
Parking Lot - Asphalt Resurfacing	165,000	-	-	-	-	-	165,000	-	-	-	-
Pipes & Fittings - 6" Watts backflow preventer is installed on 6" diameter water service line (from the 30" discharge water line).	16,000	16,000	-	-	-	-	-	-	-	-	-
Quarry Reservoir - Motor Control Centers - Klockner-Moeller Series 200 motor control center (m# CDN-16-1014) rated at 600-A, 600-V, 3-P. The MCC's have breakers for all main 600-V equipment.	55,000	-	-	-	-	-	-	-	55,000	-	-



Table A-1, Continued
City of Pembroke
Water Service
Capital Budget Forecast (Inflated \$)

Description	Total	Forecast									
		2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Quarry Reservoir - Overhead Door - 2.8-Mx5.8-M high, four leaf fabricated steel folding door at Receiving Area.	58,000	-	-	-	-	-	-	-	-	58,000	-
Quarry Reservoir - Stairs - Painted steel stair at receiving door.	5,000	5,000	-	-	-	-	-	-	-	-	-
Quarry Reservoir - Stairs - Aluminum step and handrail. Steps are corroded	8,000	8,000	-	-	-	-	-	-	-	-	-
Quarry Road Pumps - High Lift - Goulds Pumps (m# VTT-CF, s# 308476-4) rated at 1665 GPM at 151 head-Ft with 100-HP U.S. Electrical Motors, RU WPI Type, 3-P.	325,000	-	-	-	-	-	325,000	-	-	-	-
Quarry Road - Valves & Piping - Incoming water main is comprised of a 20" pipe to a Style 38 Dresser coupling with piping wrapped in the Denso System. The piping enters the cell where it is diverted up to the main floor header as well as continuing, via 10" reducer, 10" electrically operated B.V., 10" Singer water flow rate controller, orifice plate and 10" B.V. with cast iron wall thimble and water stops to Reservoir Cells 1 and 2.	217,000	-	-	-	-	-	-	-	-	217,000	-
Residuals Management - Additional waste holding volume	557,000	-	557,000	-	-	-	-	-	-	-	-
Sedimentation Tank Gaskets - replace gasketing on both sedimentation tanks	106,000	106,000	-	-	-	-	-	-	-	-	-
Sedimentation Tank Roofing - Replace existing inverted roofing	306,000	-	306,000	-	-	-	-	-	-	-	-
Transfer Switch - Cutler-Hammer (cat# ATHINC31000ESC) 1000-A, 347/600-V, 3-P, 4-W automatic transfer switch complete with digital controls and charging station is located at the mezzanine. Includes separate distribution panel CDP-4 by Federal Pioneer.	49,000	-	-	-	-	-	-	-	-	49,000	-
Water Tower - Internal Tank Liner Painting	334,000	-	334,000	-	-	-	-	-	-	-	-
Water Tower Re-Painting - not to be completed until after interior inspection has been completed. Inspection in 2025 O&M	568,000	-	568,000	-	-	-	-	-	-	-	-
Water Tower Standby Generator - Stand-by Generac NG Generator	16,000	16,000	-	-	-	-	-	-	-	-	-
WPP Elec. Panel at MH - Works required after FM project complete	-	-	-	-	-	-	-	-	-	-	-
WPP Raw Water Upgrades - 2 small pumps, 2 large pumps (pumps split over years), chemical dosing, flash mixer (AE recommendations INS)	132,000	132,000	-	-	-	-	-	-	-	-	-
WPP - Replace Backwash #1 Pump - replace backwash pump #1, overhaul #1 put on the shelf for #2 replacement in 2027	-	-	-	-	-	-	-	-	-	-	-
WPP - Replace Backwash #2 Pump - Install rebuild #1 in #2 location in 2027, rebuild #2 for shelf in 2027	78,000	-	78,000	-	-	-	-	-	-	-	-
WPP Female Change Room - require as recent hires are female employees requiring separate changing/showering facilities.	-	-	-	-	-	-	-	-	-	-	-
WPP Windows/ Door Replacement	93,000	-	-	-	93,000	-	-	-	-	-	-
Studies:											
HP Condition Assessment - 24" from Waterplant to Bennett.	587,000	-	-	587,000	-	-	-	-	-	-	-
Fleet:											
Diesel Plate Packer	-	-	-	-	-	-	-	-	-	-	-
Half Ton Pick up truck	-	-	-	-	-	-	-	-	-	-	-
Tandem Axle Utility Trailer	-	-	-	-	-	-	-	-	-	-	-
Utility Trailer	-	-	-	-	-	-	-	-	-	-	-
Water & Sewer Related Fleet	318,000	-	53,000	-	-	-	74,000	-	-	93,000	98,000
Water & Sewer Service Truck	8,000	-	-	-	-	-	-	-	-	4,000	4,000



Table A-1, Continued
City of Pembroke
Water Service
Capital Budget Forecast (Inflated \$)

Description	Total	Forecast									
		2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Growth Related:											
Water Tower Replacement - design & construction of new larger diameter water tower, pressure zones (debenture for construction)	8,527,000	190,000	-	8,337,000	-	-	-	-	-	-	-
International Drive WM upsizing - From Paul Martin Dr to Upper Valley Drive - not as high priority now that Boundary Road WM has been connected	982,000	-	-	-	-	-	-	982,000	-	-	-
Stuart Street WM Replacement - Forced Rd to Third St	1,367,000	-	-	-	-	-	-	-	-	-	1,367,000
Total Capital Expenditures	57,232,000	4,717,000	7,954,000	13,816,000	5,429,000	8,341,000	5,353,000	1,851,000	2,603,000	3,309,000	3,859,000
Capital Financing											
Provincial/Federal Grants	-	-	-	-	-	-	-	-	-	-	-
Development Charges Reserve Fund	-	-	-	-	-	-	-	-	-	-	-
Non-Growth Related Debenture Requirements	20,600,000	-	3,600,000	6,900,000	2,600,000	5,300,000	2,200,000	-	-	-	-
Growth Related Debenture Requirements	5,438,000	95,000	-	4,168,500	-	-	-	491,000	-	-	683,500
Operating Contributions	15,982,400	1,278,000	1,348,300	1,422,400	1,500,600	1,583,200	1,670,300	1,360,000	1,837,000	1,938,000	2,044,600
Lifecycle Reserve Fund	-	-	-	-	-	-	-	-	-	-	-
Prior Year Rate Funding	-	-	-	-	-	-	-	-	-	-	-
Water Reserves	15,211,600	3,344,000	3,005,700	1,325,100	1,328,400	1,457,800	1,482,700	-	766,000	1,371,000	1,130,900
Total Capital Financing	57,232,000	4,717,000	7,954,000	13,816,000	5,429,000	8,341,000	5,353,000	1,851,000	2,603,000	3,309,000	3,859,000

Table A-2
City of Pembroke
Water Service
Schedule of Non-Growth-Related Debenture Repayments (Inflated \$)

Debenture Year	Principal (Inflated)	Forecast									
		2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
2026	-		-	-	-	-	-	-	-	-	-
2027	3,600,000			333,828	333,828	333,828	333,828	333,828	333,828	333,828	333,828
2028	6,900,000				639,838	639,838	639,838	639,838	639,838	639,838	639,838
2029	2,600,000					241,098	241,098	241,098	241,098	241,098	241,098
2030	5,300,000						491,470	491,470	491,470	491,470	491,470
2031	2,200,000							204,006	204,006	204,006	204,006
2032	-								-	-	-
2033	-									-	-
2034	-										-
2035	-										
Total Annual Debt Charges	20,600,000	-	-	333,828	973,666	1,214,765	1,706,234	1,910,240	1,910,240	1,910,240	1,910,240



Table A-3
City of Pembroke
Water Service
Schedule of Growth-Related Debenture Repayments (Inflated \$)

Debenture Year	Principal (Inflated)	Forecast									
		2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
2026	95,000		8,809	8,809	8,809	8,809	8,809	8,809	8,809	8,809	8,809
2027	-			-	-	-	-	-	-	-	-
2028	4,168,500				386,546	386,546	386,546	386,546	386,546	386,546	386,546
2029	-					-	-	-	-	-	-
2030	-						-	-	-	-	-
2031	-							-	-	-	-
2032	491,000								45,530	45,530	45,530
2033	-									-	-
2034	-										-
2035	683,500										
Total Annual Debt Charges	5,438,000	-	8,809	8,809	395,355	395,355	395,355	395,355	440,885	440,885	440,885

Table A-4
City of Pembroke
Water Service
Water Reserve Fund Continuity (Inflated \$)

Description	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Opening Balance	4,345,273	2,241,140	494,867	482,857	522,322	485,770	478,373	2,448,914	3,322,891	3,601,941
Transfer from Operating	1,195,923	1,249,723	1,303,623	1,357,623	1,411,723	1,465,923	1,922,523	1,574,823	1,579,423	1,584,223
Transfer to Capital	3,344,000	3,005,700	1,325,100	1,328,400	1,457,800	1,482,700	-	766,000	1,371,000	1,130,900
Transfer to Operating	-	-	-	-	-	-	-	-	-	-
Closing Balance	2,197,196	485,163	473,390	512,080	476,245	468,993	2,400,896	3,257,737	3,531,314	4,055,264
Interest	43,944	9,703	9,468	10,242	9,525	9,380	48,018	65,155	70,626	81,105



Table A-5
City of Pembroke
Water Service
Water Development Charges Reserve Fund Continuity (Inflated \$)

Description	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Opening Balance	(45,782)	(27,414)	(16,605)	(4,460)	(385,168)	(772,245)	(1,165,749)	(1,565,738)	(2,018,705)	(2,550,589)
Development Charge Proceeds	18,905	19,945	21,042	22,199	23,420	24,708	26,067	27,501	29,013	30,609
Transfer to Capital	-	-	-	-	-	-	-	-	-	-
Transfer to Operating	-	8,809	8,809	395,355	395,355	395,355	395,355	440,885	510,885	483,885
Closing Balance	(26,877)	(16,279)	(4,372)	(377,616)	(757,103)	(1,142,892)	(1,535,037)	(1,979,123)	(2,500,577)	(3,003,865)
Interest	(538)	(326)	(87)	(7,552)	(15,142)	(22,858)	(30,701)	(39,582)	(50,012)	(60,077)



Table A-6
City of Pembroke
Water Service
Operating Budget Forecast (Inflated \$)

Description	Forecast									
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Expenditures										
<u>Operating Costs</u>										
WATER PURIFICATION PLANT										
ADMINISTRATION	344,947	355,295	365,954	376,933	388,241	399,888	411,885	424,242	436,969	450,078
FULL TIME STAFF	937,712	965,843	994,818	1,024,663	1,055,403	1,087,065	1,119,677	1,153,267	1,187,865	1,223,501
INVENTORY/OTHER	(1,147)	(1,181)	(1,216)	(1,252)	(1,290)	(1,329)	(1,369)	(1,410)	(1,452)	(1,496)
GOODS & SERVICES	759,857	782,653	806,133	830,317	855,227	880,884	907,311	934,530	962,566	991,443
VEHICLE EXPENSE	9,322	9,602	9,890	10,187	10,493	10,808	11,132	11,466	11,810	12,164
EQUIPMENT EXPENSE	24,617	25,356	26,117	26,901	27,708	28,539	29,395	30,277	31,185	32,121
SMALL TOOLS	505	520	536	552	569	586	604	622	641	660
COMPLIANCE	6,386	6,578	6,775	6,978	7,187	7,403	7,625	7,854	8,090	8,333
BUILDINGS	23,999	24,719	25,461	26,225	27,012	27,822	28,657	29,517	30,403	31,315
ELECTRICAL	5,408	5,570	5,737	5,909	6,086	6,269	6,457	6,651	6,851	7,057
BELL STREET TANK	10,794	11,118	11,452	11,796	12,150	12,515	12,890	13,277	13,675	14,085
QUARRY RD RESERVOIR	33,841	34,856	35,902	36,979	38,088	39,231	40,408	41,620	42,869	44,155
HEALTH & SAFETY	7,210	7,426	7,649	7,878	8,114	8,357	8,608	8,866	9,132	9,406
NON-RECURRING (PROJECT CODING)	126,139	129,923	133,821	137,836	141,971	146,230	150,617	155,136	159,790	164,584
WATER WORKS										
FULL TIME STAFF	204,985	211,135	217,469	223,993	230,713	237,634	244,763	252,106	259,669	267,459
GOODS & SERVICES	61,980	63,839	65,754	67,727	69,759	71,852	74,008	76,228	78,515	80,870
VEHICLE MAINTENANCE	112,466	115,840	119,315	122,894	126,581	130,378	134,289	138,318	142,468	146,742
SMALL TOOLS & EQUIPMENT	14,008	14,428	14,861	15,307	15,766	16,239	16,726	17,228	17,745	18,277
GIS	61,955	63,814	65,728	67,700	69,731	71,823	73,978	76,197	78,483	80,837
HYDRANTS	1,545	1,591	1,639	1,688	1,739	1,791	1,845	1,900	1,957	2,016
WATER METER MTCE (SELF FUNDING)	35,959	37,038	38,149	39,293	40,472	41,686	42,937	44,225	45,552	46,919
LEAD TESTING	3,605	3,713	3,824	3,939	4,057	4,179	4,304	4,433	4,566	4,703
VALVE REPAIRS	32,754	33,737	34,749	35,791	36,865	37,971	39,110	40,283	41,491	42,736
LOCATES	93,936	96,754	99,657	102,647	105,726	108,898	112,165	115,530	118,996	122,566
SERVICE REPAIRS/REPLACEMENTS	93,524	96,330	99,220	102,197	105,263	108,421	111,674	115,024	118,475	122,029
WATERMAIN REPAIRS	231,750	238,703	245,864	253,240	260,837	268,662	276,722	285,024	293,575	302,382
WATERMAIN FLUSHING	54,384	56,016	57,696	59,427	61,210	63,046	64,937	66,885	68,892	70,959
VALVE TURNING	13,854	14,270	14,698	15,139	15,593	16,061	16,543	17,039	17,550	18,077
HEALTH & SAFETY	1,700	1,751	1,804	1,858	1,914	1,971	2,030	2,091	2,154	2,219
WATER ADMIN	391,350	403,091	415,184	427,640	440,469	453,683	467,293	481,312	495,751	510,624
NON-RECURRING (PROJECT CODING)	21,836	22,491	23,166	23,861	24,577	25,314	26,073	26,855	27,661	28,491
INTERFUNCTIONAL TRANSFERS	19,750	20,343	20,953	21,582	22,229	22,896	23,583	24,290	25,019	25,770
Development Charges Study (Water)	-	-	-	-	-	-	-	-	-	43,000
Infrastructure Update Study (year before Rate Study)	-	-	-	-	-	-	-	-	140,000	-
Rate Study and Water Financial Plan	-	-	-	-	33,000	-	-	-	-	43,000
Sub Total Operating	3,740,931	3,853,162	3,968,759	4,087,825	4,243,460	4,336,773	4,466,877	4,600,883	4,878,913	4,967,082



Table A-6 (continued)
City of Pembroke
Water Service
Operating Budget Forecast (Inflated \$)

Description	Forecast									
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Sub Total Operating	3,740,931	3,853,162	3,968,759	4,087,825	4,243,460	4,336,773	4,466,877	4,600,883	4,878,913	4,967,082
Capital-Related										
New Growth Related Debt (Principal)	-	4,591	4,795	206,472	215,640	225,214	235,213	269,387	281,348	293,840
New Growth Related Debt (Interest)	-	4,218	4,014	188,883	179,715	170,141	160,141	171,498	159,538	147,046
Existing Debt (Principal) - Non-Growth Related	331	331	331	331	331	331	331	331	331	331
Existing Debt (Interest) - Non-Growth Related	203	191	180	166	155	142	131	119	106	94
New Non-Growth Related Debt (Principal)	-	-	173,988	515,191	663,724	949,343	1,097,820	1,146,563	1,197,471	1,250,639
New Non-Growth Related Debt (Interest)	-	-	159,840	458,475	551,040	756,891	812,420	763,677	712,770	659,602
Transfer to Capital	112,700	118,900	125,400	132,300	139,600	147,300	155,400	163,900	172,900	182,400
Transfer to Capital	1,165,300	1,229,400	1,297,000	1,368,300	1,443,600	1,523,000	1,204,600	1,673,100	1,765,100	1,862,200
Transfer to Water Meter Reserve	129,088	129,088	129,088	129,088	129,088	129,088	129,088	129,088	129,088	129,088
Transfer to Water Filtration Reserve Fund (Joint with LTV)	230,000	230,000	230,000	230,000	230,000	230,000	230,000	230,000	230,000	230,000
Transfer to Water Tower Reserve Fund (Joint with LTV)	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Transfer to W/WW Fleet Reserve Fund (Joint with LTV)	11,235	11,235	11,235	11,235	11,235	11,235	11,235	11,235	11,235	11,235
Transfer to W/WW Fleet Reserve	125,600	129,400	133,300	137,300	141,400	145,600	150,000	154,500	159,100	163,900
Transfer to Reserves	-	-	-	-	-	-	-	-	-	-
Transfer to Water Works Capital Reserve	500,000	550,000	600,000	650,000	700,000	750,000	1,202,200	850,000	850,000	850,000
Sub Total Capital Related	2,474,457	2,607,355	3,069,172	4,227,742	4,605,528	5,238,286	5,588,580	5,763,399	5,868,986	5,980,374
Total Expenditures	6,215,388	6,460,517	7,037,931	8,315,567	8,848,988	9,575,059	10,055,457	10,364,282	10,747,899	10,947,456
Revenues										
Base Charge	15,565	25,499	35,434	45,369	55,304	65,239	75,173	85,108	95,043	104,978
Flat Rate - City	3,911,400	4,028,700	4,149,600	4,274,100	4,402,300	4,534,400	4,670,400	4,810,500	4,954,800	5,103,400
Flat Rate - TLV Border	43,900	45,200	46,600	48,000	49,400	50,900	52,400	54,000	55,600	57,300
Other Revenue:										
MISCELLANEOUS - Bulk water sales, key fobs	64,000	64,000	64,000	64,000	64,000	64,000	64,000	64,000	64,000	64,000
HYDRANT RENTAL	-	-	-	-	-	-	-	-	-	-
FEDERAL GRANT	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
HYDRANT RENTAL - FIRE DEPARTMENT	64,500	64,500	64,500	64,500	64,500	64,500	64,500	64,500	64,500	64,500
PRIVATE SERVICE WATER - RECOVERY OF COSTS	8,600	8,600	8,600	8,600	8,600	8,600	8,600	8,600	8,600	8,600
From Sick Leave General Reserve	-	-	-	-	-	-	-	-	-	-
WATER MTCE REVENUE	142,000	142,000	142,000	142,000	142,000	142,000	142,000	142,000	142,000	142,000
SALE OF WATER METERS	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000
Contributions from Development Charges Reserve Fund	-	8,809	8,809	395,355	395,355	395,355	395,355	440,885	510,885	483,885
Contributions from Reserves / Reserve Funds	-	-	-	-	-	-	-	-	-	-
Total Operating Revenue	4,273,465	4,410,809	4,543,043	5,065,424	5,204,959	5,348,493	5,495,928	5,693,093	5,918,928	6,052,163
Water Billing Recovery - Operating	1,941,924	2,049,708	2,494,887	3,250,143	3,644,030	4,226,565	4,559,529	4,671,189	4,828,971	4,895,293



Committee Report

To:

Combined Committee

From:

Jordan Durocher
Parks and Recreation Department

Date:

2025-08-12

Subject :

Pembroke Lumber Kings Agreement

Recommendation:

That the Combined Committee of Council endorse and recommend to Council approval of a by-law to authorize the execution of a two-year rental agreement with the Pembroke Lumber Kings Junior A team (P.L.K.).

CAO Review :

I concur with the information presented in this report.

David Unrau, P.Eng., PMP

Financial Comment:

The Recreation Department forecasts approximately \$100,000.00 in revenue through facility rentals and advertising through the existence of the Pembroke Lumber Kings for the two-year agreement.

Angela Lochtie
Treasurer/Deputy Clerk

Background:

The Pembroke Lumber Kings have been a historical franchise and has provided Sunday night junior hockey league action for many decades. The City of Pembroke and the Pembroke Lumber Kings have been under agreement for the past season and has since then expired on July 31st. Previously to this, the City agreed to a four-year contract with Mr. Alex Armstrong, who had recently acquired the team from previous owner Dale McTavish. Mr. Armstrong recently met with staff to discuss the future of his team within the City of Pembroke as the contract has expired.



