

TOWN OF FORT FRANCES

Operations and Facilities Executive Committee

AGENDA - May 17, 2017, 8:30 AM

MEETING - Civic Centre

Session #007

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1. <u>Call to Order</u>	
2. <u>Disclosure of pecuniary interest and the general nature thereof</u>	
3. <u>Approval of Previous Committee Minutes</u>	
3.1 Minutes from the previous meeting of this committee on May 3, 2017	2 - 3
4. <u>Non-agenda Items</u>	
5. <u>In-Camera</u>	
5.1 Personal matters about an identifiable individual, including municipal or local board employees; Item 5.1 - A Waste Management By-Law Issue.	
6. <u>Items Referred from Council</u>	
6.1 Request for Support - 2017 Fort Frances Canadian Bass Championship	4 - 8
7. <u>New Business</u>	
7.1 Adoption of an Asset Management Policy and the State of Maturity Report	9 - 25
7.2 Award of Tender 17-OF-07 - Road Reconstruction, Watermain and Sewer Replacement - materials to be distributed prior to meeting.	
8. <u>Information</u>	
8.1 Fort Frances Wastewater Treatment Facility April 2017 Monthly Report	26 - 32
8.2 Aircraft Statistics 2017 - as of May 15, 2017	33 - 34
8.3 2017 Tonnage at the Landfill Site - updated May 15, 2017	35
9. <u>Adjourn / Next Meeting Date</u>	

TOWN OF FORT FRANCES

MINUTES

SESSION NO. #006

May 3, 2017

The meeting of Operations & Facilities Executive Committee of the Town of Fort Frances was held in the Civic Centre on May 3, 2017 from 8:30 a.m. to 9:06 a.m.

PRESENT: Paul Ryan, Chairperson, Ken Perry, June Caul, Doug Brown, CAO and Travis Rob

ALSO PRESENT: Mayor Roy Avis

1. Call to Order

The meeting was called to order at 8:30 a.m.

2. Disclosure of pecuniary interest and the general nature thereof

None

3. Approval of Previous Committee Minutes

3.1 Minutes from the previous meeting on April 17, 2017 - the minutes were approved as amended.

4. Non-agenda Items

None

5. New Business

5.1 March 2017 Drinking Water Systems Monthly Summary Report - the summary report for March 2017 was reviewed and approved as circulated.

6. Outstanding Items

6.1 Award of Tender 17-OF-05 - Rainy Lake Square - option #3 was selected and recommended to Council. Clear notification of the removal of trees on the 200 block of Scott Street was added to the recommendation to Council.

6.2 Award of RFP 17-OF-06 - 5 Year Maintenance Agreement for Municipal Property - was approved as recommended.

7. Information

7.1 Sewer & Water Data for 2017 - updated April 27, 2017 - was reviewed and will be forwarded on to Council as information only. No action required.

8. Adjourn / Next Meeting Date

The meeting was adjourned at 9:06 a.m.

Executive Committee Chair

T. Rob, Manager of Operations & Facilities

May 16, 2017

Report To: Administration and Finance Executive Committee

From: Operations and Facilities Executive Committee

RE: Request for support – 2017 Fort Frances Canadian Bass Championship

Fort Frances Canadian Bass Championship Inc. wrote a letter to Mayor & Council requesting in-kind services and support for the up-coming Bass Tournament in July of 2017. Please find attached a letter dated May 8, 2017 from FFCBC co- chairmen; Mr. Wayne Allen & Jim Cuthbertson, I have taken the liberty to comment **only** on items related to the Operations & Facilities Division;

Continued Operational Assistance;

Item 2) **Supply of Picnic Tables** - the Town will provide picnic tables where the FFCBC tournament volunteers will be responsible to have the picnic tables delivered to the event site, properly located within the site and returned after the event. Co-ordinate through Travis Rob, Operations & Facilities Manager at 274-9893 or Trevor McKinnon, Parks Working Foreman at 276-5761.

Item 4) **Use of Four Barricades** – the Town will deliver 4 barricades to the Sorting Gap Parking lot prior to the event and will pick them up after the event. Co-ordinate through Milt Strachan at 275-5255.

Item 9) **Allow the Tournament to attach pennants, signs & banners to streetlight poles, fencing and other creative places with the assurance that no damage will be done to the infrastructure and the material will be promptly removed.** The installation of banners, signs & pennants should not create a safety hazard to pedestrians walking or riding bikes along the Waterfront walkways. Also motorists' sight lines or vision should not be obstructed when driving along Front Street. Ensure that the same method of attaching the banners, signs & pennants to the streetlight poles as in 2016 is utilized in 2017.

Item 11) **Requesting assistance from the Town of Fort Frances with the setting up of the tent on July 14th and taking down the tent on July 24th.** In past O&F Division Staff have assisted in the set up & take down of the Main Event Tent – 4 PW workers and 4 Parks workers provided assistance in installing/removing the perimeter support pegs and installing/removing the large main tent poles. Each worker puts in approximately 12 hours providing assistance with installing/removing the main event tent. Staff again will be allocated to assist in the setup and takedown of the tent in 2017, Co-ordinate through Milt Strachan at 275-5255

Other divisions within the Town's organization will deal with all other items outlined in the letter dated May 8, 2017.