Last year, the City and the Pembroke Lumber Kings agreed on a one-year agreement to improve and shape the overall agreement to serve both parties appropriately for future agreements. The one-year agreement allowed the City to look at a longer term.

Discussion:

The two-year term will commence from August 1st, 2025 to April 30th, 2027. The changes to the agreement will be:

- the agreement will expire at the end of April in it's second year versus July to align with off season discussion and to give both parties time to review agreements.
- the agreement will follow the User fee and Charges By-law Schedule D

Alternatives Considered:

None

Strategic Plan Impact:

Develop and maintain critical partnerships

Attachments:

Pembroke Lumber King Agreement

Respectfully submitted,

Jordan Durocher
Parks and Recreation Department

Advertising Agreement

This License made the day of , 2025

Between:

The Corporation of the City of Pembroke

hereinafter referred to as “the Licensor”

of the First Part

And:

The Pembroke Junior “A” Lumber Kings Hockey Club Ltd.

hereinafter referred to as “the Licensee”

of the Second Part

Whereas the licensor is the owner of certain lands and premises in the City of Pembroke and the County of Renfrew and Province of Ontario being the Pembroke Memorial Centre which contains an area or areas from which advertising signs are permitted (hereinafter referred to as the “PMC”);

And Whereas the PMC is more particularly described in Schedule “A” attached hereto;

And Whereas the licensee has agreed to advertise under the terms and conditions hereinafter set out;

It is Hereby Agreed that the Licensor will provide the Licensee the rights to market and sell on behalf of the Licensor, advertising at the PMC as outlined in Schedule “A” for a period of twenty one (21) months commencing on August 1, 2025 and ending on April 30, 2027

1. Nature of Interest

The right granted to the licensee hereunder is a licence only and shall not, under any circumstances, constitute a partnership, employment agreement, lease or joint venture between the parties.

2. Removal of Property on Termination of Licence

Upon the termination of this licence, the licensee shall forthwith remove all its merchandise, fixtures and other property from the PMC and leave the licensed space in good order and condition. The licensee covenants to pay to the licensor on demand the

cost of repairing any damage to the building in which the signs are located resulting from the removal of the licensee's fixtures and other property. On default of the licensee in removing all its merchandise, fixtures and other property on termination of the licence, the licensor may cause such merchandise, fixtures and other property to be removed to a place of storage selected by the licensor and the licensee covenants to reimburse the licensor upon demand for the cost of such removal and storage.

3. Licence Fees

The licensee covenants to pay the licensor:

- a. the minimum fees set out in Schedule "B" attached hereto;
- b. all other sums due to the licensor from the licensee under this agreement.

4. The Licensee Covenants

- a. that licensor's employees or representatives are at liberty, at anytime or times, to inspect said license space and hereby retain the right to enforce all necessary and proper rules for the Management and Operation of the said premises including the areas which are the subject of this license shall at all times be under the charge and control of the City;
- b. that licensee will supply the signs as directed by the licensor and maintain a high standard of appearance on the signs displayed in the building;
- c. the licensee will supply the Ad Panels for all signs displayed on the hockey rink boards and bear the cost of new lexan panel, if requested by any new advertiser at a cost of market value price. The City will be responsible for any further repairs or replacement.
- d. the licensee shall not make any alterations to, or renovation of, the licence space without the written permission of the licensor;
- e. the licensee will keep all of the equipment owned by the licensor and used by the licensee in good repair;
- f. the licensee agrees to provide the licensor with a list of all advertisers including the period of advertising, renewals and cancellations;
- g. the licensee agrees that the design and colours for all national advertisers must meet the standards of the licensor and receive the approval of the licensor which will not be unreasonably withheld. The licensor also reserves the right to reject the applications of any advertiser for just cause, and that all signs will be of professional workmanship, appearance and meet community standards;

- h. the licensee agrees that all advertising signs will be displayed at all times and for all events during the contract period of this agreement. The exception being special events for which the licensor may be required to cover or temporarily remove the signs;
- i. the licensee agrees to pay promptly all fees, charges to the licensor for the rights on advertising. A monthly payment of \$1,000 will be due on the last business day of each month for advertising related to the current season. Any remaining balance for the 2025/26 season for advertising will be due the last business day of July 2026. Any remaining balance for the 2026/27 season for advertising will be due the last business day of May 2027.
- j. the licensee agrees to assume all responsibility for copy rights, trademarks or other protected materials used in advertising, and further agrees to save and hold harmless the licensor from any costs or claims arising from any copyright violations;

5. The Licensor Covenants

- a. the licensor grants permission to the licensee and the licensee's agents, servants, suppliers and workmen may enter the land and buildings of which the licensed premises are a part, only at reasonable times satisfactory to the licensor;
- b. the licensor will be responsible for the installation and removal of the signs on the hockey boards behind the lexan at locations determined by the licensee at a cost of - \$30.00 per sign to the licensee to install plus - \$30.00 per sign to remove;
- c. the licensor will be responsible for the installation and removal of on ice logos at locations approved by the licensor at a cost of - \$80.00 per sponsored logo to the licensee plus - \$80.00 per logo to remove prior to the end of the season;
- d. the licensee will be responsible for providing all logo designs no later than August 1, the licensor will order the logos with the licensee paying for logo design in full before order is placed
- e. the licensor will be responsible for the installation and removal of the signs in all other areas of the PMC at a cost of - \$30.00 per sign.

6. Covenant for Exclusive License

Subject as hereinafter set out, the licensor covenants not to grant any other license in the buildings known as the PMC except the existing licence covering the illuminated advertising display board located on the lower level area at the PMC, east entrance off the Parking Lot.

7. Assignments and Sublicensing

This license shall be personal to the licensee. Without the prior written consent of the licensor in each instance, this license shall not be assigned or transferred.

8. Termination

In any of the following events the licensor shall have the right to terminate the licensed term by notice to the licensee:

- a. if the licensee defaults in performing and observing any of the terms, covenants or conditions of this licence and fails to cure the default within ten days after notice thereof given by the licensor; and,
- b. if there shall be filed by or against the licensee in any court a petition in bankruptcy or insolvency or for reorganization or for the appointment of a receiver or trustee of the licensee's property, or if the licensee makes an assignment for the benefit of creditors and any such petition remains undismissed after 30 days; and,
- c. if the registered owners/principals of the licensee where to change during the period of this license; and,

9. Insurance

The licensee shall carry a minimum 5 (five) million dollars liability insurance to cover any possible claims(s) by third parties due to this operation. A copy of this policy shall, upon request, be presented to the City's Representative. The noted insurance shall be continued in force for the duration of this agreement.

Policy Number:

Insurance Company:

Amount:

Expiry Date:

The licensee agrees to indemnify and save harmless the licensor from all suits, claims for damages, loss or injury to persons or property received or sustained by the licensee, his employees or agents in the performance of the work under this agreement.

10. Headings

The headings preceding the paragraphs of this agreement are for convenience only, are not a part of the agreement, and do not in any way limit or amplify the terms and provisions hereof.

11. No Registration

This agreement shall not be registered and shall not be changed or modified except in writing signed by both parties hereto.

In Witness Whereof the parties hereto have caused their corporate seal to be affixed on behalf of the proper officers authorized in that behalf or have signed, sealed and been witnessed.

Signed, Sealed & Delivered in the presence of

First Part

The Corporation of the City of Pembroke

Ronald Gervais
Mayor

David Unrau
Chief Administrative Officer

Second Part

Pembroke Lumber Kings Junior "A" Hockey Club

Alex Armstrong
Owner

Schedule “A”

1. Pembroke Memorial Centre, 393 Pembroke Street West, Pembroke, Ontario K8A 5N5

Bounded by Pembroke Street West on the south, Christie Street on the west and Lake Street on the north.

- a. Ice Hockey Boards (full interior perimeter)
- b. Ice Surface (Six (6) Sponsorships)
- c. Interior Walls (located around the upper promenade area, press box, exits)
- d. Pillars (side facing ice surface with one advertiser in sections south side: 5, 7, 9, 11, 13, 15, north side: 6, 8, 14, 16)
- e. Olympia (Ice surfacer – one advertiser)
- f. West End Zone front of Activity Room (Eight (8) Sponsorships)
- g. Activity Room Sunken Area & Middle Section (Five (5) Sponsorships)
- h. Rink Glass (Players Benches & Remainder of the Glass – Two (2) Sponsorships)
- i. East Entrance off Parking Lot (Two (2) Sponsorships over ticket booth and One (1) over Entrance Doors)
- j. Hallway Entrances to Ice Surface (Six (6) Sponsorships)
- k. End Zone Advertising – Game Night **Only** (Twelve (12) Sponsorships with PLK volunteers putting up and taking down each game – Flat Rate Fee/per season)
- l. Hockey Town Canada Logo (to be used on PLK merchandise with a list of merchandise to be submitted each season to the licensor – Flat Rate Fee/per season)
- m. and any other areas that may be approved by the licensor.

Schedule “B”

1. That in consideration of the City granting to the Party of the Second Part the right to market and advertise in the PMC, the Party of the Second Part agrees to pay to the City the sum of:
 - a. 30% of Fee schedule per sign per twenty one (21) month period with the exception of 1. (k) End Zone Advertising and 1. (l) Hockey Town Canada Logo where a flat rate will be charged.
 - b. That \$1,000 be paid to the licensor on a monthly with the balance of all advertising fees for the 2025/2026 season are due by July 31, 2026. The balance for the 2026/2027 season are due by May 31, 2027.

2. Schedule of Fees (Excluding production costs)

Location	Max Spots (approximately)	Fee/Sign/Year (Aug 1, 2025 - July 31, 2026)	Fee/Sign/Year (Aug 1, 2026 – April 30, 2027)
Press Box (Front)	1	\$1212.75	\$1,273.39
Press Box (Ends)	2	\$457.54	\$480.42
Rink Boards	64	\$606.38	\$636.70
Exits	8	\$485.10	\$509.36
Upper Promenade	100	\$261.03	\$274.08
Ice Surface	6	\$606.38	\$636.70
Pillars	1	\$661.50	\$694.58
Olympia	1	\$551.25	\$578.81
West End Zone Front of Activity Room	8	\$949.20	\$996.66
Activity Room Sunken Area & Middle Section	5	\$261.03	\$274.08
Rink Glass – Players Benches and Remainder	2	\$496.13	\$520.94
East Entrance Over Ticket Booth	2	\$485.10	\$509.36
East Entrance Over Entrance Doors	1	\$485.10	\$509.36
Hallway Entrances to Ice Surfaces	6	\$261.03	\$274.08
East End Bleachers	N/A	\$3,307.50	\$3,472.88
Hockey Town Canada Logo	N/A	\$110.25 flat rate for each season	\$115.76 flat rate for the season

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Concession Agreement

This License made the day of 2025

Between:

The Corporation of the City of Pembroke,
hereinafter referred to as “the Licensors”

Of the First Part;

And:

The Pembroke Junior “A” Lumber Kings Hockey Club Ltd.
hereinafter referred to as “the Licensee”

Of the Second Part.

Whereas the Licensors are the owner of certain lands and premises in the City of Pembroke and the County of Renfrew and Province of Ontario, being Pembroke Memorial Centre, which contains a total of two (2) areas from which non-alcoholic beverages and food are sold (hereinafter referred to as the “two concessions”);

And Whereas the concessions are more particularly described in Schedule “B” attached hereto;

And Whereas the Licensee has agreed to operate the two (2) concessions on the terms and conditions hereinafter set out;

1. License

The Licensors hereby grants to the Licensee the right to operate the two (2) concessions for the sale of food prepared for consumption on the premises of which the concession forms a part and the sale of non-alcoholic beverages and for no other purpose unless the approval of Council has been granted by resolution.

2. Nature of Interest

The right granted to the Licensee hereunder is a License only and shall not, under any circumstances, constitute a partnership, employment agreement, lease or joint venture between the parties.

3. Removal of Property on Termination of License

Upon termination of this license, the Licensee shall forthwith remove all its merchandise, fixtures and other property from the two (2) concessions and leave the licensed space in good order and condition. The Licensee covenants to pay to the Licensors, on demand, the cost of repairing any damage to the buildings in which the concessions are located

resulting from the removal of the Licensee's fixtures and other property. On default of the Licensee in removing all its merchandise, fixtures and other property on termination of the license, the Licenser may cause such merchandise, fixtures and other property to be removed to a place of storage selected by the Licenser and the Licensee covenants to reimburse the Licenser upon demand for the cost of such removal and storage.

4. License Fees

The Licensee covenants to pay to the Licenser:

- a. The fees set out in the agreement attached hereto; and,
- b. All other sums due to the Licenser from the Licensee under this agreement.

5. Licensee Covenants

- a. That the Licenser's employees or agents are at liberty at any time or times to enter any of the concessions to inspect;
- b. That the Licensee will clean and repair the two (2) concessions, as directed by the Licenser, and maintain a high standard of maintenance in each of the two (2) concessions;
- c. The Licensee will keep the two (2) concessions open and in operation continuously during all events taking place on the land or in the building in which the concession is located unless permission has been given by the Licenser to the Licensee to close such concession during the time when the use of the land or building does not warrant such concession be open; The organizers for special events will be directed to the Licensee, in order that hours of operation and requirements may be discussed directly;
- d. The licensee will obtain and maintain a Vendor's Permit and comply with all present and future Dominion, Provincial and Local Laws, ordinances, regulations and directions relating to the operation of the two (2) concessions and sale of food; the Licensee will be responsible for the payment of all taxes (i.e. sales, business commercial, etc.);
- e. The Licensee will provide insurance against fire and theft with respect to the Licenser's Equipment used in the operation of the two (2) concessions and provide a certified copy of such policy to the Licenser with the Licenser's interest noted as owner;
- f. The Licensee shall cause all beverages to be served or dispensed (including soft drinks) in biodegradable containers and will ensure that no glass type containers are used for the sale of beverages from the two (2) concessions;

- g. The Licensee will not offer to sell gum or similar products at the two (2) concessions;
- h. The Licensee will not allow garbage or rubbish to accumulate in or around the concession booths and will cause such garbage or rubbish to be collected upon direction from the Licensor;
- i. The Licensee and the Licensee's agents, servants, suppliers, and workmen may enter the land and building of which the licensed premises are a part only at reasonable times satisfactory to the Licensor; Access for delivery of property designated for the Licensee will indemnify and hold harmless to the City for any loss of same to such property at any time;
- j. In the event that the Licensee installs vending machines at locations other than within the perimeter of the concessions, it will first obtain the written consent of the Licensor and will pay to the Licensor five (5) percent of gross sales from such vending machines;
- k. The Licensee shall not make any alterations to, or renovations of, any of the two (2) concessions without the written permission of the Licensor; Any costs directly or indirectly associated with any alteration, renovation or expansion of the existing concessions will be the responsibility of the Licensee;
- l. The Licensee will keep all the equipment in good repair and provide a Licensee a list of all equipment in both canteens before home opener for insurance purposes
- m. The Licensee shall pay all costs associated with the installation, hook-up or disconnection of any apparatus, including vending machines, stoves, burners, etc.

6. The Licensor Covenants

- a. The Licensor covenants to permit the Licensee to use the equipment now in use within the two (2) concessions.
- b. The Licensor covenants to have all equipment in good operating condition at the commencement of this license; and,
- c. The Licensor covenants that it has had the concessions inspected by the Renfrew County and District Health Unit for the sale of food before the home opener.

7. Covenant for Exclusive License

- a. The Licensor reserves the right to allow for the sale of food items when the booking of an attraction is contingent on the operator of the attraction operating concessions, such reservation to be applicable only to three events during the calendar year; and,
- b. The Licensor reserves the right to allow the City to maintain vending machines for soft drinks or other beverages, etc. within the Pembroke Memorial Centre.

8. Assignments and Sub-Licensing

This license shall be personal to the Licensee. Without the prior written consent of the Licensor in each instance, this license will not be assigned or transferred. The licensee is permitted to sub-contract to an individual or company, licensed through the auspices of a County Health Unit when the demand exceeds the capability of the Licensee.

9. Termination

In any of the following events the Licensor shall have the right to terminate the licensed term by notice to the Licensee:

- a. If the Licensee defaults in performing and observing any of the terms, covenants or conditions of this license and fails to cure the default within ten (10) days after notice thereof given by the Licensor; and,
- b. If there shall be filed by or against the Licensee in any court a petition in bankruptcy or insolvency or for re-organization or for the appointment of a receiver or trustee of the Licensee's property, or if the Licensee makes an assignment for the benefit of creditors and any such petitions remains undismitted after thirty (30) days.

10. Headings

The headings preceding the paragraphs of this agreement are for convenience only, are not a part of this agreement, and do not in any way, limit or amplify the terms and provisions hereof.

11. No Registration

This agreement shall not be registered and shall not be changed or modified except in writing signed by both parties hereto.

In Witness Whereof the parties hereto have caused their corporate seal to be affixed on behalf of the proper officers authorized in that behalf or have signed, sealed and been witnessed.

**Signed, Sealed & Delivered in the presence of
First Part**

The Corporation of the City of Pembroke

Ronald Gervais
Mayor

David Unrau
Chief Administrative Officer

Second Part

The Pembroke Junior "A" Lumber Kings Hockey Club Ltd.

Alex Armstrong
Owner

Schedule B

Pembroke Memorial Centre

Concession #1

- located within the arena on the upper level promenade along the north side exterior wall;
- The booth is approximately three hundred and forty square feet (340 sq. ft.) with two (2) large serving windows and is suitable for the dispensing of soft drinks and pre-packaged food.

Concession #2

- located on the lower-level promenade at the south-east corner of the building;
- The booth is approximately four hundred and ninety square feet (490 sq. ft.) and is equipped with natural gas, sinks and two (2) large serving windows. This facility is suitable for the preparation of fried and grilled foods.

This Agreement made the day of , 2025

Between:

The Corporation of the City of Pembroke, hereinafter referred to as “the Licensor”
of the first part;

And:

The Pembroke Junior ‘A’ Lumber Kings Hockey Club Ltd.
hereinafter referred to as “the Licensee”
of the second part.

1. Licenses Space

- a. From August 1, 2025 to April 30, 2027 the Licensor agrees to provide dressing rooms at the use of ice surface and all other necessary equipment and apparatus at the Pembroke Memorial Centre for the sole purpose of operating, annually, exhibition games and practices and the use of ice time at the Pembroke Memorial Centre for the sole purpose of conducting practices and hockey games.
- b. From August 1, 2025 to April 30, 2027 the Licensor agrees to permitting the use of an office (approx.. 140 square feet) on the lower promenade on the south side of the building east of the dressing rooms.
- c. From August 1, 2025 to April 30, 2027 the Licensor further agrees to the permitted use of a storage room immediately opposite Dressing Room #1 on the lower promenade on the south side of the building.
- d. From August 1, 2025 to April 30, 2027 the Licensor further agrees to grant to the Applicant the right to operate the concession at the Pembroke Memorial Centre under the terms of the license attached hereto and marked as Schedule B of this agreement.
- e. From August 1, 2025 to April 30, 2027 the Licensor further agrees to the permitted use of a storage room opposite the Coach’s Office (30’ x 7’) on the south side of the building.
- f. Dates and times for permitted use of the ice surface will be agreed upon with the City prior to each proceeding season.

2. License Fees

The rental of storage facilities, canteens, dressing room, St. John's Room and office will be \$523.69 per month plus H.S.T. or \$6,284.28 + H.S.T. per twelve (12) month period for the period from August 1, 2025 to July 31, 2026.

The rental of storage facilities, canteens, dressing room, St. John's Room and office will be \$549.87 per month plus H.S.T. or \$4,948.83+ H.S.T. per nine (9) month period for the period from August 1, 2026 to April 30, 2027.

The following schedule of ice rental fees is hereto agreed:

Fees – Pembroke Lumber Kings – August 1, 2025 to July 31, 2026

- A. For each regular season game for each hour \$158.36 + H.S.T.
- B. For each regular season game played on a statutory holiday including November 11 and each post-season playoff game in the Central Junior Hockey League, the sum of \$718.52 + H.S.T.
- C. For ice time for practices for each hour \$129.03 + H.S.T.
- D. For every pre-season exhibition game for each hour \$129.03 + H.S.T.
- E. For Hockey Schools and Conditioning Camp for each hour \$158.36 + H.S.T.

Fees – Pembroke Lumber Kings – August 1, 2026 to April 30, 2027

- F. For each regular season game for each hour \$166.28 + H.S.T.
- G. For each regular season game played on a statutory holiday including November 11 and each post-season playoff game in the Central Junior Hockey League, the sum of \$754.43 + H.S.T.
- H. For ice time for practices for each hour \$135.48 + H.S.T.
- I. For every pre-season exhibition game for each hour \$135.48 + H.S.T.
- J. For Hockey Schools and Conditioning Camp for each hour \$166.28 + H.S.T.

It is also agreed that the above fees will increase by the same percentage as would be applied to the Minor or Adult Sport Fees during the period of this Agreement.

Invoices will be issued monthly based on the hours used in the previous month along with rent and advertising monthly payment. Payment in full will be due that last business day of the month. Failure to pay invoice will result in cancellation of all

practice times until outstanding balance is paid in full. All outstanding balances after 90 days will result in cancellation of all home league games.

3. Cancellation of Ice Rentals

The Licensee agrees to notify the Licensors, 7 days prior to a booking, of any cancellation of ice rental. The penalty of fifty percent (50%) of the cost will be assessed for late cancellation and one hundred percent (100%) for no notification of ice rental cancellation. Such notice shall be given to the Licensors by a Director or Coach of the Pembroke Lumber Kings. The exception to the 7 days' notice of cancellation would apply only during playoffs.

4. Compliance with Laws and Regulations

The Licensee will comply with all laws, ordinances and regulations adopted or established by Federal, Provincial or Local Government agencies or bodies and by all facility rules and regulations as provided by the Licensors and the Licensee will require that its agents or employees likewise so comply.

5. Lien

The Licensors shall have the first lien against box office receipts and all property of the Licensee upon the premises of the Licensors for all unpaid rental fees and reimbursable expenses. The Licensors shall have the power to sell such property at public auction and to apply cash proceeds from such auction to the retirement of these unpaid charges.

6. Public Safety

The Licensee agrees, at all times, that he will conduct his activities with full regard to public safety and will observe and abide by all applicable regulations and requests by duty authorized governmental agencies responsible for public safety, and with the Licensors to ensure such safety.

- a. All portions of the sidewalks, entries, doors, passages, vestibules, halls, corridors, stairways, passageways and all ways of access to public utilities of the premises shall be kept unobstructed by the Applicant and shall not be used for any purpose other than ingress or egress to and from the premises by the Applicant.
- b. The Licensee agrees not to bring onto the premises any material substances, equipment or objects which are likely to endanger the life of, or to cause bodily injury to, and person on the premises or which is likely to constitute a hazard to property thereon without the prior approval of the Licensors.

- c. All fire exit doors must be open and not barred in any way from the public as per fire regulations. The Applicant may place doormen on the doors during the event if he wishes and all costs for same will be borne by the Licensee

7. Utility Connections

- a. The Licensee shall not install any wires, electrical appliances, plumbing fixtures or pipes without consent of the Licensors.
- b. The Licensee agrees that, where private electrical contractors are engaged to provide electrical services of any nature, such contractors will be required to produce necessary receipts indicating that application for Hydro Inspection has been made for each project. In the event of failure to produce such receipts the Applicant acknowledges that the Licensors reserves the right to disallow any and all electrical work to proceed.

8. Staffing

The Licensee shall secure all necessary staffing, including ticket takers, ticket sellers and uniformed ushers. The Licensors retains the right to determine the appropriate number of security and staff personnel necessary to properly serve and protect the public and shall arrange for and direct the security. The cost of security and/or OPP officers will be borne by the Licensee

Notwithstanding the generality of the foregoing, the Licensee shall provide a minimum of four (4) uniformed ushers during each season game.

9. Applicant's Property

The Licensors will not accept delivery of property addressed to the Licensee. The Licensee further indemnifies the Licensors from any claims or costs related to claims from any third party of loss or damage to property on the premises of the Licensors during the time covered by this agreement.

10. Storage

The Licensee assumes all responsibility for any goods or materials which may be placed in storage with the Licensors

11. Control of Facility and Right to Enter

- a. In renting the said space to the applicant, it is understood the Licensors does not relinquish the right to control the management thereof and to enforce all necessary laws, rules and regulations.

- b. **Owners Right of Entry:** In permitting the use of space hereinbefore mentioned, the Licensors does not relinquish and does hereby retain the right to enforce all necessary and proper rules for the management and operation of the said premises. Duly authorized representatives of the Licensors may enter the premises to be used, and all of the premises, at any time and on any occasion without any restrictions whatsoever. All facilities, including the area which is the subject of this permit, and all parking areas shall, at all times, be under the charge and control of the Licensors

In the case that the Pembroke Memorial Centre is declared an "Evacuee Centre" or such, the rentee shall, upon four (4) hours notice, remove equipment from the dressing room.

The Licensors reserves the right, upon forty-eight (48) hours notice, to request that the rentee remove equipment and belongings from various rooms for non-emergency use.

12. Agreement to Leave Premises

The Licensee agrees to maintain dressing rooms, office and storage space in a condition equal to that at the commencement date of this agreement, ordinary wear and use thereof only expected.

13. Payment for Damages

The Licensee agrees to pay costs of repair or replacement for any and all damages of whatever origin or nature which may have occurred during the term of this agreement in order to restore the licensed space or other parts of the Licensors premises affected by them.

14. Signs and Posters

The Licensee will not post, or allow to be posted, any signs, cards, or posters without the expressed consent of the Licensors

15. Unavoidable Happenings

If, for any reason, an unforeseen event occurs, including, but not limited to fire, casualty, labour strike, or other unforeseen occurrence which renders impossible the fulfilment of any term of this contract, the shall have no right to, nor claim for, damages against the Licensors or its agent(s).

16. Occupancy Interruption

In case the said facilities, or any part thereof, shall be destroyed or damaged by fire or any other cause, or if any other casualty or unforeseen occurrence shall render the

fulfillment of this agreement as impossible, this agreement shall terminate and the Licensee shall pay rental for said premises only up to the time of such termination. The said Licensee hereby waives any claim for damages or compensation should this contract be so terminated. The applicant may, with the approval of the Licensor, leave exhibits, equipment or show materials in the premises but the Licensee assumes full responsibility in accordance with the above.

17. Objectionable Persons

The Licensor reserves the right to eject, or cause to be ejected from the premises, any objectionable person or persons and neither the Licensor nor any of its officers, agents or employees shall be liable to the for any damages that may be sustained by the Licensee through the exercise, by the Licensor of such right.

18. Evacuation of Facility

Should it become necessary in the judgement of the Licensor to evacuate the premises because of a bomb threat or for other reasons of public safety, the Licensee shall retain possession of the premises for sufficient time to complete presentation of the activity providing such time does not interfere with another rental contract. If it is not possible to complete presentation of the activity, rental shall be prorated or adjusted at the discretion of the Licensor based on the situation and the Licensee hereby waives any claim for damages or compensation from the Licensor

19. Announcements

The Licensor reserves the right to make announcements during intermission which would relate briefly to future attractions. The Licensor is also entitled to make such announcements as the Licensor may deem necessary at any time in the interest of public safety. The Licensee agrees that it will co-operate and will cause its agents and performers to co-operate with the delivery of such announcements for public safety, including, but not limited to, announcements to require patrons to return to their seats.

20. Interruption or Termination of Activities

The Licensor shall retain the right to cause the interruption of any activity in the interest of public safety and to likewise cause the termination of such activity when, in the sole judgement of the Licensor, such act is necessary in the interest of public safety.

21. Advertising

- a. The Licensee is granted Advertising rights within the Pembroke Memorial Centre by the Licensor under a separate License Agreement.

- b. No advertising shall be placed on or within the building or elsewhere within the facilities by the Applicant and leaflets shall not be distributed by the Licensee unless first gaining approval by the Licensors

22. Removal of Property

The Licensee agrees that all materials pertinent to an event which are not the possession of the Licensors will be removed from the premises before the expiration date of this agreement. The Licensors shall be authorized to remove, at the expense of the Applicant, all materials remaining on the licensed space at termination date of this agreement. The Licensee shall be responsible for loss, damage or claims against material removed or stored under this provision. The Licensee agrees that the Licensors will have the first lien on such materials for payment of costs accrued for removal and storage.

23. Non Assignment

The Applicant will not assign, transfer or subject this agreement or its right, title or interest therein without the Licensors's prior written notice.

24. Default

Should the Licensee default in the performance of any of the terms or conditions of this contract, the City, at its option, may terminate same. Any deposit made by the Applicant to the City may be retained by the City and considered as liquidated damages.

25. Insurance

The Licensee shall supply, prior to commencing activities, the following items:

- a. A certified copy of the Licensee policy for at least the following limits:

The Contractor shall take out and keep in force during the term of the contract, a Comprehensive Policy of Public Liability and Property Damage insurance acceptable to the Corporation providing at least Five Million Dollars (\$5,000,000.00), exclusive of interest and cost, against loss or damage to, resulting from bodily injury to or death of one or more persons and loss of, or damage to, property and such policies shall name the Corporation as an additional insured thereunder and shall protect the Corporation against all claims for all damage or injury including death to any person or persons and for damage to any property of the Corporation or any other public or private property resulting from, or arising out of, any act by his servants or agents during the execution of the contract and the Contractor shall forward certified copies of the policies or certificates thereof to the Corporation's Chief Administrative Officer.

26. Ticket Sales

The Licensee agrees to not permit tickets or passes to be sold or distributed in excess of the established seating/standing capacity of 2,000.

27. Audit

The Licensee agrees to provide the Licensors at the earliest possible date following the conclusion of each hockey season, with an audited statement of the fiscal operation of the Club, prepared by a recognized firm of chartered accountants licensed to practice in the Province of Ontario.

28. People with Special Needs

The Licensors has the right to retain a certain number of seats for people who may be wheelchair bound or have walking difficulties.

In Witness Whereof the parties hereto have caused their corporate seal to be affixed on behalf of the proper Officers Authorized in that behalf or have signed, sealed and been witnessed. **Signed, Sealed & Delivered in the presence of**

First Part

The Corporation of the City of Pembroke

Ronald Gervais
Mayor

David Unrau
Chief Administrative Officer

Second Part

The Pembroke Junior "A" Lumber Kings Hockey Club Ltd.

Alex Armstrong
Owner



Committee Report

To: Combined Committee

From: Heather Sutherland
Economic Development & Communications Officer

Date: 2025-08-12

Re: **Business Retention and Expansion Final Report**

Recommendation:

That the Combined Committee accept the Business Retention and Expansion Project Final Report as a working document for the Economic Development, Culture and Tourism Department for the next two to three years; and

Furthermore, that items described in the Business Retention and Expansion Action Plan be funded via the economic development budget through the regular budget process.

CAO Review:

The report has been reviewed and I concur with the information and recommendation.

Financial Comment:

The City received Rural Economic Development funding from the Ontario Ministry of Rural Affairs to support this project in the amount of \$8,689.87. Funding for items in the action plan presented in the project report will be budgeted for accordingly in the economic development budget.

Background:

From October 2023-February 2025, the City undertook a Business Retention and Expansion project. This consists of in-depth interviews with Pembroke businesses to better understand the current business climate, including what is working, what challenges they are facing, and what needs they have.

This BR+E project focused on manufacturers and small businesses. For the purposes of this project, a small business was defined as a business with 10 or fewer staff (including the



owner). In total 32 Pembroke businesses participated in the survey. The last BR+E took place in 2017, focusing on manufacturers and large employers.

Discussion:

The data from the business interviews was then analyzed and served as the basis for an action plan for the Economic Development, Culture and Tourism Department. This plan will guide the department for the next two to three years.

Funding for the items in the action plan will be budgeted for according through the economic development budget through the regular budget process.

Staff will present an annual report in the fall, before the next year's budget cycle, to update Council on the status of the action plan and the results of the actions taken.

Staff would like to thank the Province of Ontario for the funding provided to support this project, as well as the project team and members of the Pembroke Economic Development Advisory Committee who helped shape and support the project. Finally, staff thanks the businesses who took the time to share their valuable insight and thoughts with the City.

Strategic Plan Impact:

This report fulfils the development of a business retention and expansion plan under the economic development and growth priority in the strategic plan.

Attachments:

1. Business Retention and Expansion Project Final Report

Respectfully submitted,

Heather Sutherland
Economic Development & Communications Officer

Dave Unrau
Chief Administrative Officer/Clerk

CITY OF PEMBROKE

BUSINESS RETENTION AND EXPANSION PROJECT FINAL REPORT



*Fall 2024 -
Winter 2025*

About the Business Retention and Expansion Project

From October 2024–February 2025, the City of Pembroke, with support from a team made up mostly of members of the Pembroke Economic Development Advisory Committee (PEDAC), conducted a Business Retention and Expansion (BR+E) survey.

BR+E programs are created by the Ontario Ministry of Rural Affairs to help municipalities better understand the challenges and opportunities the businesses in their communities experience.

Developing a business retention and expansion plan is part of the City of Pembroke's 2023–2027 economic development and growth strategic plan. Completing a BR+E survey is the basis for developing such a plan. The BR+E survey is in-depth and takes about one to two hours to complete.

This BR+E project focused on manufacturers and small businesses. For the purposes of this project, a small business was defined as a business with 10 or fewer staff (including the owner). In total 32 Pembroke businesses participated in the survey. The last BR+E took place in 2017, focusing on manufacturers and large employers.



Acknowledgments

The City of Pembroke would like to thank all of the businesses that took their time to speak with City representatives and be a part of the Business Retention and Expansion project. We understand how valuable a business' time is and we appreciate business owners and managers taking time to speak with us. This project was made possible with the support of funding and staff from the Ontario Ministry of Rural Affairs, members of the project team, and the Pembroke Economic Development Advisory Committee (PEDAC).

Industries Covered by This Project



**Accommodation
and Food Services**



**Arts,
Entertainment,
and Recreation**



**Finance and
Insurance**



**Health Care and
Social Assistance**



Manufacturing



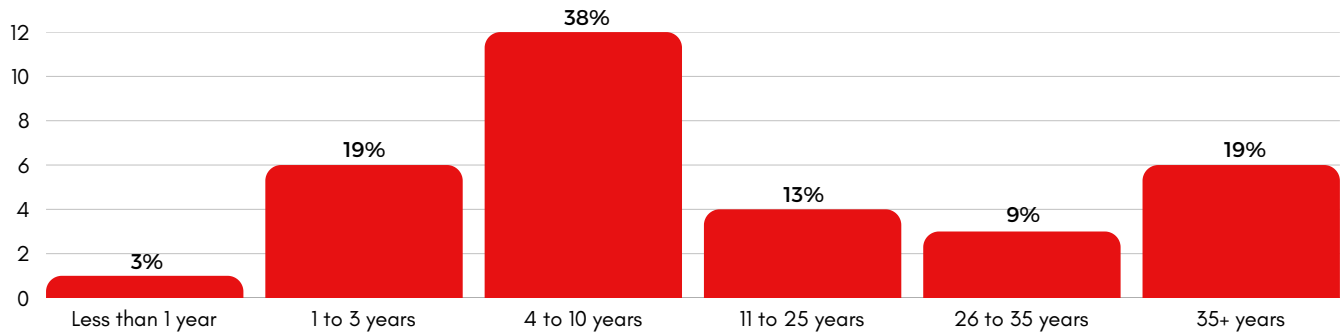
**Professional,
Scientific, and
Technical Services**



Retail Trade

Business Information

Years in operation in Pembroke



For a majority of respondents, their primary business market is local/regional.



62.5% of respondents
are women



69% of businesses interviewed
are locally-owned and operated
with one location



97% of businesses interviewed
have owners who are
residents of the
Pembroke region

Business Climate

Positive factors of doing business in the community (majority rated good or excellent)

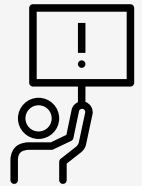
- Quality of life
- Support from the municipality
- Support from local residents
- Support from other businesses
- Regional roads/highways
- Internet service
- Water/wastewater capacity
- Availability of adequate electricity
- Cost of electricity
- Availability of natural gas
- Cost of natural gas



87.5% of businesses interviewed rate Pembroke as a good or excellent place to do business

Barriers to doing business (majority rated poor or fair)

- Cell service
- Local roads and streets
- Availability of adequate housing
- Proximity to rail and airports
- Support for diversity, equity, inclusion (DEI), anti-racism
- Support for mental health
- Municipal property taxes



Respondents noted high recognition and satisfaction with community services and supports such as the **Business Improvement Area, Community Futures Development Corporation, Algonquin College, Pembroke Public Library,** and the City's **open spaces** and **economic development services**.

They noted low satisfaction with **public transit** and **street/road repair**.

Future Plans



87.5% of businesses interviewed are planning to expand or remain the same in their operations in the next 18 months

Expansion is due to an increase in demand as well as the perception of growing opportunities.

These expansions will benefit:



**Growing
workforce**



**More
products**



**Greater
service**

Respondents noted space and training are needed to support expansion.

Business Development

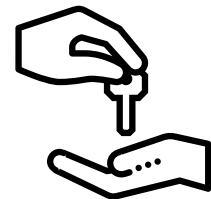
72% of businesses interviewed reported industry growth and/or stability



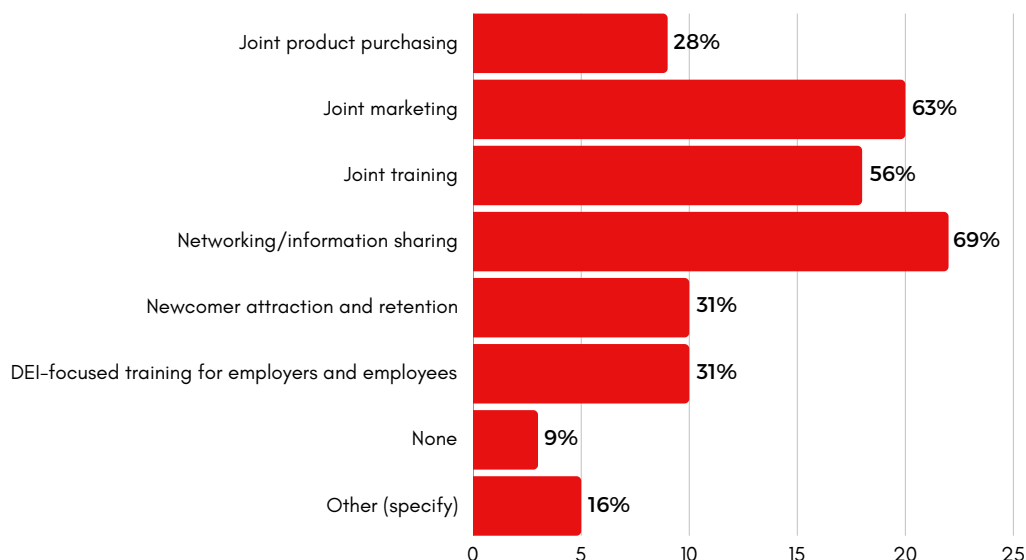
75% of businesses interviewed are projecting sales to increase or remain the same in the next year



59% of businesses interviewed lease their premises



Ways in which businesses would like to work co-operatively with other businesses in the community



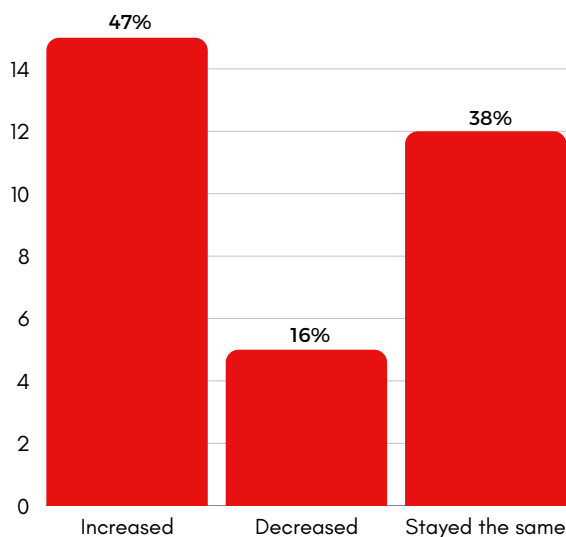
Other:

- Project collaboration
- Entrepreneur hub
- Sales experience information sharing
- Student support for college placements
- Not allowed due to barriers with corporate mandates

Workforce



**During the past three years,
the number of people you
employ has:**



59% of businesses interviewed reported not having difficulties hiring. When there are challenges, they are tied evenly to too few applicants, lack of appropriate skills or training, and lack of relevant experience.

Hiring happens organically for the most part, through personal networks and referrals from friends or current employees.