The Operations & Facilities Executive Committee recommends the following;

- 1) That the Operations & Facilities Division continues to provide in-kind services and materials for items No. 2 & 4 as outlined in the May 8, 2017 letter from FFCBC co-chairmen, Wayne Allen & Jim Cuthbertson;
- 2) That permission is granted to the FFCBC organization in regards to item No.9 in accordance with the guidelines listed above.

- 3) Assist in the set up & take down of the Main Event Tent - the O & F division workforce – 4 PW workers and 4 Parks workers will provide assistance in installing/removing the perimeter support pegs and installing/removing the large main tent poles. Each worker puts in approximately 12 hours providing assistance with installing/removing the main event tent.

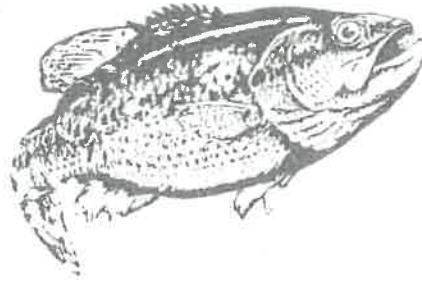
Respectfully submitted,

Paul Ryan, Chairman

Operations & Facilities Executive Committee

2017MayFFCBCRequest

Fort Frances



**Canadian
Bass Championship Inc.
P.O. Box 531
Fort Frances, ON
P9A 3M8**

May 8, 2017

Mayor and Town Council

**Town of Fort Frances
P.O. Box 38
Fort Frances, Ontario
P9A 3M5**

Re: Fort Frances Canadian Bass Championships and Teen Dance (July 19th - July 22nd, 2017)

Dear Mayor and Councillors:

The FFCBC directors sincerely appreciate your significant contributions to facilitate the 2017 event. The Town of Fort Frances is a valued sponsor of the FFCBC since its creation in 1995.

We respectfully request the following support from the Town of Fort Frances:

- 1) Designate, in writing, the "Fort Frances Canadian Bass Championship Live Release Tournament" as a significant municipal festival & event.**
- 2) Authorize use of the Memorial Sports Centre Stage, Tables, Chairs & Town picnic tables. FFCBC will arrange for pick-up and return.**
- 3) Supply the FFCBC with the necessary documents to facilitate closing road to accommodate tent. Requesting road closure at the Sorting Gap Marina for the period of July 14th to July 24th inclusive.**

- 4) We submit a request to the Town of Fort Frances for the use of four barricades for the use at the Sorting Gap.
- 5) The FFCBC will be filling out a building permit application for the erection of the tent, we ask the town look at any charges associated.
- 6) Provide us, early in July, with list of Sorting Gap Marina slip lessees. We will contact the lessees with a formal request for the possible use of their slips during the tournament.
- 7) Waive launch fees for tournament competitors and volunteers from July 20th to 23rd . We will provide the Sorting Gap Marina staff with a list of tournament anglers and names of volunteers (spotters, catch & release and photography boats) who plan to launch there.
- 8) Authorize the temporary installation of poles and flags on the concrete pylons and edges of the launch ramp, as in previous years.
- 9) Allow the tournament to attach pennants, signs and banners to street light poles, fencing and other creative places with the assurance that no damage will be done to the infrastructure and the material will be promptly removed after the event.
- 10) Provide the Director of Tournament Operations and the Director of Site & Facilities with a dock key.
- 11) Requesting assistance from the Town of Fort Frances with the setting up of the Tent on July 14th and the taking down of the Tent on July 24th.

We look forward to discussing our request in greater detail at your convenience and invite any Town Councillor to any FFCBC board meeting.

Respectfully,
Wayne Allen, Co-Chairman
Jim Cuthbertson, Co-Chairman

2017 FFCBC Board of Directors

Wayne Allen	Co-Chair/Bar Operations
Nikki Paddock	Teen Dance
Kathy Cuthbertson	Food Court
Jim Cuthbertson	Co-Chair/Site & Facilities
Greg Gustafson	Treasurer/Angler Registrations
Paul Jewiss	Anglers' Representative
Kevin Cawston	Fish Care
Eric Kaufman	Weigh Master
Jeanette Cawston	Volunteers Co-ordinator
Troy Norman	Director
Robin Reid	Director

THE TOWN OF FORT FRANCES

Section: Operations and Facilities

Policy: Asset Management

Creation Date:	May 2017
Revised Date:	N/A
Resolution Number:	TBD
Supersedes Resolution Number:	N/A
Policy Number:	4.28

Purpose:

The purpose of this policy is to provide leadership and guidance for the Town of Fort Frances to ensure the strategic development of its infrastructure asset management program, including roles and responsibilities. The policy will facilitate logical and informed decision-making for the management of the municipal infrastructure to support the delivery of sustainable community services.

Background:

A comprehensive approach to infrastructure asset management will ensure levels of service (LOS) are being delivered in the most efficient and effective manner and that due regard and process are applied to the long-term management and stewardship of the Town's capital infrastructure assets. This document will provide a high-level statement of the organization's approach, principles and expectations related to asset management and will provide a focus for the creation, implementation, sustainment and continuous improvement of the Town's asset management program.