94%

of businesses interviewed employ women

41%

of businesses interviewed employ youth

78%

of businesses interviewed reported not having difficulties retaining employees

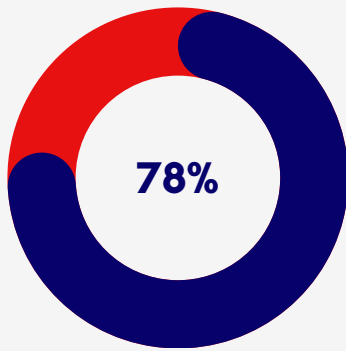
72%

of businesses interviewed reported no barriers to training

Pembroke Business Support

There is a high level of satisfaction with the following Pembroke business support services/tools (*majority rated good or excellent*):

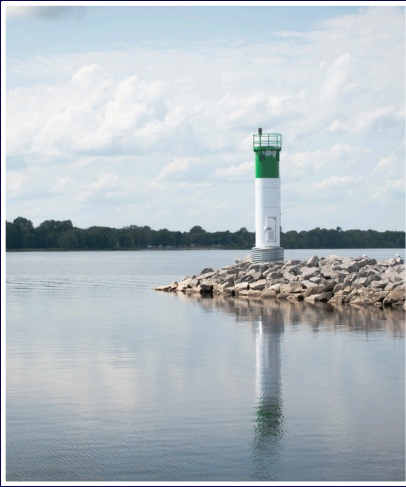
- City of Pembroke economic development office
- City of Pembroke website
- City of Pembroke Facebook and Instagram accounts
- Pembroke Business Bulletin monthly e-newsletter



Percentage of businesses interviewed who have not applied to or received a Community Improvement Plan grant in the past

There is desire for networking events, one-on-one visits with the economic development officer, and business visits from the economic development officer for business engagement opportunities.

Community Development



Top advantages of doing business in Pembroke

- Location
- Community support/customer loyalty
- Affordability (affordable utilities)
- Connectivity (close-knit, small-town feel)
- Natural beauty



Top disadvantages of doing business in Pembroke

- Limited workforce
- Infrastructure (downtown parking, construction, communications infrastructure)
- Social issues (homelessness, addictions, mental health)
- Consumer base limitations
- Transportation (access to and around Pembroke)
- Taxes
- Lack of diversity of activities

Note: an array of things mentioned – not one obvious challenge or issue

Community Development



Most significant change desired in the next five years

- Strong marketing plan for the City – one that answers, “Why come here?”
- Support in building community for business owners
- Growth support for businesses
 - Financial incentives
 - Easing of perceived and actual barriers to starting and growing a business
- Increased community engagement (awareness of and support of) with the business community

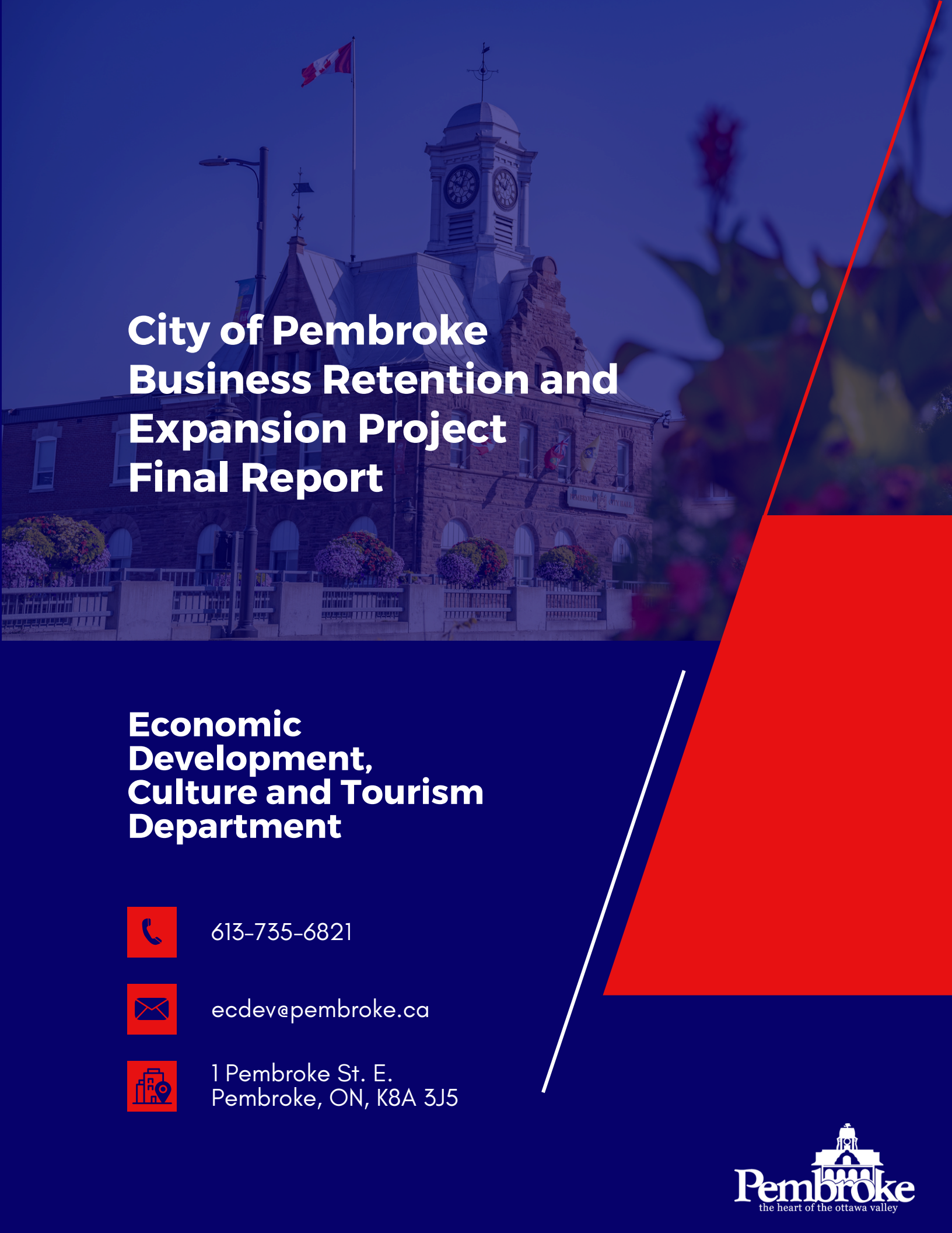


Action Plan

Theme	Action	Measure
Marketing	Complete asset map of what Pembroke has in the community	Asset map completed
	Develop marketing plans for visitor, resident, and business attraction that complement each other	Plans completed and put into action
Business Growth Support	Update Community Improvement Plan program to better reflect current business climate needs	Updated plan completed
	Conduct training needs assessment survey with business community	Survey completed
	Work with regional partners to deliver training opportunities based on results of needs assessment	Two City-driven educational opportunities offered per year
	Create resource database for businesses looking to expand	Resource live on website
	Connect businesses with funding opportunities	Database or paid tool employed
	Develop marketing plan to best promote City's economic development services and programs	Plan completed and being implemented

Action Plan

Theme	Action	Measure
Business Growth Support	Re-establish "Win This Space" program and include "Expand Your Space" arm for existing businesses	Program runs once every two years
	Develop succession planning strategy to both educate and support businesses on/with the process	Strategy completed and being implemented
Community Building	Develop new business welcome package	Content developed and being disseminated
	Increased business visits by economic development officer; target 45 businesses per year and increase year over year	Visits completed
	Offer quarterly business networking events	Events completed
	Form a mentorship team of retired or active businesspeople to support confidentially new or junior businesses	Team active with more than three mentors
Community Engagement	Celebrate successes; build storytelling about existing business community	Minimum one story posted per quarter
	Develop marketing plan to promote Pembroke business community to Pembroke and area residents	Plan completed and being implemented



City of Pembroke Business Retention and Expansion Project Final Report

**Economic
Development,
Culture and Tourism
Department**



613-735-6821



ecdev@pembroke.ca



1 Pembroke St. E.
Pembroke, ON, K8A 3J5



Committee Report

To: Combined Committee

From: Heather Sutherland
Economic Development & Communications Officer

Date: 2025-08-12

Re: **CIP Request for 20 Pembroke St. W.**

Recommendation:

The Community Improvement Panel recommends that Combined Committee grant \$574.16 to Luiana Mendes, tenant of 20 Pembroke St. W., for the Community Improvement Plan Downtown Heritage Façade Improvement Grant; and

Furthermore, that the Combined Committee endorse and recommend to Council approval of delegated authority to the Chief Administrative Officer (CAO) to review and make decisions on Community Improvement Plan (CIP) applications received during the summer and Christmas periods when Council is not in regular session.

CAO Review:

The report has been reviewed and I concur with the information and recommendation.

Financial Comment:

According to the provided low quote, \$1,148.32 plus HST will be spent on the new sign. Based on the Downtown Heritage Façade Improvement Grant guidelines, 50% of the work can be reimbursed up to a maximum of \$5,000. Therefore, this applicant is eligible for \$574.16 under the Downtown Heritage Façade Improvement Grant.

In total, this applicant will be eligible for \$386.70 under the Community Improvement Plan.

This expenditure is covered within the 2025 Community Improvement Plan budget, which has \$43,428.50 uncommitted.

**Background:**

The Community Improvement Panel held a meeting July 29, 2025. It reviewed an application from Luiana Mendes, tenant of 20 Pembroke St. W. The application is for the Downtown Heritage Façade Improvement Grant. The applicant is a new tenant and has installed a new business sign at this location. Previous façade work has been done to this space in 2018.

The Downtown Heritage Façade Improvement Grant applies to properties within the Pembroke Business Improvement Area boundaries. It is intended for the improvement to front or exterior facades that front onto a public street for commercial, mixed-use or industrial properties. This grant is intended to encourage aesthetic improvements to buildings and properties and support continued maintenance and upkeep of the building stock with a heritage design element.

According to the Community Improvement Plan requirements, the subject property shall not be in arrears of any municipal taxes, area rates, or other charges, nor have any outstanding work orders from the Fire Department or Building Department. The Fire and Building departments reported no outstanding work orders, and the Treasury Department reported no arrears.

Discussion:

The panel voted unanimously to recommend the application for approval. It also noted it liked how all the quotes were provided by local contractors.

The applicant has installed the new sign as of July 30. They are aware the guidelines stipulate no work shall be completed prior to the grant being approved and that it could be denied despite the delay in the application being heard being due to the summer schedule of Committee meetings.

Strategic Plan Impact:

The application satisfies the continuation of current economic development and growth programs.

Attachments:

None.

Respectfully submitted,



Heather Sutherland
Economic Development & Communications Officer

Dave Unrau
Chief Administrative Officer/Clerk



Committee Report

To:

Combined Committee

From:

Heather Sutherland
Economic Development & Communications Officer

Date:

2025-08-12

Re:

CIP Requests for 143 Pembroke St. W., 188 Prince St., and 1044 Pembroke St. E.

Recommendation:

The Community Improvement Panel recommend the Combined Committee approve the following:

1. \$694.20 is granted to Portia Strang, tenant of 143 Pembroke St. W., for the Community Improvement Plan Downtown Heritage Façade Improvement Grant.
2. \$10,000 is granted to Sleepwell Property Management, owner of 188 Prince St., for the Community Improvement Plan Downtown Housing Grant
3. \$5,000 is granted to Falguni Patel, owner of 1044 Pembroke St. E., for the Community Improvement Plan Façade Improvement Grant

CAO Review:

The report has been reviewed and I concur with the information and recommendation.

Financial Comment:

143 Pembroke St. W.:

According to the provided low quote, \$1,388.39 plus HST will be spent on the new sign. Based on the Downtown Heritage Façade Improvement Grant guidelines, 50% of the work can be reimbursed up to a maximum of \$5,000. Therefore, this applicant is eligible for \$694.20 under the Downtown Heritage Façade Improvement Grant.

188 Prince St.:



According to the provided low quote, \$23,400 plus HST will be spent on the upgrades to the two residential units. Based on the Downtown Housing Grant guidelines, 50% of the work can be reimbursed up to a maximum of \$5,000 per unit, to a maximum of two units. Therefore, this applicant is eligible for \$10,000 under the Downtown Housing Grant.

1044 Pembroke St. E.:

According to the provided low quote, \$11,500 plus HST will be spent on the new doors. Based on the Façade Improvement Grant guidelines, 50% of the work can be reimbursed up to a maximum of \$5,000. Therefore, this applicant is eligible for \$5,000 under the Façade Improvement Grant.

These expenditures are covered within the 2025 Community Improvement Plan budget, which has \$43,428.50 uncommitted.

Background:

The Community Improvement Panel held a meeting July 29, 2025. It reviewed the following applications:

1. Portia Strang, tenant of 143 Pembroke St. W. The application is for the Downtown Heritage Façade Improvement Grant. The applicant is a new tenant and is installing new business signage at this location. Previous façade work has been done to this property in 2014
2. Sleepwell Property Management, owner of 188 Prince St. The application is for the Downtown Housing Grant. The applicant is upgrading two residential units by adding new bathroom fixtures, new kitchen cabinets and appliances, new flooring, and new paint.
3. Falguni Patel, owner of 1044 Pembroke St. E. The application is for the Façade Improvement Grant. The applicant is installing new entrance doors on five of the motel's guest units to enhance the safety and security of the premises, as well as improve energy efficiency and refresh the overall appearance of the property.

The Downtown Heritage Façade Improvement Grant applies to properties within the Pembroke Business Improvement Area boundaries. It is intended for the improvement to front or exterior facades that front onto a public street for commercial, mixed-use or industrial properties. This grant is intended to encourage aesthetic improvements to buildings and properties and support continued maintenance and upkeep of the building stock with a heritage design element.

The Downtown Housing Grant applies to properties within the Pembroke Business Improvement Area boundaries. It is intended for significant improvements in the quality of one or more units which improve the quality of life for occupants, increase the value of the unit(s), or make the unit(s) habitable where unit(s) are currently considered inhabitable.



The Façade Improvement Grant is designed to encourage aesthetic improvements to buildings and properties. This grant is for properties that are not located in the Pembroke Business Improvement Area (PBIA). These aesthetic improvements include brickwork, masonry, wood, and metal cladding, entablature, eaves, and other architectural details. Other improvements covered under this grant include windows and doors, signage in accordance with by-law, exterior lighting, awnings, marquees, and canopies, professional fees, and replacement of historical elements.

According to the Community Improvement Plan requirements, the subject properties shall not be in arrears of any municipal taxes, area rates, or other charges, nor have any outstanding work orders from the Fire Department or Building Department. The Fire and Building departments reported no outstanding work orders, and the Treasury Department reported no arrears.

Discussion:

The panel voted unanimously to recommend the three applications for approval.

Strategic Plan Impact:

The application satisfies the continuation of current economic development and growth programs.

Attachments:

None.

Respectfully submitted,

Heather Sutherland
Economic Development & Communications Officer

Dave Unrau
Chief Administrative Officer/Clerk



Committee Report

To:

Combined Committee

From:

Heather Sutherland
Economic Development & Communications Officer

Date:

2025-08-12

Re:

CIP Request for 25-27 Pembroke St. W.

Recommendation:

The Community Improvement Panel recommends that Combined Committee grant \$5,000 to Andrew and Callee Kuiack, owners of 25-27 Pembroke St. W., for the Community Improvement Plan Downtown Heritage Façade Improvement Grant.

CAO Review:

The report has been reviewed and I concur with the information and recommendation.

Financial Comment:

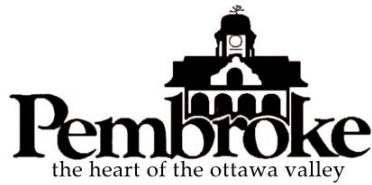
According to the provided low quote, \$17,000 plus HST will be spent on the new façade doors and windows. Based on the Downtown Heritage Façade Improvement Grant guidelines, 50% of the work can be reimbursed up to a maximum of \$5,000. Therefore, this applicant is eligible for \$5,000 under the Downtown Heritage Façade Improvement Grant.

In total, this applicant will be eligible for \$5,000 under the Community Improvement Plan.

This expenditure is covered within the 2025 Community Improvement Plan budget, which has \$43,428.50 uncommitted.

Background:

The Community Improvement Panel held a meeting August 6, 2025. It reviewed an application from Andrew and Callee Kuiack, owners of 25-27 Pembroke St. W. The application is for the Downtown Heritage Façade Improvement Grant. The applicants are the new owners of the building and are planning to redo the façade to make it flush with the



sidewalk all the way across, as well as centre the doors. Previous façade work has been done to this space in 2013.

The Downtown Heritage Façade Improvement Grant applies to properties within the Pembroke Business Improvement Area boundaries. It is intended for the improvement to front or exterior facades that front onto a public street for commercial, mixed-use or industrial properties. This grant is intended to encourage aesthetic improvements to buildings and properties and support continued maintenance and upkeep of the building stock with a heritage design element.

According to the Community Improvement Plan requirements, the subject property shall not be in arrears of any municipal taxes, area rates, or other charges, nor have any outstanding work orders from the Fire Department or Building Department. The Fire and Building departments reported no outstanding work orders, and the Treasury Department reported no arrears.

Discussion:

The panel voted unanimously to recommend the application for approval. It also noted it liked how all the quotes were provided by local contractors.

Strategic Plan Impact:

The application satisfies the continuation of current economic development and growth programs.

Attachments:

None.

Respectfully submitted,

Heather Sutherland
Economic Development & Communications Officer

Dave Unrau
Chief Administrative Officer/Clerk



Committee Report

To: Combined Committee

From: Angela Lochtie, Treasurer/Deputy Clerk
Treasury Department

Date: 2025-08-12

Re: **Levels of Service – Engagement Survey**

Recommendation:

That the Combined Committee receive this report for information; and

Furthermore, provide staff direction for questions on future budget and asset management surveys.

Background:

To obtain feedback from the public related to levels of service for City infrastructure, the Treasury Department conducted an online survey from June 17 to July 13, 2025. The survey provided residents with a brief description of asset management and levels of service. This initial survey was kept brief, asking what type of resident, what age group, followed by 3 questions regarding different service areas. The survey asked how satisfied the respondent was with each service area – fire, library, outdoor spaces/parks/trails, recreation facilities and programming (arenas, pool, sports fields), garbage & recycling services, roads/sidewalks/bridges, storm sewer/ditches/culverts, drinking water, and sanitary sewer. The second question asked whether each service area should have a reduction in levels of service, remain the same, or increase. The last question aimed to determine the willingness in paying for the identified increases in service level.

There was also an opportunity for respondents to provide comments after each question. Some of the common themes were:

- Roads & Sidewalks:
 - Fix roads and sidewalks
 - Add more sidewalks
- Storm
 - Fix/clean ditches
- Drinking water
 - Rates too high



- Low pressure
 - Chlorine taste
- Recreation
 - Better facilities
 - More activities
- Taxes
 - Too high
 - Find efficiencies
- General
 - Use waterfront to earn more revenue
 - More tourism revenue
 - Utilize more volunteer opportunities and recognize efforts

Next steps

A follow up survey related to the 2026 Budget is planned with key questions to include:

General Questions:

- Identify top 3 budget priorities that should be addressed in 2026
- Evaluate the importance of municipal services (example: fire, bylaw, planning, etc.)
- Identify the best way to receive budget information (website, social media, public meeting, YouTube, tax mailout)

In addition, follow up Asset Management survey(s) is planned with potential questions to include:

- Priority locations of new sidewalks
- Preferred road condition based on road type (local vs arterial)
- Road condition and ability to pay (would you support an increase in specific taxes or fees if it improved certain services?)
- Adequacy of current garbage and recycling services (satisfaction/frequencies)
- Priority setting on recreation master plan items

Feedback from Council is requested on further areas of interest.

Financial Implications:

This feedback will be used in the development of the 2026 Budget and long-term financial plan.

Strategic Plan Impact:

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



Attachments:

Survey Results

Survey Comments

Respectfully submitted,

Angela Lochtie, Treasurer/Deputy Clerk
Treasury Department

David Unrau
Chief Administrative Officer

ENGAGEMENT

Levels of Service



Survey - Online

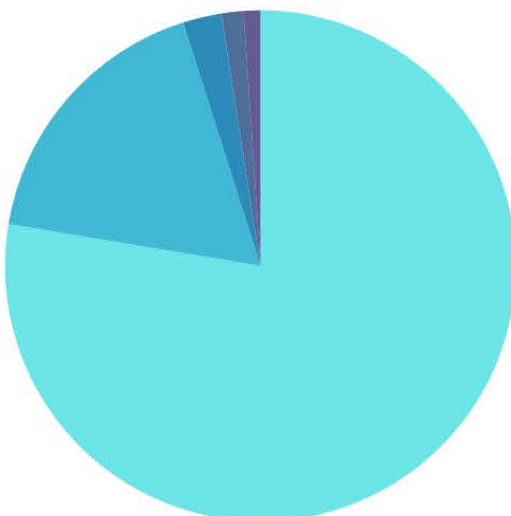
June 17, 2025 – July 13, 2025

Asset Management includes policies, strategies, and plans that guide how we prioritize and balance City Infrastructure over the long term. Ontario Regulation 588/17 requires us to carefully assess and update our approach to delivering critical services for the long term, including our transportation, stormwater, water, and wastewater systems, as well as other public assets such as recreation facilities and parks. Asset Management encompasses infrastructure inventories, levels of service, lifecycle management, and financial strategy.