Alignment with Strategic Plan

This asset management policy aligns with and supports the 2015 Town of Fort Frances' *Strategic Plan*.

This policy directly aligns with the strategic initiative *Item # 16 – Investigation of Accelerating Infrastructure Renewal Program*. As provided within *Progress Report # 2, February 2017*, *Item # 16* is being addressed through the retention of Public Sector Digest, over a two year period, to assist in the development of robust asset management programs and to deliver an updated Asset Management Plan covering all assets in accordance with the new Provincial regulation.

Also, good asset management programs will support the Town's Mission through the development of business processes and practices that will assist in the achievement of safe and sustainable infrastructure services that will in turn improve the quality of life and promote growth and prosperity within the Town.

Policy Statement:

The Town of Fort Frances will implement an enterprise-wide asset management program through all Town divisions. The program will promote lifecycle management of all infrastructure assets, including lowest total cost of ownership and will define the provision of levels of service while balancing customer expectations with overall cost and business risk. The program will be based on continuous improvement with the goal of implementing industry best practices across all asset types and throughout the organization.

The program will include:

1. An asset registry

The asset registry, or centralized asset database, will maintain an inventory of the Town's capital assets including unique ID, description, location information, their value (both historical and replacement), performance characteristics and/or condition, estimated remaining life and estimated repair, rehabilitation or replacement date; and estimated cost for the repair, rehabilitation or replacement.

2. Asset management plans

Updated asset management plans will be developed to incorporate all infrastructure categories. The plans will leverage the data in the registry and known best practices to identify and implement improvements in business processes in order to balance a level of service that meets Citizen expectations with the costs and risks associated with providing the service. The asset management plans should be updated on a biennial basis to promote, document and communicate continuous improvement of practice.

3. Continuous improvement protocols

Elements to be reviewed and advanced include:

- **Data as the foundation for the process**

Valid, defensible data is the foundation of good decision-making. It is essential to collect complete and accurate data for all municipal infrastructure and to maintain this accuracy and currency over time.

- **Condition assessment protocols**

Municipalities need to have a clear understanding regarding the performance and condition of their assets, as all management decisions regarding future expenditures and field activities should be based on this knowledge

- **Risk and Criticality Models**

Risk and criticality models and analysis are key elements of proper asset management practices and programs. Through their use, an asset manager can determine which infrastructure is critical to the organization and can also rank and rate the level of business risk associated with all of the infrastructure stock. This becomes invaluable when limited internal resources are being used to try and address a significant number of field needs or priorities.

- **Lifecycle Management**

Proper lifecycle management of infrastructure components, networks, and portfolios will assist in establishing budgets and make the best use of public funds. The types of preventative maintenance, rehabilitation and replacement activities and the timelines for application for each asset class will be reviewed.

- **Financial Strategy**

The two main risks to financial sustainability for municipalities are providing levels of service that do not reflect fiscal capacity and the cost of infrastructure. As a result, in order for an asset management program to be effectively implemented, it must be integrated with financial planning and long-term budgeting, identifying the need for senior government funding.

- **Level of Service Frameworks**

Desired levels of service are high level indicators, comprising many factors that establish defined quality thresholds at which municipal services should be supplied to the community. They support the organization's strategic goals and are based on citizen expectations, statutory requirements, standards, and the financial capacity of the municipality to deliver those levels of service.

4. Performance Metrics and Reporting

Performance metrics and reporting tools will be developed to transparently communicate and display the current state of practice, including service levels achieved, within the organization and to assist with the path of continuous improvement moving forward.

Roles and Responsibilities

Council

- Approve the asset management policy and direction of the asset management program
- Approve future amendments to the asset management policy
- Ensure that adequate resources are available

Senior Management Team (Asset Management Steering Committee)

- Will provide corporate oversight to the goals and directions of this Policy.

- Will ensure the asset management program aligns with Town of Fort Frances' 2015 *Strategic Plan*.
- Track, analyze and report on asset management program benefits

Project Lead (Operations and Facilities Division)

- Provide corporate wide leadership in asset management practices and concepts
- Provide asset management steering committee and divisional staff coordination
- Coordinate and track asset management program implementation and progress

Divisional Staff

- Utilize the new business processes and technology tools
- Participate in implementation task teams as part of the asset management development
- Provide support and direction for asset management practices within their division

Principles:

Holistic

Taking a comprehensive approach to asset management that looks at the 'big picture' and considers the combined impact of managing all aspects of the asset lifecycle.

System Focused

Considering the assets in their asset system context, in terms of the different assets and their interrelationships, as opposed to optimizing individual assets in isolation.

Systematic

Adopting a formal, consistent, repeatable approach to the management of infrastructure assets, will enable services to be provided in the most cost effective manner.

Innovative

Continuous improvement will be a key part of our asset management approach and will focus on driving innovation in the development of tools, techniques and solutions.

Forward Looking

Making the appropriate decisions and provisions to better enable our assets to meet the challenges of future citizen expectations, legislative requirements and climate change.