Levels of Service define the quality, reliability, and availability of public services that our infrastructure delivers. Community feedback is one factor contributing to levels of service along with legislative requirements, policies, objectives, resource availability, and financial constraints.

Resident Type

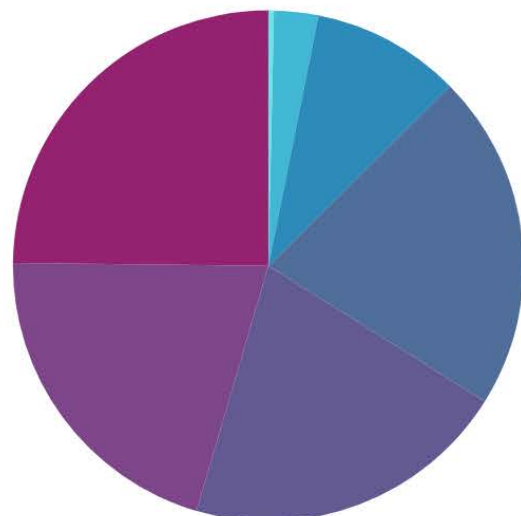
- Full time resident - property owner
- Full time resident - renter
- Non-resident
- I own a residential property but do not resid...
- I own a business/commercial property



Age



- Minor (under 18)
- 18-24
- 24-34
- 35-44
- 45-54
- 55-64
- 65+



Survey Question

How would you describe your satisfaction with the different City of Pembroke infrastructure? If you do not use a particular service please choose not applicable.

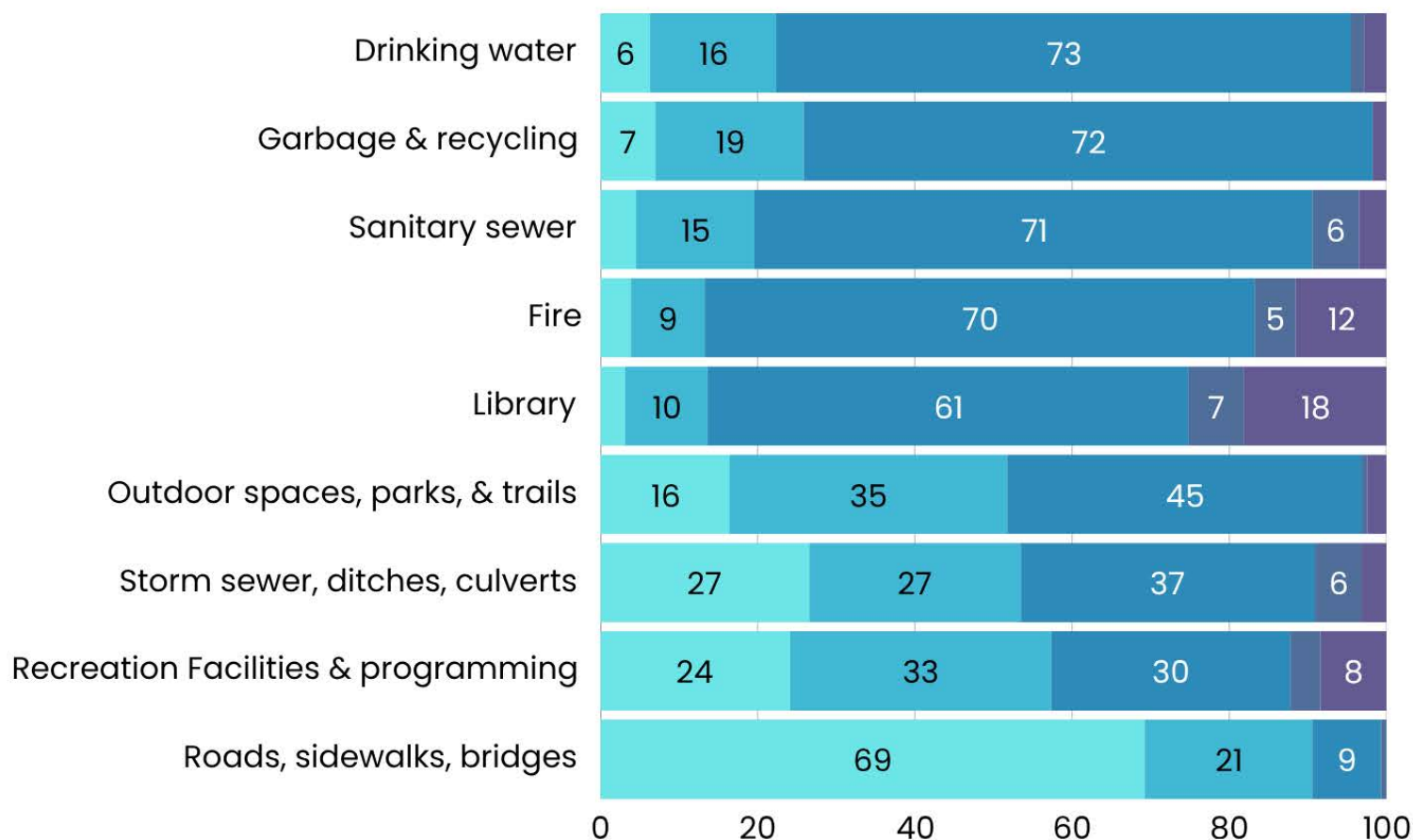
Response Summary

Satisfaction

results have been sorted by most satisfied to least

● Dissatisfied ● Somewhat Satisfied

● Satisfied ● Unsure ● Not applicable



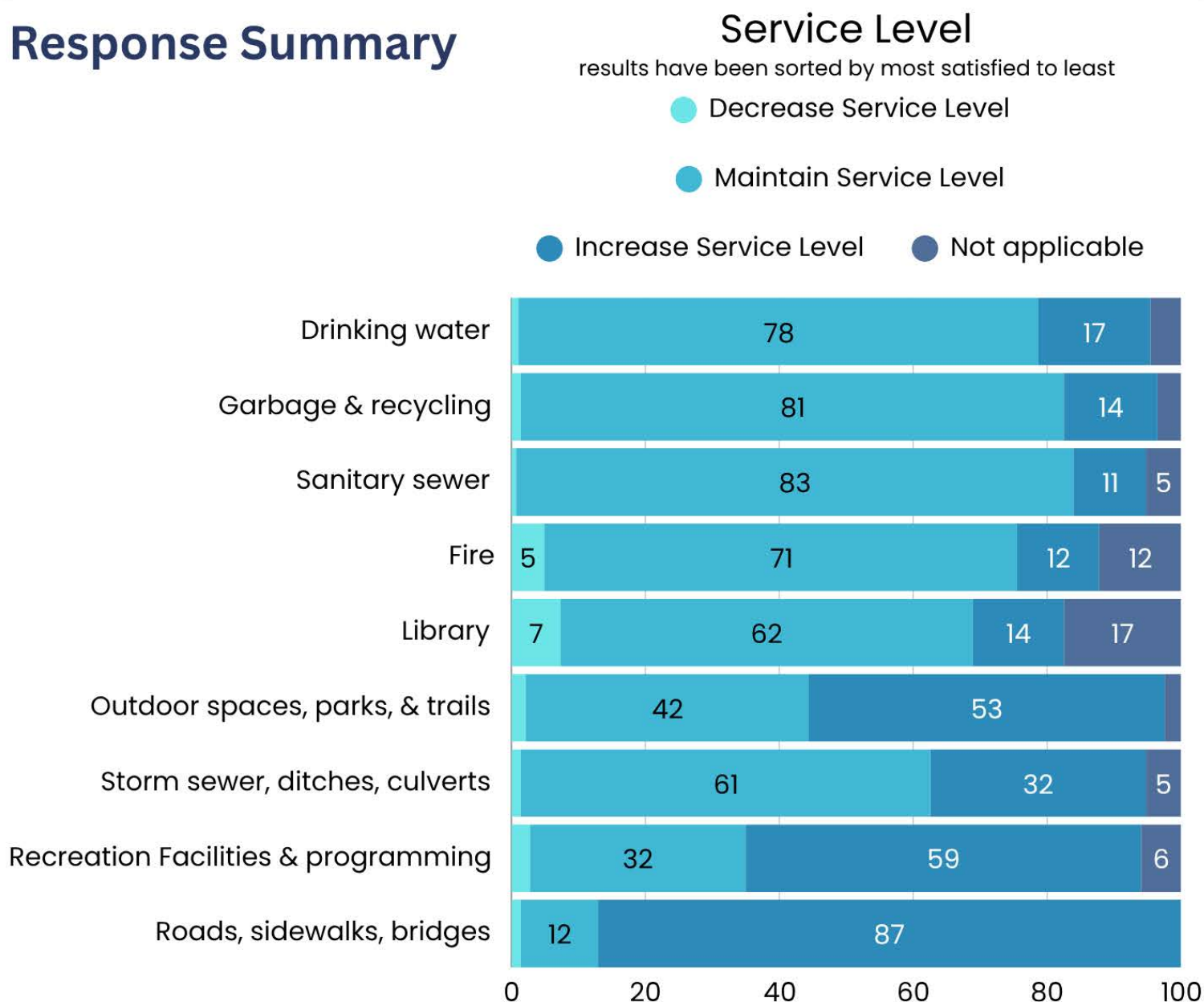
Key Findings

- Residents are generally satisfied with drinking water, garbage/recycling, sanitary sewer, fire, and library.
- There is more of a split between somewhat satisfied and satisfied for outdoor spaces, storm sewer, and recreation facilities.
- There is a general dissatisfaction with road infrastructure.

Survey Question

In your experience with the City (or City supported) services offered, would you decrease/reduce, maintain, or increase/improve service levels for each of the services provided? If you do not use a particular service please choose not applicable.

Response Summary



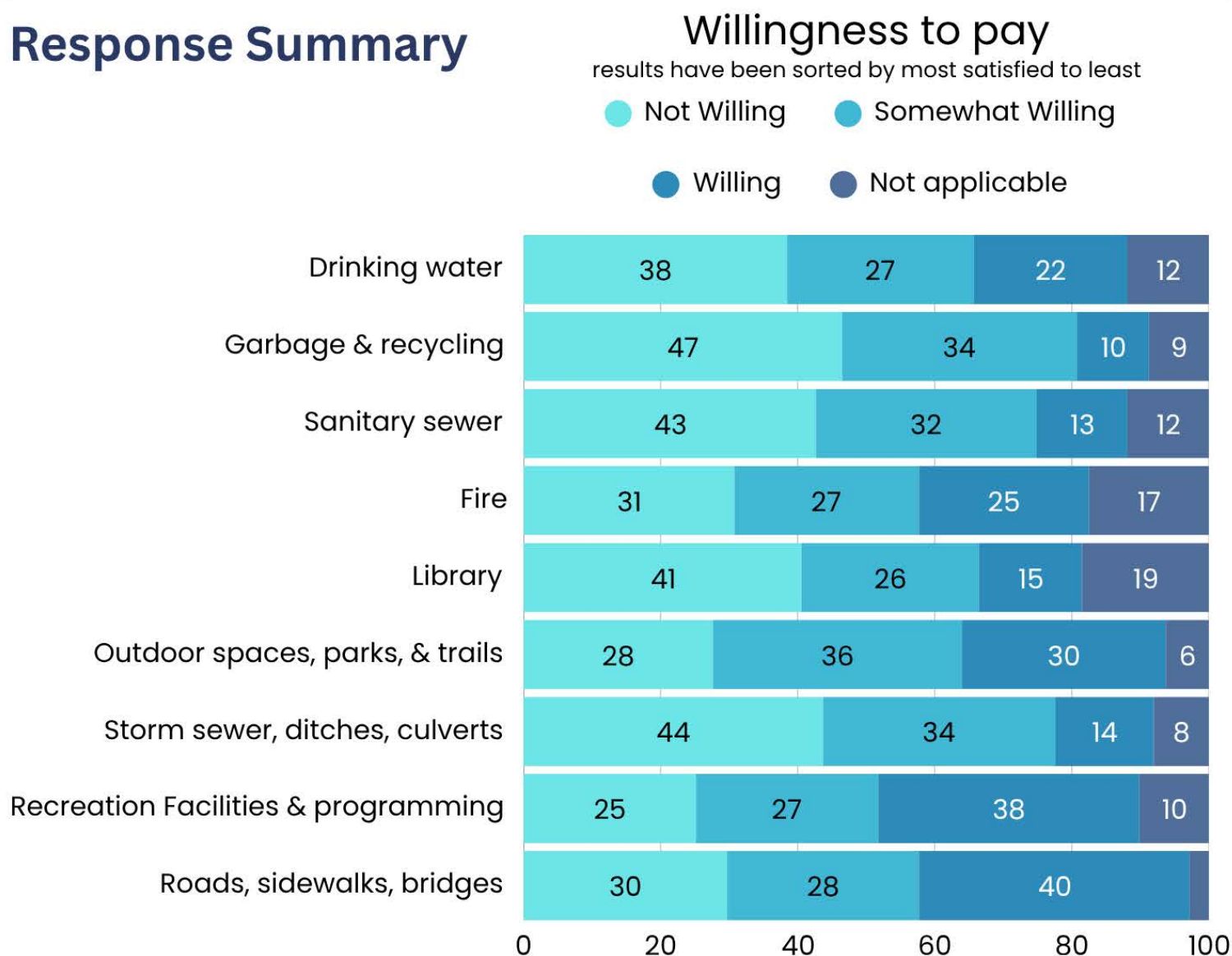
Key Findings

- Residents propose to maintain the current service level for drinking water, garbage/recycling, sanitary sewer, fire, and library.
- Over half of respondents wish to increase current service level for outdoor spaces and recreation facilities. A third support an increase for storm sewer.
- Almost 90% of respondents wish to see an increased service level for road infrastructure.

Survey Question

For each of the following services, indicate your preference for spending and willingness to pay for improvements? If you do not use a particular service please choose not applicable.

Response Summary



Key Findings

- Residents are most willing to pay for improvements (combined results from somewhat willing and willing) to roads/sidewalks/bridges, outdoor spaces, and recreation facilities/programming.
- Residents are somewhat willing to pay for improvements to storm network.

Summary of Comments from Engagement Survey

A lot of roads need resurfacing, they are extremely bad. The sidewalks are also terrible.
Add a sidewalk to every street!
Additional revenue should be gathered by the development of waterfront for business not just raising taxes
Address homelessness issues that have turned our beautiful parks, library and city into a dangerous dump.
Address low water pressures.
Again, we pay too much for what we actually receive for water/sewer services
All the stores downtown seem to be struggling with a lot of empty storefronts.
Already pay a lot in taxes
Appreciate the endeavors of council for City. Improvement. Possibly the City needs to employ a. An event planner whose sole purpose would be to Plan and Facilitate community events.
As a Pembroke resident who pays taxes, why would I pay more money for services?
As a tax payer we already pay for this
As a taxpayer I am completely dissatisfied with the state of the roads in the city the amount of property taxes that are paid the streets should be pristine the water and sewer bill is outrageous if I knew this I would never have bought in Pembroke
As residents of Pembroke we pay enough as it is roll some of these bills like water and sewer back as well as property taxes use A.I. and analytics to remove jobs from the city which are not needed such as a Recreation Department
As retired residents we are paying far too much already there should be discount for seniors
Asking for the intersection of maple and Sussex to be fixed
Bell st is a busy street and there are often students walking in both sides of the road and there is only a side walk on one side, there should be one on both sides especially considering the hospital is on
Better (and free) parking for the library. Too stressful! ... Ditches need regular cleaning to avoid overflow or clogging. Tap water smells disgusting ... More sidewalks ... fix the roads regularly ... More big trash pick up days
Better tap water if possible.
Bike and walking trails
Broken social contract, spending tax payer gift on forced communist ideology and EV anything. As long as your thinking is applied to civics this community, it is condemned
Budget for roads & sidewalks each year and spend that money on the designated areas
Build a modern pool/rec center. Build a new ice rink complex. Repair our streets.
Bylaw enforcement should be available after 4pm

Can a batting cage be built. It is low cost and will benefit our kids
Can't take my child to a park due to failing equipment or presence of drug needles all over the place and unsanitary
City can do a lot better with grass cutting, available garbage cans and pick up even in winter!
City needs to commit to improving its tree canopy, possibly with a dedicated staff member. Improve sidewalks to encourage walking. Prepare for worsening storms (wind, rain, floods, ice)
City needs to review user fee agreements with area municipalities
City parks, trails & downtown look dirty all the time. Drug users are always leaving a mess.
city roads are so terrible they cost me money that is tight
City should not be selling parks or open land for housing.
Compliments to Council Leadership on being present to so many community events. Certainly noticeable. Thanks.
Consider a dog park at the end of Pansy patch park. Trees, a trail, some benches, shade.
Consider Fire shared services with other municipalities
Culvert needs to be replaced on Elgin.
D'Arcy street is in need of dire repair not patch work.
Do better people
During summer time the bi weekly garbage collection is a little too far as it smells up real quick in the heat.
Elgin st gets flooded out several times every year from improper drainage in our ditch .
Ensure homeless and drug addicts cannot camp or live in our parks and waterfront. We pay tax and those are the most valuable places to enjoy our space. Remove grafitti quickly to discourage it in the parks and river front.
Esther st is awful and needs to be repaired before winter.
Esther st needs to be redone before winter
Every time it rains there's huge puddles standing at the end of the driveways on Blakely Crescent, the roadway is obviously in very poor disrepair as well as the sewer lines!!!
Extend green cart pickup
Fire could be more volunteer services to save on full time staff
Fire Dept should be composite not full time. Not required here and costs too much
Fischer street is a mess!
Fix the road, sidewalks and ditches everywhere.

fix the roads
Fix the roads and get a city bus.
Fix the roads that are falling apart for years (ex: forced road) allow development of the waterfront, cut the rent for local businesses. You are killing the economy in this area by not allowing development based on old principles
Garbage pick up used to be weekly, now it's every fortnight. My building's garbage bins quickly fill and when they do, refuse is left out. It shouldn't be like that.
Generally speaking Pembroke is no worse than other municipalities. I find too much emphasis on housing, with too many bylaws not enforced due to "Historical" reason's and my bylaws either ignored for some and over applied for others
Green carts should be year round. Special collection should be enforced after clean up is over!
Highest taxes in Renfrew County with water paid on top yet roads/sidewalks in poor repair.
honestly considering moving away from Pembroke because of the high levels of property tax paid vs. the low quality rec facilities and outdoor options available (and so much potential here!)
I also feel it would be beneficial to have side walks heading to Lourdes.
I am against spending taxpayer funds to take care of the homeless. I did not create the problem and I don't take possession of it. There are too many do gooders who want to spend other peoples' money. Let the province or federal government do the spending
I believe our high taxes should cover a majority of costs to maintain what we have now for the foreseeable future
I don't know what the solution with the roads are our climate is hard on the roads.
I pay a lot of taxes here in pembroke. Laurentian valley uses our everything and their taxes are lower. What gives???
I pay enough already in taxes and service fees. I cannot afford more
I pay high taxes. I will not spend a penny more
I thought there was transportation coming? Kept hearing about a bus being started now not a word about it. Tired of Danny's Taxi being the only service . Stuck with a horrible rude 30 45 min wait times ,rude drivers , no help with carrying items
I would love to see investment in a new rec centre and additional, maintained walking/running/hiking trails
I would support increasing the amount of community programming.
I'd like to see the budget managed & structured to work with current taxation
I'll chip in my 20 to have some kind of recreational infrastructure
Improve library programs entertainment quality, seems disorganized at times. Hard to hear music during storytime in big groups.
Improve water pressure to homes near the water tower!!
In regards to sidewalks, it's disappointing to the state of some of them as a mom who walks with a stroller a lot. In the winter it is even worse with how they are maintained.
Increase fire department pay due to increase workplace risk with homelessness and illegal drugs in town