Risk-based

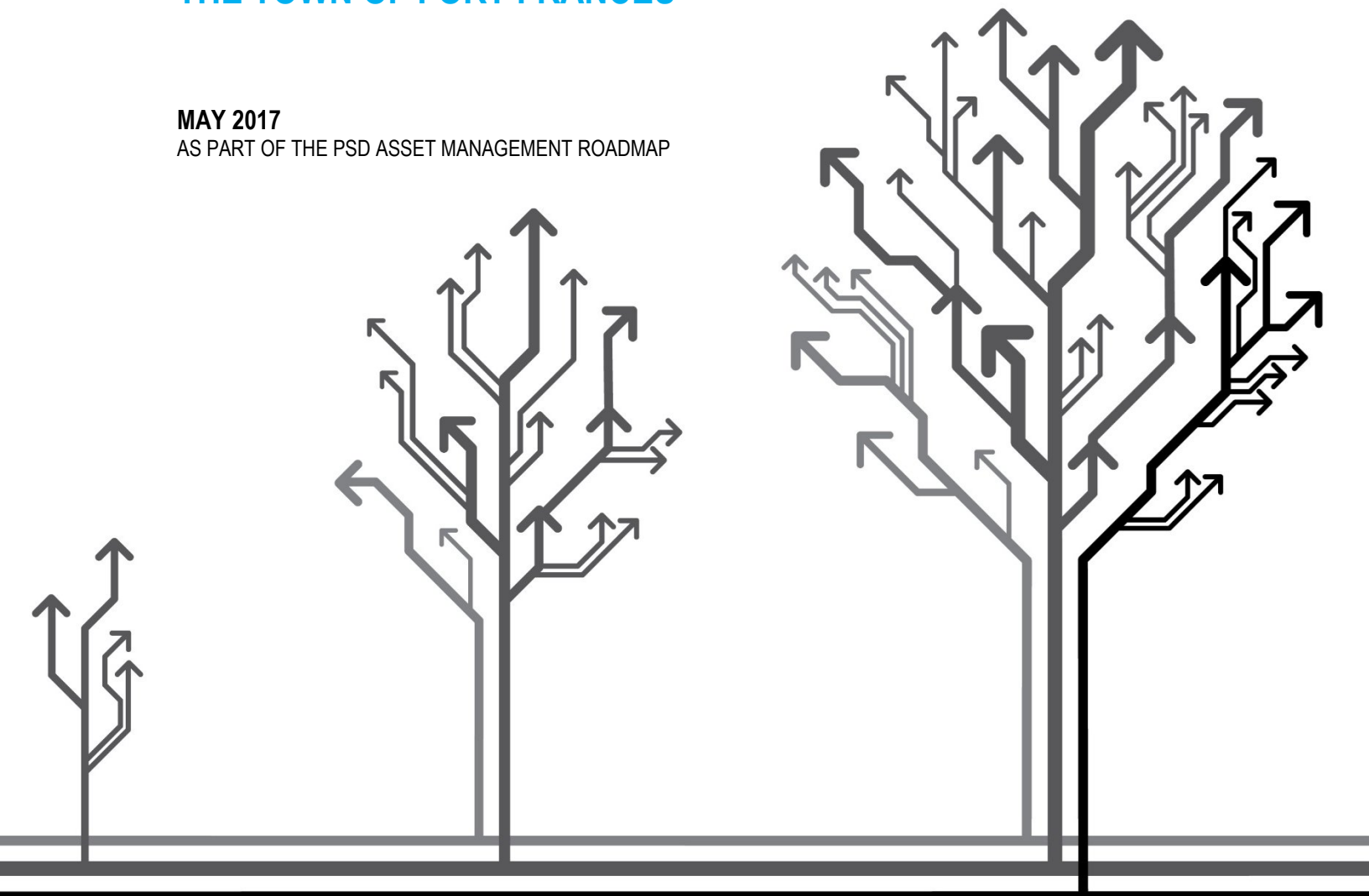
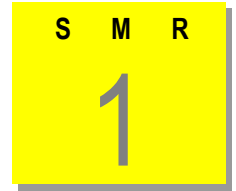
Managing the asset risk associated with attaining the agreed levels of service, focusing resources, expenditures and priorities based upon risk and the corresponding cost/benefit

Citizen Focus

Having clearly defined levels of service and providing assurance to our citizens by adhering to good, or where proven cost effective, best practice asset management processes and systems, supported by continually improving confidence in our asset data and achieving citizen satisfaction at the defined level of service.

THE
CURRENT
STATE OF
MATURITY REPORT
FOR
THE TOWN OF FORT FRANCES

MAY 2017
AS PART OF THE PSD ASSET MANAGEMENT ROADMAP



PUBLIC SECTOR DIGEST

INTELLIGENCE FOR THE PUBLIC SECTOR.

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1.0 Introduction

1.1 Background and Objective

Asset management is a sophisticated, coordinated, cross-disciplined effort, under which the performance, risks, and costs of an asset over its entire life cycle are taken into account. It involves the acquisition of infrastructure types, defining best use, outlining maintenance and rehabilitation procedures, and scheduling disposal or replacement, all with the intention of delivering the optimal value and level of service for the community at large.