Increase funding to library for audio & ebooks ... Build proper facilities and Hire more people to sort recycle and compost
Increase police services and paramedics
Increase productivity and supervision and quality of work. Does understand how inspections are done and work is approved. Why are companies paid if it's poor quality. Manhole covers not properly done, water doesn't run toward catch basins.
Infrastructure issues need to be addressed on Perth St
Isabella St by the french school and Alfred St both are in dire need of repair.
It's just roadways that are bad.
It's our tax money contributed and I'm sick and tired of seeing the majority of it spent on welfare services and addictions services who do not contribute to our taxes at all.
It's time to bring back the local police service. I am too afraid to leave my house to shop or visit and constantly fear a home invasion.
It's time to invest in recreation facilities on our city. The pool is a disgrace needing private fundraising to help keep it alive. Keeping the rinks folded until September is unacceptable. Peoples money will just be spent elsewhere
Kindly look at improving road surfaces with a more perment solution, stop the patchwork
Let us have chickens
lots of holes in sidewalks
Maintain levels of service but prices need to come down for what we do receive.
Maintenance has to be done no matter what
Maintnance seems to be based on location rather than need.
Major roads need sidewalks for our citizen's safety One street for example is Cecila St How a pedestrian hasn't been hit there is beyond me
Many roads in Pembroke are horrible ex: Townline Rd/Mackay St & Nelson St near Bunsmaster/car wash. Pembroke needs a large recreational complex similar to Dundonald Hall in Petawawa
McGee street is in really bad shape and a lot of in town roads. Or parking lots.
More biking trails would be nice. Better sidewalks and parks. Just redid Bennett Street and still no sidewalk along the whole street makes no sense. Having no park/playground near the hospital neighborhoods makes no sense when there are so many families
More crosswalks, city is not senior friendly. Need more sidewalks. Clean up boulevards. Enforce bylaws through officer observation not only complaint based City needs gentrification looks very shabby overall
More picnic tables are needed for seating at our parks and soccer and baseball areas.
More sidewalks and ditches removed
Most emphasis needs to be on "green" or soft infrastructure.
My property taxes should cover these costs as they are excessive. My husband and I are seniors and I would like to see a reduction at least if not an abolition of property taxes to keep seniors in their homes.

my water is always brown with a bad chlorine taste
My water/sewer bill has almost doubled in the past 5 years since I've moved here, which is absolutely ludicrous. Road conditions are terrible. Marina park is lovely. Petawawa has better recreation facilities.
Need more sidewalks! There should be a sidewalk on every street!
Need sidewalk on all of Cecelia St.
No real teen programs on Friday or Saturday. Often have to interlibrary loan titled. Programs of culture are great but want to know more about the Ottawa valley / Pembroke
Not enough access to parks for schools, lack of sidewalk is dangerous around schools and old age facilities
Not willing to pay more but \$ could be freed up if we actually had some future thinkers and less focused on social issues
Often culverts and drains are clogged, city does not maintain the property between houses owned by city
On large dump days, we should be able to also put out unlimited bags for smaller items.
Only area willing to pay extra forroad paving and sidewalk maintenance!
Our roads are in terrible shape. Our taxes are so high, and the road infrastructure is falling apart
Our roads are terrible
Our sports and recreation facilities are very poor, very aged or don't exist at all. Both arenas are old and need major overhauls. Why do I have to pay as a resident of Pembroke to launch my boat into the river?
Our taxes are far more than what we used to pay in a city with over 100,000 residents.... Figure out the budget better and fix the things that need to be fixed without hurting the residents pockets here. It's ridiculous.
Overall the city is being managed approximately. However, there needs to be more attention to road repair.
Partner with LV/ YMCA etc to build a new rec centre/pool/library
Pay high enough.
Pembroke desperately needs a modern pool/rec center. The present Kinsmen pool is a shame for a city our size in 2025. There is no modern community rec center with squash courts, exercise halls, martial arts gyms, etc.
Pembroke needs a new pool/library/arena built as one new recreation centre
pembroke needs more recreational spaces. the Tennis Courts at Rotary Park are all cracked and need attention and more of them.
People are already way over taxed on property taxes that pay for these services. The increase in water and sewer is equally expensive. People already live pay to pay. Rent is crazy and unaffordable, and the drug issue needs to be addressed.
Personally we pay enough in taxes that should be going towards these services. Not making us pay more, when I feel like what we already pay is not used wisely.
Please invest in more sidewalks in residential subdivisions. Kids have to walk on the streets to get to school, parents have to push strollers on the roads because the sidewalks are either in such bad shape, don't exist, or lead to nowhere
Pool costs are too high for new pool - too high a priority at this point. Arenas need to be maintained so again - necessary investment vs. desirable.t.

Pool needs better registration my kid has not attended because registration is full by end of day
Possibly all City crew could demonstrate an interest in City beautification as they travel about and ignore street litter. I think that being demonstrated would incite more community doing so.
Pot holes in too many areas need patching. Sidewalks need attention too!
Public funds need to be directed to infrastructure. Eliminate programs and developments that are not contributing to quality of life.
Public safety is the biggest issue as we can't use the services of library downtown or waterfront because of drug use
Recreation services are offered largely by groups not by City - exception is pool. Attention to Hard Services is urgently required.
repair sidewalks
Residents of Pembroke pay very high tax rates. These things should already be looked after with the money spent. There is no reason taxes should need to be increased. Due to increased costs, please look into bilaw that allows chickens like Petawawa is.
Road and sidewalks on my street and in terrible need condition, it makes the street look rundown. Recycling of yard waste could be more often. Storm ditches on our road have sunken and cause our car scrape when leaving the driveway.
Roads & sidewalks are in extremely poor condition for cars and people walking
Roads and parks and recreation need more staff to get the work done
Roads are always an issue here. Some of the roads in my area are so bad we avoid them completely. Fraser street closer to bell. Catherine and Cecelia.
Roads are horrible; have complained about my ditch storm drain for 5 years and still isn't fixed; work being done on baseball diamonds during ball season really impacts the kids not being able to play on them; more common sense needs to be used
roads are in extremely poor condition, pool looks like a patchwork of repairs and is always freezing cold
Roads are in terrible shape, even newly paved roads are bad. whoever The city should insist that the paving company learns how to pave a manhole cover or stormdrain flush with the pavement. Alignment shops are making a fortune.
Roads are not in good enough shape for the amount of taxes paid
Roads are the priority,
Roads aren't the greatest, tap water is awful. The tap water taste like chemicals and really isn't that good to drink alone or with a drink flavor. I opt to buy water bottles.
Seems our tax dollars are spent more on the salaries of council than on the actual services for our taxpayers.
Side and needs to be a priority. As more and more people are getting hurt from the many cracks and holes
Sidewalks cannot be walked on because of holes. The one in front of our home has been in bad condition for over 15 years and it now at a level last seen several decades ago. Each year it is peeled away by snow plows and use. Sewer system is inadequate
Sidewalks on Miller are a tripping hazard with huge holes. Many homeowners do not trim the bushes and overhang on the sidewalk.
Snow clearing of roads and sidewalks is a major problem. There is a lack of garbage disposal bins around the city for dog waste and fast food containers. There are no containers and many removed over winter.

So many streets are in terrible condition. Cities in many 3rd world countries have better dirt streets than our paved ones. Not exaggerating! MANY of our streets are unbelievably bad. Drinking water needs to improve. Strong smell of chlorine.
Some of these responsibilities must be uploaded to province and should not be left to municipality as major contributor.
Something desperately needs to be done with the roads. All are in severe disrepair.
Sometimes you need to carry a debt to move forward, or keep hemorrhaging our population
Spend the money wisely and the intended work can be performed. Stop wasting money away on social issues
Tap into volunteers with t-shirts and yearly awards for them. Do this instead of raising rates as it is a resource waiting to be tapped. Don't make it difficult for volunteers since we save taxes.
Tax load is already high, alternate income options need to be pursued
Taxes are already amongst highest in Ontario for similar sized community
Taxes now are extremely high. Unable to afford more increases.
The city cannot ease off its infrastructure work. Old pipes need replacing. Road substrates need modernization. Transport options need expansion. Major recreation centres need a long term replacement. Treating water will only make the city fall behind.
The city has to deal with the drug/crime issues. Move The Grind away from areas good citizens use and stop encouraging drug use among the addicted.
The city is careless with repairs.
The city is not up the par with other smaller cities in the county when it comes to walkable infrastructure and biking options, especially downtown. It's sports infrastructure is clearly struggling, with the obvious issues with the pool and an aging PMC.
The City needs to do better, don't wait until everything is falling down to fix. Need to do more maintenance
The City needs to provide more activities and programming for older adults and seniors. This population now out numbers children up to age 13 yet most programming is for youth/children. Senior activities should not be left to one Seniors' Centre
The city never follows through with sidewalk repairs and they go on for years getting worse. The causes trauma to those who end up having unnecessary injuries. Council needs to make this a priority.
The city should have a bus service. It is very important, especially for international students and foreign workers, as it would greatly facilitate their daily transportation.
the city will not enforce its own bylaws to certain property owners
The condition of the roads and sidewalks in this city are terrible!
The downtown core is a sad state with homeless, pawn shops and cannabis shops. I do not shop downtown and refuse to pay for parking.
The garbage littering streets and neighbours is the worst it's been in the 18 years I have lived here.
The library is a place for people to go that still read books. But with the internet, a lot of the same books and information can be found online. But it serves a place for people to go just to get out that are not into the bar scene.
The part that has surprised me the most are the qualities of the sidewalks. Yes, they're damaged because of freeze/thaw, but they weren't fixed. This makes the raised cracks unsafe.

The pool is falling apart and lacks family change areas
The powers that be, you need to do better. Our roads are falling apart
The roads are absolutely awful. The sidewalks are terrible. The ditches are also awful.
The roads are awful and with such high property taxes they should be better, the same applies to local recreational facilities the local swimming pool is a disgrace
The roads are terrible. Pot holes everywhere. Garbage everywhere. Snow removal in the downtown core takes so long.
The roads in Pembroke are the worse I've experienced in Ontario so far. Just did a run to southern Ontario and the glaring difference in the quality of the roads is night and day. The roads in Pembroke MUST be brought up to standard.
The roads in this city are a disaster. Stop wasting tax dollars on useless projects like bus that is nothing more than a taxi.
The roads in town are terrible.
The sidewalks are absolute trip hazards.
The sidewalks are so bad!!
The sidewalks are terrible. The cleaning in the winter both on the wet end and downtown is horrible and dangerous. It does not entice people to go downtown or to walk in the winter.
The sidewalks should've already been a priority. Having one sidewalk down Pembroke St E and no cross walks by the hotels is dangerous. This should've been considered and I don't think we should be spending more money on something that shouldve been done
The state of the roads in Pembroke is abysmal and I would like to see more improvements in this area.
The taxes we pay are high enough. The roads get worse every year. There is nothing here to do. The downtown is filthy. We pay way too much for what we have. Don't even want to live here anymore with what goes on here.
The Town of Pembroke needs to look at Tourism Revenue. The Waterfront is a gold mine and could attract so much revenue!
The waterfront, Kiwanis Walkway, park etc is truly the jewel of the city. The equipment lending hub is amazing, great program! This area is beautiful, what a great strength for Pembroke to build on.
The way you've worded this question implies that you want more money from me. I just want you to spend the tons of money I already give you a lot more wisely and with some future planning for all City Residents. Not just the ones the mayor supports.
There are potholes which need to be repaired and sidewalks that are also in need of repair....
There are streets which I drive in worse than some third world countries I served in. For example Catherine street from Alfred to Pembroke St, one of the worst kept streets in the city. Fraser between Alfred and Irving is fast turning into same condition
There is a lot of garbage around. We need more garbage pickers. It makes this place look even worse.
There is almost no safe way to walk from the West end (past Forced Rd) toward the downtown, except on PSW. One cannot safely walk on Forced Rd. As well, I would love to see the Riverside Park, Kiwanis walkway, to marina walking path cleared during winter,
There must be longer term vision and approach taken. Our recreation facilities are poor at best and there is no long term planning approved but instead instant gratification decisions made. We have beautiful space and that is poorly planned and executed.
There needs to be better checks and cleaning of sidewalks, as well as trained workers that can drive on the sidewalks when clearing.

There needs to be more activities for people to do that are not into sports. The roads are horrible! There are roads that have been in need of repair for years, and with the high cost of property tax, I wonder where those funds went.
There should be no need to pay more. Stop wasteful spending and work within a budget. New bus service is an example of wasteful spending.
There was a MOU with the YMCA, why did this disappear and was it a good decision to walk away?
these are all covered from all the taxes we pay
This question is confusing. Who is paying is unclear. Are you saying increase taxes or user fees or what? Some improvements do not cost money necessarily e.g. increased library activities when they are run by partners or volunteers in our community.
Time to amalgamate the area for more funds from the people that use our facilities, roads and infrastructure.
Too many potholes,electric bicycles and bikers,boarders using sidewalks,
Tree canopy is declining without intent to maintain / improve. Some sidewalks are broken & hazardous; Pembroke St. cafes block sidewalks. Some storm sewer intakes higher than gutters, so water pools; some ditches overgrown & culverts blocked.
Unfortunately the library is not really accessible without adequate parking when you have small children. There are Often people Loitering out front and provide unsafe environments for children.
Very few services are satisfactory but roads sidewalks and local amenities are awful
Water and Sewer already cost for what we use. It is outrageous
Water and sewer bills are ridiculously high. I believe there should be a sidewalk on Cecilia Street starting from the end of D'youville running to Bell Street.
Water and sewer pricing should drop considering the amount of new homes that are being built the fire department should be two full time firefighters the rest volunteers city should charge fees for none Pembroke residents to use the recreation facilities
Water and sewer seem overly expensive
Water cost in this town is high enough so make it work.
Water pressure could be better.
Water pressure terrible due to ancient infrastructure
Water prices are crazy for single person living alone and to be told only able to use water for lawns and outdoor is not acceptable!
We already have higher taxes than most area and too much money wasted on the wrong projects.
We already pay high taxes and it should be enough seeing as we pay more than gta area. Lower taxes and hire reliable people not lowest bidder. When infrastructure is done and you ruin someone's driveway you should have to fix it back to what was.
We already pay taxes for these services but the roads and sidewalks need immediate work. Fire services are a primary anywhere you live.
We aren't, under any circumstances, willing to pay for increased infrastructure due to private development. It would be up to the developer to be responsible for the updated infrastructure.
We have seen our property taxes go up over 20 percent in 5 years. Our working income is not rising and we still need to properly care for our children
We move here 1983,our taxes back then was just over 500.00now we pay 3100.00 so do not ask tax payer for money

We need a side walk on Cecil st so the kids don't have to walk on the roads!
We need crosswalk flashing lights at the Cecelia/Herbert intersection near Highview. Cars rarely stop for students and neighbourhood pedestrians. There's one at the Beer Store but not there.
We need more sidewalks and they need to be cleared all winter especially in the AM when kids are trying to get to school. Possibly a cross walk at Greenside St and Pembroke St E
We pay more than our fair share of taxes yet seniors and children are not safe to walk down the streets of this town. Redirect funds and improve safe streets
We pay way too much taxes. More than Bowmanville ontario and their roads and recreation is a lot better.
We should add fluoride to the drinking water
When are you going to fix isabella street, and learn to install "man hole covers" level with the paved surface, not the Pembroke Standard of two inches below the paved surface
While parks and spaces are great... I would love more recreational activities at the waterfront areas.
Why would we have to pay more? Pembroke needs to explore amalgamation scenarios.
With all the houses being built, builders should be putting more money into assisting with improvements.
Would be nice to have more indoor rec options for families as bad weather is tough on little ones trying to burn energy. Also fix up roads and sidewalks.
Would like to see investment in the tennis courts at Rotary perhaps have dedicated tennis times like the pickle ball at kinsman. Would like to see the waterfront trail groomed in the winter for snow shoeing and cross country skiing
You aren't able to manage the money you have, why would I willingly pay more?
You have to find a way to do the necessary city repairs and without further massive tax increases like last year. That increase is unsustainable for average rate payers. How about speed cameras as a way to generate money.
You need to make Pembroke more walker friendly. We need more paths and sidewalks.
You Really need to focus on fixing roads. Especially in the West end neighborhoods. There terrible.

Note: Some comments have been edited for clarity and language.



Committee Report

To: Mayor Ron Gervais
Combined Committee

From: Angela Lochtie, Treasurer/Deputy Clerk
Treasury Department

Date: 2025-08-12

Re: Transit Update (August 2025)

Recommendation:

That the Combined Committee endorse and recommend to Council approval of the following:

1. FCM Green Municipal Fund Grant Agreement included in the Council agenda later this evening; and
2. Procurement from ORPC with costs estimated at \$84,666 and ORES with costs quoted at \$212,798 required to support the installation of two DC L3 Fast-Chargers; and
3. That the related project budget shortfall for the installation of two DC L3 Fast-Chargers be funded from 2024 capital funding from various capital projects with remaining funds available for reallocation.

CAO Review:

The report has been reviewed and I concur with the information and recommendation.

Financial Comment:

For the FCM Grant, the availability of this funding (or reserve funding should the application not be successful) was considered in the overall financial impact of transit presented to Committee and Council at contract award to MTS.

For the ZEVIP Grant, the total expected funding shortfall will be available after siteworks tendering, with the siteworks tender requiring Committee approval for award. Due to the long lead times from ORPC/ORES, staff recommend moving forward with procurement from ORPC and ORES now for their portion of the project.



Background:

Transit Launch

The City's new on-demand transit service has officially launched on August 4, 2025. A launch event was held at Algonquin College on July 31st. A copy of the launch presentation is attached for information and has been added to the ORTC website.

Transit Committee Update

The Transit Committee will shift to a regular meeting schedule and agenda format starting this fall. Transit Committee meetings will be held in the late afternoon/evening of the 2nd Tuesday on a bi-monthly basis with a follow-up report presented to the Finance and Administration Committee. Blaise and Left Turn Right Turn are currently discussing the development of a transit service dashboard to support this reporting cycle. Stay tuned for more information.

Discussion:

FCM Green Municipal Fund Grant: Transit Pilot Project

A Green Municipal Fund Grant Agreement is enclosed in tonight's Council agenda related to funding of up to \$500,000 for the City of Pembroke to develop and deliver an affordable, on-demand electric vehicle service pilot aimed at improving mobility and accessibility within its 14.35 square kilometer area. The service will operate two electric passenger vans to reduce greenhouse gas emissions while promoting equity by offering accessible transportation for seniors and low-income residents. The City is following up on when a formal announcement can be made.

This grant would cover any incremental cost difference between the current diesel vehicles and electric vehicles. These vehicles would be switched out in year two of the pilot project, once the installation of the charging infrastructure is completed. Lead times for transformers are currently estimated at 72 weeks including procurement and project mobilization.

This grant will require additional consulting estimated at \$10,000 to support final grant reporting on the environmental benefits of the project. Overall, this grant is expected to decrease the cost of the project to taxpayers and allow funding available in the transit reserve to assist with any service cost increases due to increased demand. An updated transit project forecast will be available after the vehicle lease tender for electric transit vehicles.



Status Update: Installation of Two DC L3 Fast-Chargers and the ZEVIP Grant

The Zero Emission Vehicle Infrastructure program will provide up to \$100,000 of funding for the installation of two DC L3 fast-chargers. The grant application and 2025 capital budget of \$261,600 was based on preliminary information received from ORPC and ORES and the expectation of minimal parking lot work at the PMC Overflow Lot location (minor curb removals and asphalt patching).

Over the spring and summer, with the support of JP2G, the City has completed detailed site evaluation and tender drawings in consultations with city Operations Department, Parks and Recreation Department, Planning Department, and ORPC/ORES. With the detailed tender specifications and final quotes from ORPC and ORES now available, the expected total cost of this project exceeds the current approved budget. City staff are currently preparing the siteworks tender documents for issue but are expecting the tender award to require Committee approval. Funding is available from completed 2024 capital projects to fully cover this cost differential. See Table 1 below for more details.

Table 1: Installation of Two DC L3 Fast Chargers: 2026 Budget vs. Current Forecast

Item	Budget 2026	Current Forecast
ORPC	2,442	84,666
ORES	228,623	212,798
Design & Siteworks	30,535	240,190
Total	261,600	537,654

As the City's first installation of electric vehicle charging infrastructure, this process has provided valuable feedback on the complexities of projects of this type. Rationale for the increases include:

- Transformer re-design to ensure the charging station can still operate should one transformer fail (two smaller transformers vs. one large) and ESA feedback.
- Additional site power requirements including a security camera to support the operation of the station.
- ORES cost decrease due to the siteworks portion of the project transferred to City responsibility which covers the installation of concrete pads/bases and lighting.
- Scope of siteworks increased to address:



- Concrete pads for transformer and bases for chargers originally included in ORES quote.
- Required widening of the parking lot entrance and repaving of the entire corner of the station.
- Potential future construction of a canopy over the charging area with space available for two additional chargers. Due to the proximity of high power electrical, future site upgrades around the charging area will not be possible if not considered at this initial stage.
- The installation of storm drainage was initially included in the scope of work but removed to reduce the scale of costs.

Additionally, removals include two trees and the decorative concrete entryway structures.

Best practice for future charging infrastructure projects should include completion of preliminary design and an examination of existing parking lot deficiencies. Due to ZEVIP grant deadlines, completion of a preliminary design was not possible in this instance.

For reference, the PMC overflow lot was selected due to its proximity to the required power lines and availability of existing infrastructure to keep installation costs low. The other two locations considered based on proximity to the required power lines were:

- Operations Yard: Not selected due to lack of space to accommodate additional vehicles.
- Fire Hall: Not selected due to the requirement to construct new parking area to support the charging area.

Strategic Plan Impact:

This policy relates to the City's declaration of a climate emergency, participation in the FCM's Partners for Climate Protection program and utilization of a climate lens on city projects and infrastructure.

Attachments:

July 31, 2025, Transit Launch Presentation

Respectfully submitted,

Angela Lochtie, Treasurer/Deputy Clerk
Treasury Department

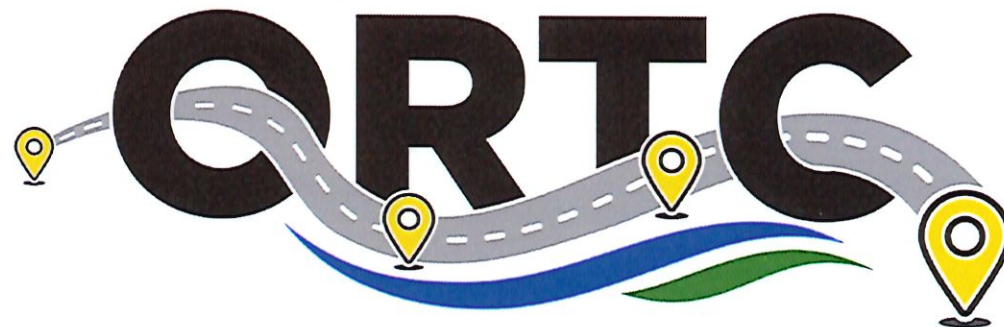
David Unrau



Chief Administrative Officer

New Era of On-Demand Transit Launches Aug 5.

Service Launch Event
July 31, 2025



Ottawa River Transit
CONNECTING OUR COMMUNITY

Benefits of Public Transit

The new ORTC on-demand transit service is expected to provide the following community benefits:



Economic

Studies have shown that investments in transit generates economic returns in the community & a positive return on investment



Equity and Inclusivity

Transit facilitates both economic and social inclusion and belonging in the community.



Quality of Life

Transit strives to reduce barriers in accessing critical community services, improving quality of life



Environmental

Transit aims to reduce private vehicle usage, decreasing traffic congestion and community greenhouse gas emissions

Equal Access for a Vibrant and Inclusive Community



Angela Lochtie
CPA, PFA, AMCert.

Director of Corporate Services
City of Pembroke
Staff Executive Lead, Transit

"Amidst growing affordability challenges, the City of Pembroke's new on-demand transit service offers a cost-effective transportation solution that ensures equal access for all residents, fostering a vibrant, inclusive, and livable community"





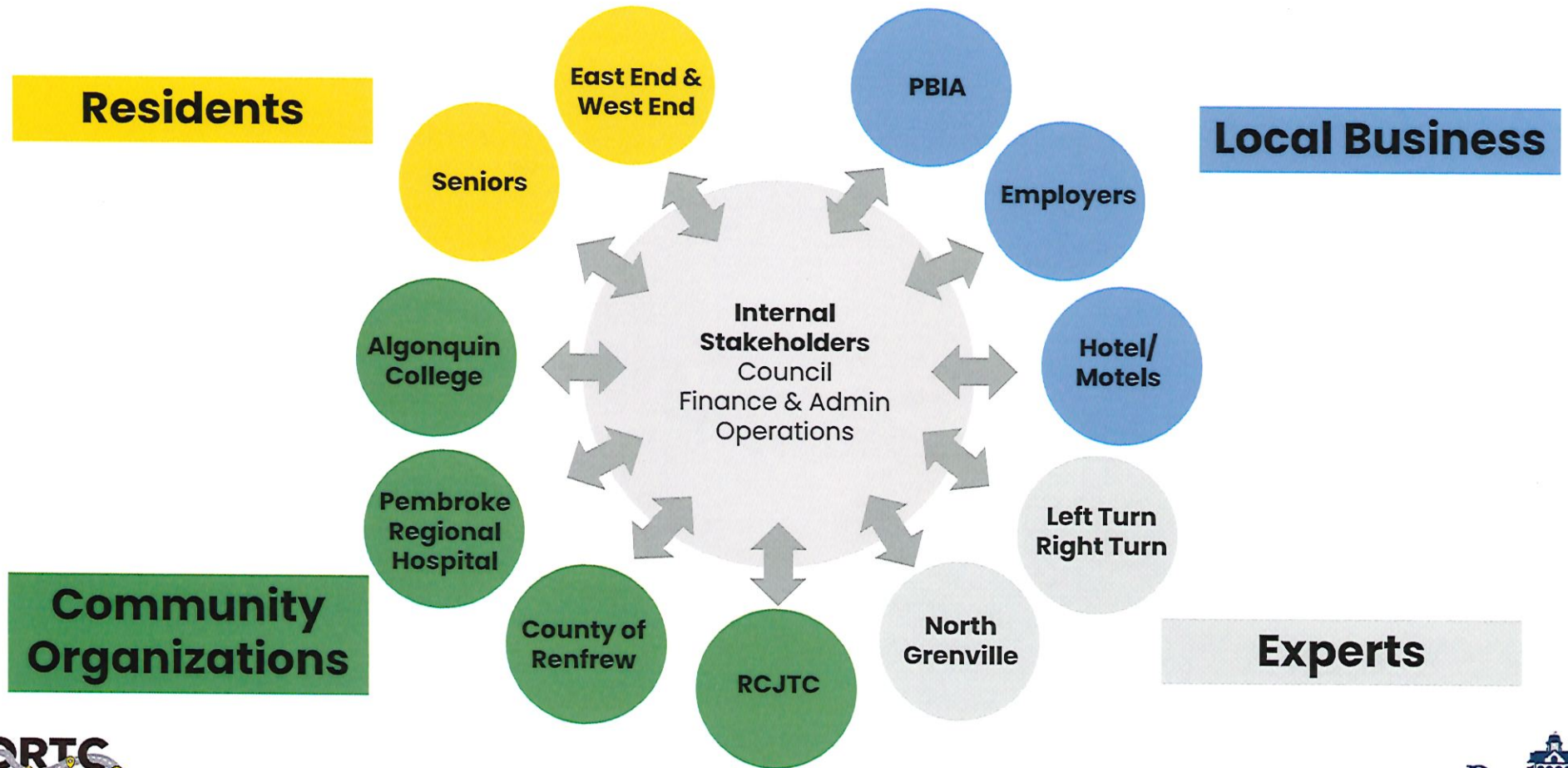
**Deputy Mayor
Brian Abdallah**

City of Pembroke
Council Lead, Transit

Building Progress Through Collaboration

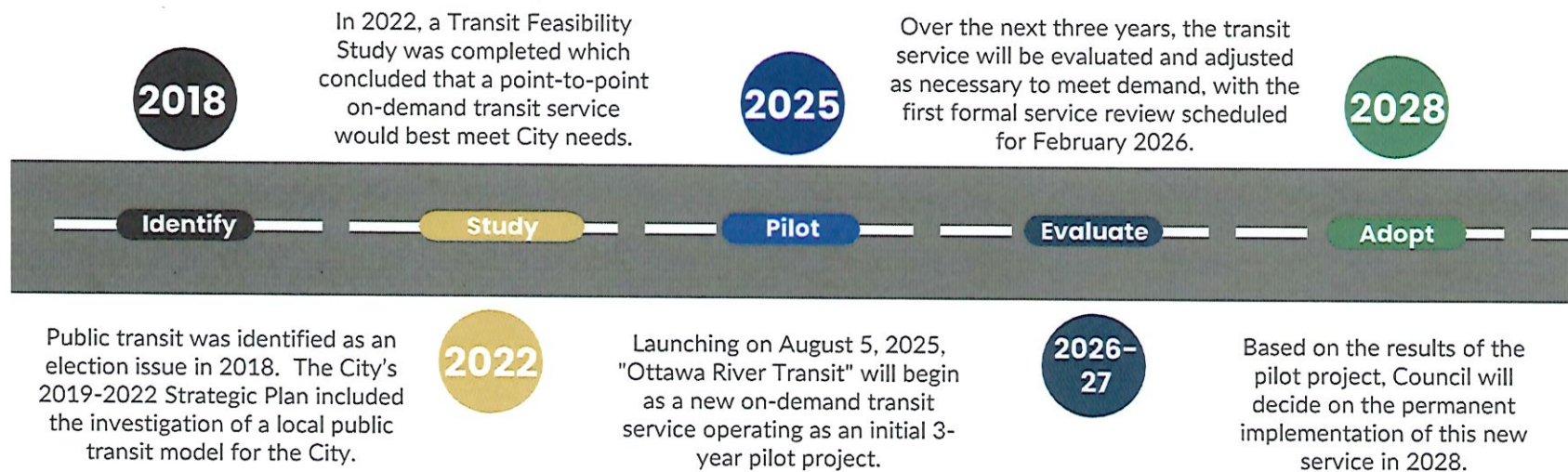
"As Council Lead on the public transit pilot project, I was driven by the belief that true progress is built through collaboration—uniting community, council, staff, stakeholders, and residents—to create sustainable, accessible transit that not only connects our neighborhoods but also strengthens the foundation of our shared future along the Ottawa River."

Stakeholder Collaboration



Roadmap to Pembroke Public Transit 2.0

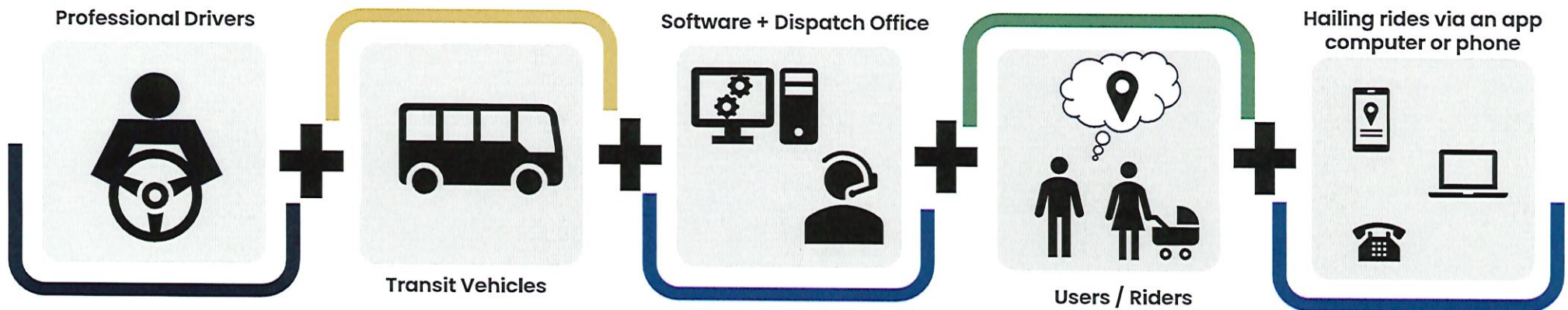
As identified in the 2019–2022 Strategic Plan, the re-introduction of public transit in Pembroke has been studied by the City for several years. A 2022 Transit Feasibility Study examined transit alternatives which included traditional fixed route, taxi/rideshare voucher model, and vanpools before concluding that a point-to-point on-demand service was preferred.



How On-Demand Transit Works

On-demand transit works using state-of-the-art technology that selects the best route to take people where they want to go. Drivers in transit vehicles pick up and drop off people without a fixed route. Turn-by-turn navigation and stop requests are provided by the software as overseen by a central dispatch office which provides customer service.

People request rides through an app, by computer or by phone to customer service.

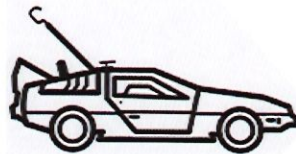


On-Demand = Local Flexibility



THEN

- **Route Structure:** Predetermined routes with specific stops and schedules. Passengers board and disembark at designated bus stops.
- **Scheduling:** Follows a strict timetable with set departure and arrival times. Passengers need to adhere to the schedule.
- **Service Flexibility:** Less adaptable to changing passenger needs and unexpected demand. Routes and schedules are less frequently updated.



NOW

- **Route Structure:** Dynamic routing based on passenger requests. Virtual stops dynamically assigned based on rider locations.
- **Scheduling:** Riders book trips at their convenience, with pickup times determined based on demand. No set timetable; operates as needed.
- **Service Flexibility:** Highly adaptable to user needs with the ability to respond to real-time requests. Adjustments to routes and service levels can be made quickly based on demand.

ORTC Structure and Partnerships



Angela Lochtie
Transit Liaison



Project Mgmt.
Support



Operator



blaise

Transit Software



Vehicles



Drivers



Customer Service

At Launch

2 vehicles + 1 spare

7 drivers

Scheduling, Dispatch,
Customer Service

Function

Ride booking app

Turn-by-turn navigation
and passenger manifests

Real-time scheduling,
monitoring, KPI tracking



Blaise Transit App



Blaise Driver App



Blaise Engine

ORTC Hours of Service and Fare

\$5
per ride

Summer Hours

First Monday of May to Labour Day

Mon – Wed	7 a.m. to 8 p.m.
Thu – Fri	7 a.m. to 10 p.m.
Sat	8 a.m. to 6 p.m.

Fall/Winter Hours

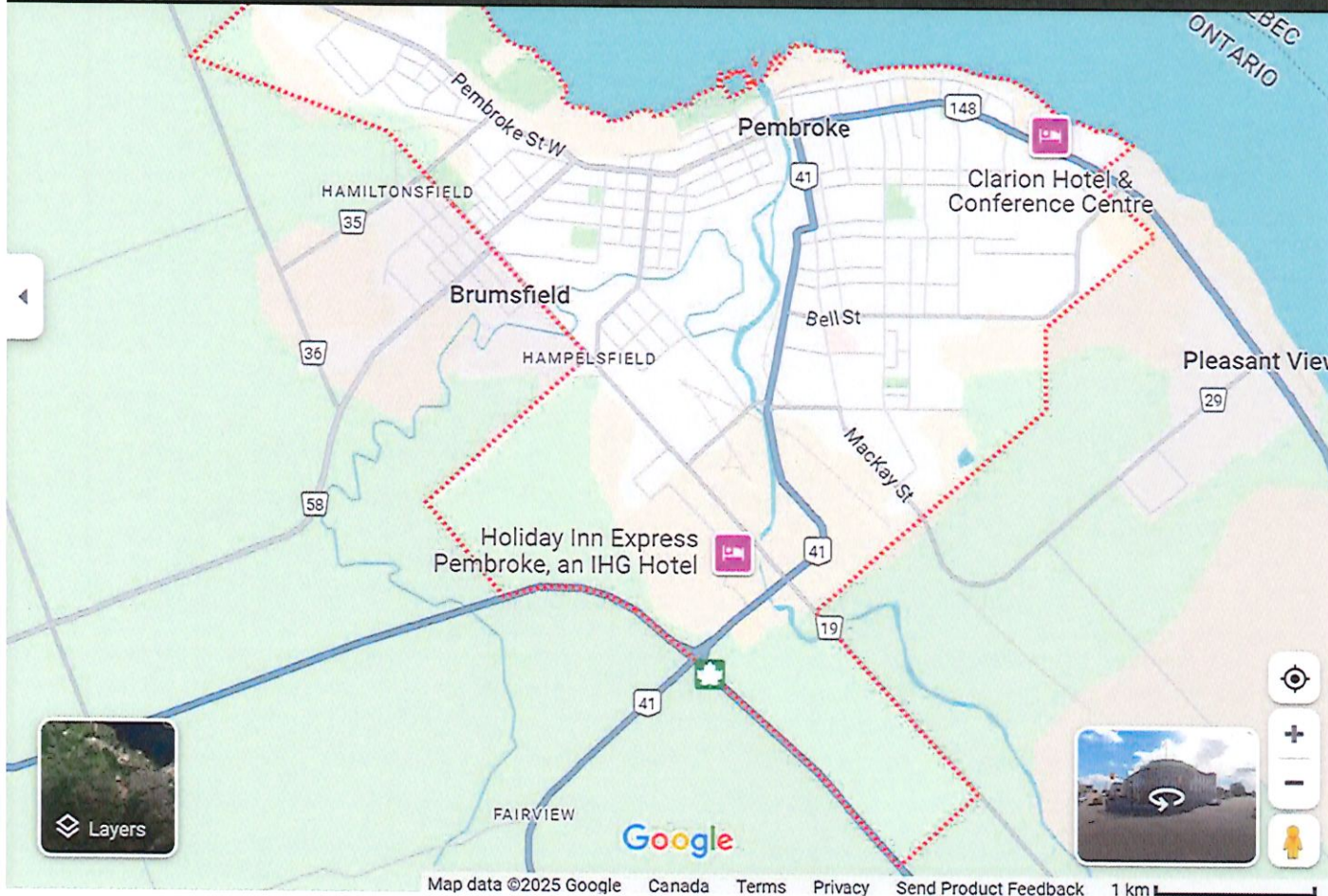
After Labour Day

Mon – Fri	7 a.m. to 10 p.m.
Sat	8 a.m. to 6 p.m.

No service on Sundays or Stat
Holidays



ORTC Area of Service



As a service provided by the City of Pembroke and partially funded through property taxes, the service will operate within city limits.

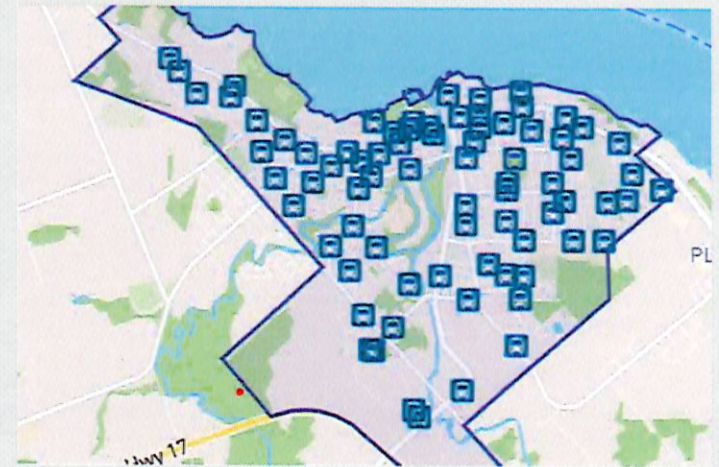
The financial impact to Pembroke property owners will be based on actual demand but is estimated at a 2% levy increase or a \$62 increase over three years.

(Virtual) Stop Locations

- ORTC has a variety of virtual stops located across Pembroke.
- The goal of this service is to have riders walk no more than 5 minutes or 400 m to and from their desired pick up and drop off point.
- Initial stop locations have been set considering pedestrian safety and traffic management.
- Virtual stops allow the service to easily move stops based on demand and feedback from the community.
- Stops can also be easily adjusted due to seasonal road construction and winter conditions.

Definition: Virtual Stop

Stops without any physical markers like a bus sign or shelter.





To Use the Service:

Book. Ride. Go.

Book.

Up to 7 days in advance.



Mobile App

Blaise Transit app
Available for download on
App Store or Google Play



Online

Blaise web booking portal
ride.blaisetransit.com



Phone

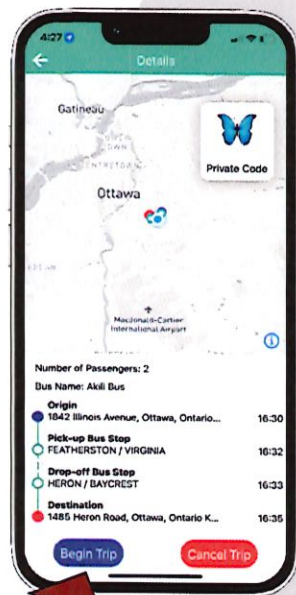
ORTC Customer Service
(613) 631-1766

Ride.

For the best experience, use the Blaise Transit app and allow notifications

This allows you to:

- ✓ Receive trip updates and begin your trip



- ✓ After beginning your trip, view walking instructions to your pick-up stop location.

Blaise Transit
Your trip starts soon! View more details in the app.