The Asset Management Roadmap is a multi-year, collaborative strategy designed by PSD to accelerate and facilitate the development and augmentation of a municipality's asset management practice. Its major components include:

1. State of Maturity Report (SMR)
2. Corporate Asset Management Policy
3. Condition Assessment Protocols
4. Risk Models
5. Lifecycle Activity Models
6. Deterioration Curve Design
7. Asset Strategies and Decision Models
8. Budget Scenarios
9. Levels of Service Models
10. Robust Strategic Asset Management Plan

The Town of Fort Frances has retained the PSD to develop and implement the Asset Management Roadmap. The first phase of the Asset Management Roadmap is to generate a current state of maturity report. The current state of practice relating to the components listed below is analyzed against industry best practices and a series of recommendations are brought forward in order to raise the level of asset management maturity within the Town.

1. Organizational Cognisance
2. Data and Information
3. Condition Assessment Protocols
4. Risk and Criticality Models
5. Lifecycle Management
6. The Financial Strategy
7. Levels of Service Framework

The SMR also outlines overarching strategies to achieve higher levels of maturity. It also informs the design and development of additional components as part of the Roadmap. The recommendations within this report relate to what will be delivered to the Town of Fort Frances through the course of the Asset Management Roadmap.

1.2 Methodology

To facilitate the current state of asset management maturity report, PSD staff have implemented two methodologies: Asset Management Self-Assessment Tool (AMSAT), and a series of stakeholder interviews.

Asset Management Self-Assessment Tool (AMSAT)

AMSAT, implemented in a survey format, relies on a series of questions across specific categories that have been established through international standards and processes identified as the requirements of a successful asset management program. Municipal staff from various divisions within the Town of Fort Frances, including the CAO, Operations and Facilities, Finance and Community Services completed this survey. The results are compiled within the body of this report and were also used to make key recommendations.

Stakeholder Interviews

In addition to the AMSATs, additional information was gathered through a series of in-depth meetings with key stakeholders for each asset group, including Finance and Community Services, but mainly Operations & Facilities, who are either directly involved or support the delivery of an asset class. The results, and the information, were used for clarification and, once again, are compiled within the body of this report and also used to make key recommendations.

1.3 Scope

The scope of the current state of maturity report includes all divisions involved with the management or financing of the large municipal asset infrastructure categories:

- Road Network
- Bridges
- Water
- Sanitary
- Storm
- Facilities
- Parks

The scope of this initiative does not include smaller asset classes such as vehicles, equipment, IT, etc.

1.4 Limitations

This assessment methodology is not fully consistent with the specifications of ISO 55000, the international standard for asset management, and therefore, would not lead to full ISO compliance. However, the approach and methodology follows and utilizes the key components of asset management assessment as established by ISO 55000 and will supply a solid foundation should the municipality wish to pursue ISO certification in the future.

2.0 Current State of Practice

2.1 Overview

Fort Frances is a town situated in the Rainy River District in Northwestern Ontario. The Population as of 2016 census was 7,739. It's located on the international border with the United States where Rainy Lake narrows to become Rainy River. The Town is the third largest community of Northwestern Ontario after Thunder Bay and Kenora.

The Town provides core public infrastructure in the form of a transportation network, comprised of roads, bridges, sidewalks and associated appurtenances and a water, waste water and storm water system. These services give the community a range of options for moving about in a safe and efficient manner and provide a potable water distribution service, and a waste water and storm water collection service to the residents of the Town. In addition to core public infrastructure, the Town is also responsible for numerous administration and community facilities, parks, and trails.

2.2 Organizational Cognisance

Organizational cognisance, within this report, relates to the degree to which asset management is both understood and prioritized by both senior management and Council.

Through the AMSATs and staff interviews, it was determined that there is an advanced level of understanding with regards to asset management (AM) at both the senior management and Council levels. This is a higher level of cognisance in comparison to other municipalities in PSD's Roadmap portfolio, especially amongst smaller sized communities. There is also consensus that infrastructure and AM as a priority is at least at an intermediate level of urgency.

In recent years, AM has become a priority at the Council level, partly due to the development of the first Asset Management Plan in 2013 to meet the provincial requirement, and AM as a program is starting to be prioritized by the senior management level down through the municipality. AM has also been linked to the Town's list of Strategic Planning Initiatives (*Item #16 – The Investigation of Accelerating Infrastructure Renewal Programs*) and is being used to advance the overall infrastructure and financial planning of the Town. Furthermore, Item # 16 has been actioned by Council, through the retention of Public Sector Digest, to assist with the development and implementation of robust asset management programs across all infrastructure asset classes.

Fort Frances is advanced in this area relative to other Ontario municipalities interviewed by PSD.

2.3 Organizational Capacity

High organizational capacity to undertake asset management includes adequate human resources, staff knowledge, and a cross-functional team working together.

Through the AMSAT and staff interviews, it was determined that the municipality's capacity to develop asset management was at an intermediate level at Fort Frances. This coincides with municipalities within our sample set. There is significant staff knowledge present for the day to day management of individual infrastructure categories, however, limited knowledge of advanced asset management techniques and practices. Also, the human resource availability and adequacy for the purpose of asset management is currently trending from a basic to an intermediate level.