- ✓ Track your bus in real time.
- ✓ Board the vehicle displaying your private code
- ✓ Receive notification that you will be disembarking at the next stop.
- ✓ View walking instructions to your final destination.



Feedback and Evaluation

Rate your Ride

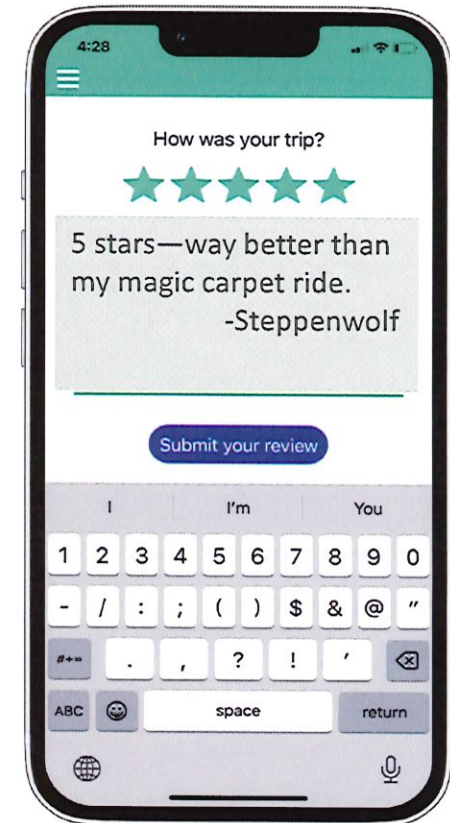
At the end of each ride, the Blaise Transit app allows riders to leave a review.

- This information will be reviewed regularly by both the Operator and the City to continually improve the service.

Formal Service Review

In February 2026, the City will launch a survey, targeted to both riders and non-riders of the service.

- Coupled with an analysis of ridership data and feedback from the Transit Committee, further service updates could be made to ensure ORTC meets the community's needs while ensuring overall affordability to ratepayers.



Booking and Travel Reminders

- Rides can be booked by departure or arrival time. If you have an appointment, book your ride based on your required arrival time.
- The on-demand transit service is a shared-ride service. Book early to get the ride you want. Be flexible and give yourself extra time.
- Riders should arrive at their virtual bus stop at least five minutes early. Drivers are on a tight schedule and will leave the location if the rider is not ready at the confirmed time to avoid delays for other riders.
- Cash fares are accepted—exact cash only.
- Trips can be booked up to 7 days in advance. Trips must be booked a minimum of 15 minutes in advance. If you no longer need to travel, remember to cancel your trip at least 15 minutes in advance of your departure time.

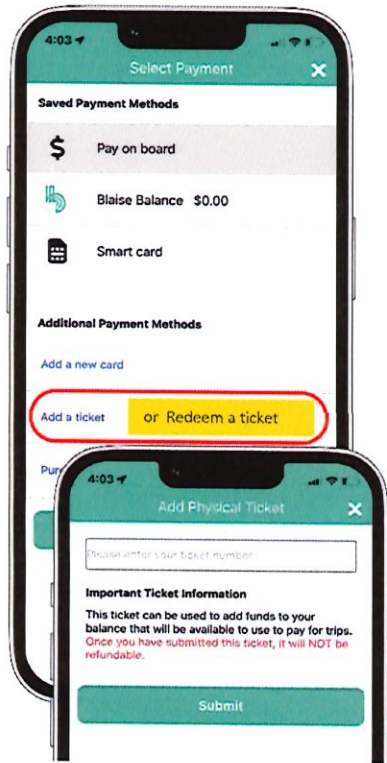


ORTC and the Handi-Bus Service

- To respect the spirit of the Accessibility for Ontarians with Disabilities Act (AODA), the Handi-bus service will match the service hours and regular fare of the ORTC transit service in Pembroke.
 - *The fare for Handi-bus rides in Pembroke will decrease from \$7 per ride to \$5 per ride.*
- With ORTC operating on a stop-to-stop model vs. the Handi-bus offering a door-to-door service, riders with disabilities or who require accommodation should continue to use the Handi-bus service.
- Discussions are ongoing between the City of Pembroke, MTS (ORTC transit operator) and the Handi-bus to ensure service clarity, collaboration and support.
- The City will provide top-up grant funding to the Handi-bus service to compensate for lost revenue.



Community Groups and Institutions



- Community groups and institutions can purchase ticket redemption codes from the City in quantities and dollar values of their choosing. For example:
 - 50 single fare redemption codes of \$5 each
 - 75 round-trip redemption codes of \$10 each
- These codes can then be distributed by the organization to riders.
- Riders redeem these codes in their Blaise user account under the “Redeem a Ticket” feature. This adds funds to their wallet which can then be used to pay for rides.
- *Under this arrangement, tickets may only be offered on a not-for-profit basis and are non-refundable. Contact the City Transit Liaison for more information.*

Questions and Feedback



🔗 For more information, visit
our website @ ortc.ca





Committee Report

To:

Combined Committee

From:

Brian Lewis, Director
Operations Department

Date:

2025-08-12

Subject :

Retaining Wall Repair – War Memorial Park

Recommendation:

That the City of Pembroke Combined Committee approves the following:

1. Re-allocation of \$10,000 Capital Budget from the Highway 148 Sidewalk install to the War Memorial Park retaining wall repair; and
2. Allocation of approximately \$12,500 from the Memorial Park Wall project surplus to the War Memorial Park retaining wall repair.

CAO Review :

The CAO concurs with the recommendation of this report.

David Unrau, P.Eng., PMP

Financial Comment:

- As part of the 2025 Capital Budget, an allocation of \$10,000 was carried forward for sidewalk installation on Highway 148 as part of the reconstruction project by the MTO.
- A 2024 carried forward project to repair the concrete block wall on the west side of War Memorial Park was completed this year for approximately \$2,500 leaving a surplus of \$12,500.
- The anticipated cost of the cenotaph wall repair is in the magnitude of \$15,000 - \$25,000.

Angela Lochtie
Treasurer/Deputy Clerk

**Background:**

- The retaining wall on the Pembroke Street side of War Memorial Park was constructed several decades ago. Evidence shows that it has been repaired in the past, but it has now deteriorated from the inside out and from behind the wall itself.
- It has now become a danger to pedestrians using the sidewalk and to the users of War Memorial Park. Temporary support has been done to protect pedestrians.
- Options for dealing with the deterioration and safety issues with the wall were had with the Director of Parks & Recreation, the CAO and the CBO.

Discussion:

- The scope of the repair will include the demolition of the existing wall and the installation of a new precast concrete wall similar to the decorative walls used on the downtown connectors (i.e. Victoria St, Alexander St, Agnes St).
- The Operation Department has retaining wall blocks in stock from a previous project, but would need to purchase additional caps will to complete the installation.
- Some drainage works from War Memorial Park will also be completed at this time.
- It is anticipated to install a railing on the wall for code compliance as may be required.
- Detailed estimates for the work are being done, and procurement will be completed meeting the City's procurement policy.

Alternatives Considered:

- Remove the wall in its entirety and not replace. This would mean we would need to slope the grass back significantly into the park from the sidewalk, negatively impacting trees, neighbouring property, and the use of War Memorial Park.

Strategic Plan Impact:

The City's vision to ensure infrastructure in good condition and a Downtown that is thriving and vibrant.

Attachments:

Existing Retaining Wall – War Memorial Park PDF

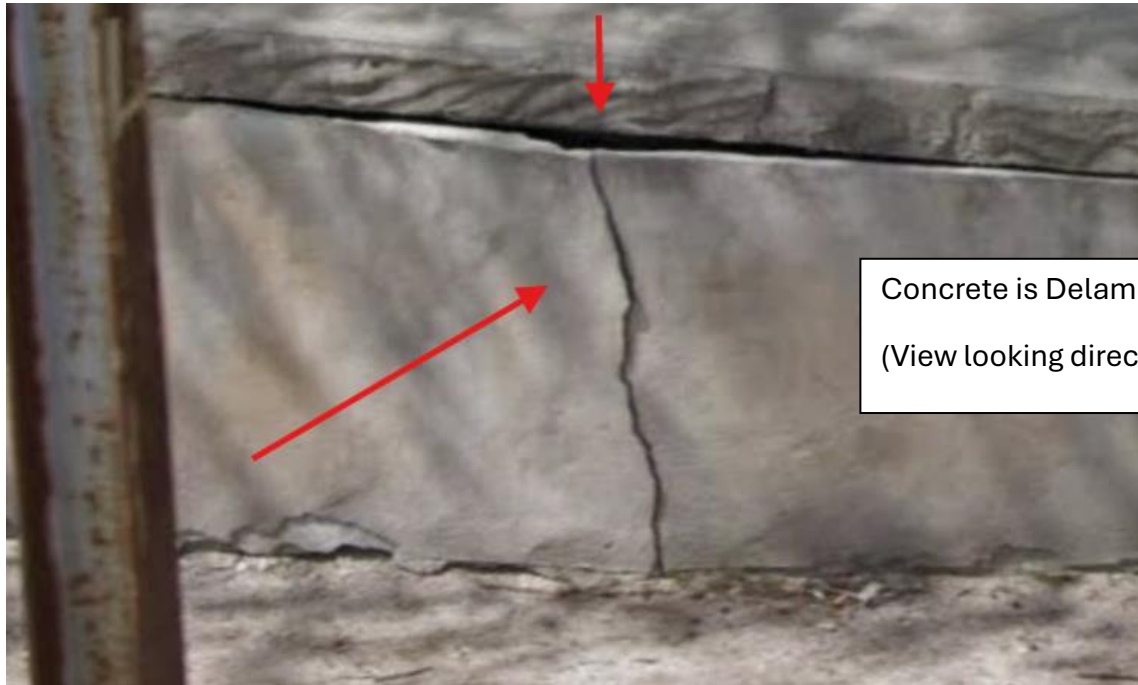
Deterioration of Wall – War Memorial Park PDF

Example of New Retaining Wall for War Memorial Park PDF

Respectfully submitted,



Brian Lewis, Director
Operations Department



Concrete is Delaminating
(View looking directly at the wall)



Delaminating Concrete
(Side view)

This section of the wall outlined in yellow will be replaced with a precast retaining wall

This section of the wall outlined in red will be eliminated





Example of new retaining wall



Committee Report

To: Choose an item.
Combined Committee

From: Brian Lewis, Director
Operations Department

Date: 2025-08-12

Subject: **Isabella Catchment Area #2 – Moffat Street – Renfrew Street to Mary Street -Tender Contract No. 2365-1**

Recommendation:

That the Combined Committee endorse and recommend to Council approval of the following:

- Isabella Catchment Area #2 – Moffat Street – Renfrew Street to Mary Street -Tender Contract No. 2365-1 be awarded to Bonnechere Excavating Inc, in the amount of \$2,140,869.56 plus HST; being the lowest responsive and responsible bidder; and
- Approval of additional expenditures in the amount of \$300,000.00 for a contingency allowance; and
- The total value of the recommendations equal \$2,440,869.56 plus applicable HST.

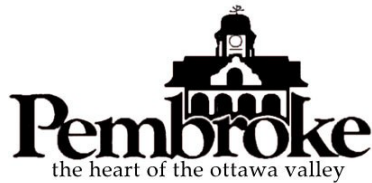
CAO Review:

The CAO concurs with the recommendation of this report.

David Unrau, P.Eng., PMP

Financial Comment :

- As part of the 2025 Capital Budget, a budget of \$3,604,416.00 was identified for the Isabella Catchment Area Phase 2 construction.
- Total project costs as tendered for the Isabella Catchment Area #2, including contract administration, construction, additional expenditures and net HST total \$2,602,004.67.
- The above includes the award of Contract Administration Services to Ainley Group based on the quoted values submitted in their design and contract administration proposal.



Angela Lochtie
Treasurer/Deputy Clerk

Background:

- The contract was publicly advertised and tendered with one (1) bid received.
- Tenders were opened after 2:00:59 p.m. on Thursday, July 31, 2025, and were evaluated by the City's Purchasing Manager/Deputy Treasurer and Manager of Operations.
- Ainley Group, the design consultant for the project, reviewed and analyzed the bids.
- Tenders were opened publicly and broadcast virtually with bidders in attendance. All bidders were provided with unofficial bid opening results following the tender opening.
- Bids were received as follows:

Bonnechere Excavating Inc	\$2,140,869.56
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- The date of completion for this project is November 7, 2025.

Discussion:

- The project includes the complete reconstruction of sanitary, storm, and water infrastructure as well as road, curb and sidewalk construction to upgrade this portion of Moffat Street to an urban standard road.
- The road reconstruction to urban standards, incorporates both hard and soft landscaping, over an approximate length of 180 meters on Moffat Street (between Renfrew Street and Mary Street). This is phase 2 of a multi-phase project aimed at improving the Isabella Street catchment areas' storm infrastructure.

Alternatives Considered:

- As this tender came within the project budget, alternatives being considered are an increase in project scope using the submitted unit rates, should that be practical within the established design for future phases.

Strategic Plan Impact:

- In keeping with the strategic plan for the City with infrastructure and facility renewal with the replacement of our aging infrastructure, limiting disruption to users of the water and sanitary distribution systems.

Attachments:

- N/A



Respectfully submitted,

Brian Lewis, Director
Operations Department



Committee Report

To:

Combined Committee

From:

Brian Lewis, Director
Operations Department

Date:

2025-08-12

Subject:

Paul Martin Drive/ River Road Resurfacing – Phase 1 (City Limits to Town Line Road) -Tender Contract No. 26-0697-01

Recommendation:

That the Combined Committee endorse and recommend to Council approval of the following:

1. Paul Martin Drive/ River Road Resurfacing – Phase 1 (City Limits to Town Line Road) tender Contract No. 26-0697-01 be awarded to Bonnechere Excavating Inc., in the amount of \$1,091,905.08 plus HST; being the lowest responsive and responsible bidder; and
2. Approval of additional expenditures in the amount of \$50,000.00 for a contingency allowance.

The total value of the recommendations equal \$1,141,905.08 plus applicable HST.

CAO Review:

The CAO concurs with the recommendation of this report.

David Unrau, P.Eng., PMP

Financial Comment :

- As part of the 2025 Capital Budget, the City allocated a budget of \$195,025.00 for its portion of the Paul Martin Drive/ River Road Resurfacing – Phase 1 (City Limits to Town Line Road).
- The Provincial and Municipal combined project costs, as tendered for Paul Martin Drive/ River Road Resurfacing – Phase 1 (City Limits to Town Line Road), including contract administration, construction, additional expenditures and net HST total \$1,266,227.67.



- Based on the funding agreement, the City's portion of the Phase 1 works is \$126,622.77, the remainder of the project is funded under the provincial contribution which comes out of the Province's total maximum contribution of \$3,000,000.00
- The above includes the award of Contract Administration Services to Egis Canada Ltd. based on the quoted values submitted in their design and contract administration proposal.

Angela Lochtie
Treasurer/Deputy Clerk

Background:

- The contract was publicly advertised and tendered with five (5) bids received.
- Tenders were opened after 2:00:59 p.m. on Thursday, July 31, 2025, and were evaluated by the City's Purchasing Manager/Deputy Treasurer and Manager of Operations.
- Egis Canada Ltd., the design consultant for the project, reviewed and analyzed the bids.
- Tenders were opened publicly and broadcast virtually with bidders in attendance. All bidders were provided with unofficial bid opening results following the tender opening.
- Bids were received as follows:

Bonnechere Excavating Inc	\$1,091,905.08
Thomas Cavanagh Construction	\$1,246,290.81
McCrea Excavating	\$1,268,637.00
GIP Paving	\$1,329,444.00
Greenwood Paving	\$1,372,349.07

- The Bonnechere Excavating Inc bid included a minor mathematical error. The corrected amount is in the table above.
- The date of completion for this project is November 14, 2025, but consideration may be granted to allow for the separation of work into two stages if required. Stage two, for bridge works, will have a completion date of June 19, 2026.

Discussion:

- Works for this phase will include paving from City limits to the intersection of Townline Road along with the rehabilitation of the outfall on the west side of the Olympic Bridge. Due to potential supply constraints, the bridge works may be separated from the paving works with consideration given for an extension of these works being completed by June 19, 2026.



- This project is part of a larger resurfacing and road rehabilitation three phase project for the Highway 41/148 Connecting Link from the City limits on Paul Martin Drive, along River Road, to the intersection of Metcalfe St and Mackay St.
- The City received Provincial grant funding for this project of 90% of eligible costs at the maximum of \$3,000,000.

Alternatives Considered:

- This a provincially funded project, if not awarded, the City could be at risk of losing the funding for this project.
- Deferring would delay future phases of the project as well as the cause a delay on the phases of the River Road Catchment Area Watermain project as phase 3 of each project are to be completed during the same construction year.

Strategic Plan Impact:

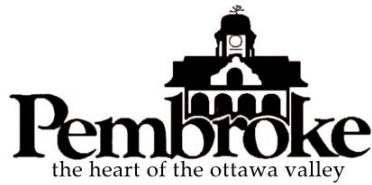
- In keeping with the City's vision to ensure our infrastructure is in good condition and with no major failures requires this infrastructure rehabilitation work.

Attachments:

- N/A

Respectfully submitted,

Brian Lewis, Director
Operations Department



Committee Report

To: Mayor Ron Gervais
Combined Committee

From: David Unrau
Chief Administrative Officer

Date: 2025-08-12

Subject : **Amendments to 50+ Senior Active Living Center Agreement**

Recommendation:

That the Combined Committee endorse and recommend to Council approval of the following:

1. Approval of the proposed amendments to the agreement with the 50+ Senior Active Living Center; and
2. Direct staff to conduct a review of the agreement between the City of Pembroke and the 50+ Senior Active Living Center

CAO Review :

N/A

Financial Comment:

N/A

Background:

A revised agreement was sent to the 50+ Senior Active Living Center for their signature to cover the period from 2024 to 2027.

Discussion:

The center has recently changed executive. The new executive met with the Mayor and CAO and requested the following changes be made to the agreement to better reflect the relationship and activities at the center:



Replace the Programs paragraph from:

Generally, the 50+ Center will offer adults 50 years and over a meeting place where they can participate in the following programs/activities designed to promote their health and happiness, engage in recreational pursuits and enhance their creativity, all in support of seniors residing within the City of Pembroke to be undertaken by the 50+ Center during the duration of this agreement:

- a. arts and craft lessons (i.e. ceramics, oil & water colours painting, drawing, etc.)
- b. card groups (i.e. bridge, cribbage, euchre, etc.)
- c. computer lessons (i.e. basic computer skills, iPad/tablet session)
- d. clubs (book club, chat café, etc.)
- e. fitness and activities (i.e. Tai Chi, yoga, hikes, snow shoeing, etc.)
- f. games (i.e. darts, carpet bowling, bingo, bunco, shuffleboard, etc.)
- g. seminars (i.e. Lunch 'n Learn, CPR/Emergency First Aid, Essential Oils, etc.)
- h. Social and Fundraising Events (i.e. dining out, movie matinee, trips, etc.)
- i. Seniors Center Without Walls (SCWW) open to members and public participation
- j. Zoom activities in partnership with local health networks

New paragraph:

The 50+ Centre connects older adults with community programs and services and offers a meeting place with which to participate. They offer programs and activities for adults 50 years and over designed to provide new and ongoing opportunities to encourage social interaction, physical and mental wellness, and a more active lifestyle for all. The 50+ Center, in partnership with the City, during the duration of this agreement will provide the following programs:

- a) Physical Activities and Sports (various yoga, various daily exercise classes, Tai Chi...)
- b) Arts and Crafts (various paint mediums, drawing, card making, felting...)
- c) Cards and Games (bridge, cribbage, euchre, chess, puzzles, carpet bowling, darts...)
- d) Educational Activities (speaker series, computer training, book club...)
- e) Dining Activities (tea socials, luncheons, special occasions...)
- f) Social Activities (dining out, trips...)
- g) Seminars (wellness briefings, lunch 'n learn, financial literacy, wills and death...)

Also add in a new paragraph to reinforce the partnership and align with the City of Pembroke Strategic Plan:

The Center will provide the City's Parks and Recreation Department their annual program to ensure efficiency, optimize resources, and avoid duplication of services across the City. The collaborative plan will be reviewed annually to incorporate feedback, adapt to emerging community needs, and refine program delivery for continuous improvement.



Finally, the Term will be changed to January 1, 2025 and concluding on the December 31, 2028.

Alternatives Considered:

None

Strategic Plan Impact:

Aligns with the underlying principles of Develop and Maintain Critical Partnerships as well as Recognizing Equity, Diversity and Inclusion.

Attachments:

None

Respectfully submitted,

David Unrau
Chief Administrative Officer