Currently, there is 1 FTE within Operations and Facilities dedicated to data capture and G.I.S. mapping of core infrastructure and an intern position is to be hired in May, dedicated to the asset management program (funded 75% from available grants). Otherwise, there are no dedicated staff within the divisions dedicated to the ongoing management and implementation of the asset management program. In general, without additional staff resources, the municipality will have to rely on industry consultants to further develop the asset management program to ensure that existing staff resources are not stretched beyond their feasible limits. Without future adjustments, both the lack of financial and human resources will continue to impede the progress of Fort Frances asset management programs

In addition, there is no structured asset management committee in place, however, a cross functional collection of staff at the senior management level do meet throughout the year as part of the capital budget process.

2.4 Infrastructure Data / Information

Roads

The road network main inventory data cache is maintained in CityWide®, the municipality's asset management and centralized data repository application. In addition, a very good GIS database is maintained within Operations and Facilities. There is some work required to synchronize the GIS and CityWide system road segments which is currently underway. Fort Frances has a high degree of confidence in its data. The municipality has developed an intermediate level hierarchy for its roads assets, comprising of material, length, road classification, acquisition date, and 2002 condition data. It was noted that the replacement values within the database for the roads segments and network require an update.

As stated above, the last road network condition assessment was captured in 2002, as a *Roads Needs Study*, and is recognized to be substantially out of date. In addition, an *Active Transportation Plan* was completed in 2011, and as per a typical master plan produced project listings with high, medium and low priority. Currently there is no other systematic condition assessment protocols in place for the road network that are completed on a cyclical basis.

There are some good internal communications to bring forward field needs into the capital budget process as Operations and Facilities staff meet directly with Finance in this regard. However, the municipality does not rely on a risk framework for its capital spending decisions, nor does it have a systematic and methodological approach to long term rehabilitation and preventative maintenance requirements. Further, no lifecycle management techniques are employed for the longer term needs or brought forward to Council as part of a 5yr or 10yr capital budget. Currently a 1yr budget is presented.

Lastly, establishing levels of service (LOS) and their associated key performance indicators is central to any meaningful asset management program. Currently, and typical of municipalities across Ontario, LOS measures and thresholds have not been established.

Bridges

The municipality currently has three bridge structures with a span greater than 3m. The details of these structures are maintained within CityWide®, the municipality's asset management and centralized data repository application. There is very good detail captured for the bridge assets including bridge type, classification, replacement cost, acquisition date and current condition.

There are 2015 OSIM (Ontario Structure Inspection Manual) condition assessment records available for all three structures, with addition inspections scheduled for 2017.

As with the Road Network, the longer term needs and requirements of the bridge structures are not presented to Council as part of a 5yr or 10yr capital budget.

Storm

The municipality maintains its storm asset data in the CityWide® centralized data repository. In addition, a GIS database is maintained within Operations and Facilities, that synchronizes to the CityWide® storm records. The municipality has developed an intermediate level hierarchy for its storm assets, comprising of pipe type, length, diameter, acquisition date, and replacement cost.

There is currently no condition assessment program in place for the storm network or associated assets and no storm water master plan.

Similar to the other asset classes, there is no risk management protocols in place to assist with the prioritization of the budget and currently projects are only presented to Council on a one year basis. However, the municipality does align and coordinate the replacement of its failing storm mains with any road reconstruction projects.

Also, there are no LOS services measures or thresholds against which the municipality can gauge its performance year upon year.

Water

The municipality maintains its water asset data in the CityWide® centralized data repository. In addition, a GIS database is maintained within Operations and Facilities, that synchronizes to the CityWide® water records. The municipality has developed an intermediate level hierarchy for its watermain assets, comprising of pipe type, length, diameter, acquisition date, and replacement cost. In addition, there are some high-level records in the database relating to the Water Treatment Plant, with a replacement value of approximately \$23 million.

There are currently no condition assessment programs in place for the water distribution system. This is typical within the industry, as water networks are restrictive to inspection due to the constant presence of high pressure flow. The municipality does maintain a history of water main break records which can prove very useful to depict areas of weakness and potential future failures within the network.

Similar to the other asset classes, there is no risk management protocols in place to assist with the prioritization of the budget and currently projects are only presented to Council on a one year basis. However, the municipality does align and coordinate the replacement of its failing water mains with any road reconstruction projects.

Also, there are no LOS services measures or thresholds against which the municipality can gauge its performance year upon year.

Sanitary

The municipality maintains its waste water asset data in the CityWide® centralized data repository. In addition, a GIS database is maintained within Operations and Facilities, that synchronizes to the CityWide® waste water records. It was noted that the GIS database may actually be more up to date and accurate than the CityWide® database and that this should be investigated further.

The municipality has developed an intermediate level hierarchy for its waste water assets, comprising of pipe type, length, diameter, acquisition date, and replacement cost, lined (yes/no) and condition data for approximately 25% of mains at this time. In addition, there are some high-level records in the database relating to the Waste Water Treatment Plant, with a replacement value of approximately \$20 million.

There is currently an established 10 year CCTV camera inspection program in place for the inspection of the waste water mains, now in its 4th year. All condition data captured since 2013 has also been loaded into the GIS database. This data will be very beneficial, with continued capture, for future planning.

It should be noted that the waste water main replacement program has been accelerated with significant investments over the past number of years to address deficiencies within the network. Also, a significant amount of pre-planning work was brought forward for this initiative.

Similar to the other asset classes current projects are only presented to Council on a one year basis.

Also, there are no LOS services measures or thresholds against which the municipality can gauge its performance year upon year.

Facilities

There is no complete listing for Fort Frances facilities in the the CityWide® centralized data repository. Finance staff have a general listing of each facility within their database that is used for accounting purposes. However, there is no facility component level data (architectural, structural, electrical, mechanical and site components) captured within any current database.

There is currently no condition assessment program in place for the facility assets. The municipality does have a copy of high level insurance records for the larger facilities. Also, an energy audit was conducted in 2012 for the larger facilities, which could be useful for long term capital planning.

Similar to the other asset classes current projects are only presented to Council on a one year basis.

Also, there are no LOS services measures or thresholds against which the municipality can gauge its performance year upon year.

Parks and Recreation Assets

Similar to facilities, there is no complete listing for Fort Frances parks and recreation assets in the the CityWide® centralized data repository. Finance staff have a general listing of each asset within their database that is used for accounting purposes. However, there is no detailed component level data (playgrounds, sport fields, pathways, fencing, bleachers, etc) captured within any current database.

There is currently no condition assessment program in place for the parks and recreation assets. And similar to the other asset classes current projects are only presented to Council on a one year basis.

Also, there are no LOS services measures or thresholds against which the municipality can gauge its performance year upon year.

2.5 Asset Management Strategies

Asset management strategies should establish a set of planned management activities to prioritize and optimise infrastructure programs, manage risk and ultimately provide the total lowest cost of asset ownership. They include life cycle frameworks (when to do which field activity) and program and project risk management and prioritization techniques.

In general, across all asset categories, life cycle activity analysis is performed in Fort Frances at the project planning stage and not at the network need analysis stage within the municipality. In other words, there is no consistent framework that determines when a piece of infrastructure should have a rehabilitation intervention applied (e.g., resurfacing a road or re-lining a sewer main) as opposed to full reconstruction. There are some key steps taken towards a more proactive approach although not fully developed at this time. For instance, Fort Frances allocates \$20,000 per year for crack sealing, however, the program does not currently include a predetermined multi year list of when and where the work will be done.

In regards to project and program prioritization parameters, there are no overriding network-level risk frameworks or risk matrixes in place at the municipality. There are, however, some prioritization parameters in use that could be further developed to achieve a consistent approach. For instance, coordination of road/water/sanitary/storm requirements within the capital projects.

2.6 Financial Strategies

The development of comprehensive financial strategies and plan will allow Fort Frances to identify the financial resources required for sustainable asset management based on existing asset inventories, desired levels of service and all projected asset requirements.

The financial strategies within Fort Frances are currently developing with initial infrastructure life cycle requirements acquired through the 2013 AMP and current accounting protocols. However, while there has been reasonable analysis of short- and long-term capital and operating/maintenance requirements for capital assets, it is premised on an incomplete understanding of overall asset performance given the absence of field condition records.

The current budget process only generates a 1 yr budget, with no longer term 5yr or 10yr budget in place. Some reserves are being established, with any surpluses also dedicated to reserves, however, they are primarily based on what's available as opposed to any substantial sustainability analysis.

As further asset information becomes available (inventory, condition and field requirements), the short- and long-term budgets should be re-visited to address needs and to reassess overall affordability. Also, additional information in regards to asset management strategies and level of service options will further advance and optimize the budget processes within the municipality.

2.7 Level of Service

Similar to most municipalities throughout Canada, there are currently no holistic level of service models in place at the municipality for the various capital asset categories.

3.0 Current State of Maturity

In the following table, we summarize Fort Frances's proficiency on the six key components of asset management.

ASSET MANAGEMENT COMPONENT	PROFICIENCY LEVEL
Organizational Cognisance	Advanced
Organizational Capacity	Basic
Infrastructure Data/Information	Basic
Asset Management Strategies	Basic
Financial Strategies	Basic
Level of Service	Basic

4.0 Recommendations

4.1 Organizational Cognisance

- Continue the practice of bringing asset management advancements and reporting forward to council
- Continue to develop the connections between asset management plans and programs to the key strategic planning documents and reports within the municipality
- Upon completion of the Asset Management Roadmap process, report the results of the comprehensive (all asset) AMP to council

4.2 Organizational Capacity

- Continue to implement improvements to asset management practices moving forward (such as the Roadmap project)
- Continue to advance the municipality's asset management program through a balance of internal staff and industry consultants
- The consideration and implementation of additional dedicated internal resources (financial and staff) should be a high priority for Fort Frances

4.3 Infrastructure Data / Information

General

- Centralize and consolidate all infrastructure related data (inventory, condition, needs, prioritized requirements and financial data) into the CityWide software database, the main

asset registry database for the municipality. This process has already been initiated by Fort Frances staff and will continue as part of the overall Roadmap project.

- As part of the Roadmap project, a better data structure for the building asset class and parks (land improvements) asset class will be investigated and developed. This would assist in capturing more component level data over time and would help to streamline future condition assessment initiatives.

4.4 Infrastructure Condition Data

- Future road condition assessments should be synchronised with the CityWide® road segment records in order for captured overall condition ratings to be housed within the CityWide® database. As part of the Roadmap project, data specifications will be developed to assist with this process.
- As part of the Roadmap project, waste water and storm CCTV main inspections complete with data specifications could be developed, in order that the overall condition of pipes from future inspections will be recorded within the CityWide® database.
- Also, the use of zoom camera could be explored as an inspection process for the waste water and storm mains. Significant time and cost reductions can be achieved. Protocols could be developed as part of the Roadmap project.
- As part of the Roadmap project, discuss with staff potential protocols to append the water main break information with the CityWide® database records moving forward.
- As part of the Roadmap project, optional condition assessment protocols could be developed for all building assets. Options could include internal staff capture processes, building on what's already practiced, and also contractual capture processes.
- As part of the Roadmap project, optional condition assessment protocols could be developed for the park assets (internal staff capture processes and contractual capture processes).

4.5 Asset Management Strategies

Life Cycle Management

Life cycle frameworks will be developed for the larger infrastructure networks (roads, water, waste water, and storm). These will include field intervention activities (replacement, rehabilitation, maintenance) and trigger points (condition or age) whereby certain activities should be performed. The frameworks will be matched to industry standard deterioration curves. The Frameworks will be used to determine projected work activities and costs for all assets and to more accurately determine short and long term infrastructure budgets based on actual need and priority. Frameworks will be developed as part of the Roadmap project, also in partnership with Fort Frances staff, and will then be loaded into CityWide®.

Risk Management Frameworks

Risk management frameworks that determine the criticality of infrastructure and quantify the impact of failure against service delivery will be developed for all the larger infrastructure

networks (roads, water, waste water, and storm). These frameworks could be developed as part of the Roadmap project, also in partnership with Fort Frances staff, and could then be loaded into CityWide®.

4.6 Financial Strategies

- Continue to develop short- and long-term budgets based on the best information available in regards to the actual needs and optimized requirements of the municipality's capital assets.
- Future financial strategies will be re-developed as part of the Roadmap project as further life cycle requirement information and risk management priorities are developed through the municipality's asset management strategies (also as implemented through the overall Roadmap project).
- As part of the Roadmap project, optional financial scenarios will also be developed that will coincide with optional level of service thresholds for the municipality's capital assets.

4.7 Level of Service

- Develop detailed level of service frameworks for each category of capital asset, complete with performance metrics, which can be tracked on an annual basis to gain a better understanding of the current level of service supplied. These frameworks will be developed as part of the Roadmap project.

May 8, 2017

Town of Fort Frances
320 Portage Avenue
Fort Frances Ontario
P9A 3M5

Attention: Mr. Doug Herr
Environmental and Facilities Superintendent

Dear Doug:

**Re: Fort Frances Wastewater Treatment Facility
April 2017 Monthly Report**

As per the operating agreement, the attached document is the April 2017 monthly report for the Fort Frances Wastewater Treatment Facility.

The report highlights the influent and effluent quality and the process parameters. Additionally, the routine operation and maintenance activities conducted by the operators are summarized.

If you have any questions regarding this report do not hesitate to contact Mr. Larry Wachter – Operations Manager.

Yours truly,



Kelly Cunningham
Senior Operator

For Larry Wachter
Operations Manager

**The Corporation of the Town of Fort Frances
Wastewater Treatment Plant
(Sewage Plant)
April 2017 Monthly Operations Report**

INTRODUCTION

In accordance with the Agreement between the Ontario Clean Water Agency (Operating Authority) and the Town of Fort Frances, the Fort Frances Sewage Treatment Plant is required to prepare a monthly report. This document covers the reporting month of April 2017; the facility performance report summarizes important information regarding the quality of the effluent, wastewater, analytical test results, maintenance operations, and relevant activities of the WWTP.

DESCRIPTION OF WORKS

Capacity of Works	9000 m ³ /day (average flow)
Service Area	Town of Fort Frances and Couchiching Reserve
Service Population	9000
Effluent Receiver	Rainy River
Major Process	Secondary treatment facility complete with a phosphorus removal system; ultra violet disinfection; aerobic sludge stabilization and dewatering

The Fort Frances Sewage Treatment Plant operates under *Environmental Compliance Approval Number 6786-A44PWG*. The ECA outlines the terms and conditions, and the report captures these terms and conditions in the following sections.

LABORATORY

ALS Laboratory Group – Thunder Bay is contracted to conduct the required analytical tests of the influent (raw) and effluent samples; weekly requirement.

APRIL 2017 EFFLUENT QUALITY

<i>Parameters</i>	<i>Monthly Actual Concentration mg/L</i>	<i>Compliance Criteria Concentration mg/L</i>	<i>Performance Objective Concentration mg/L</i>	<i>Monthly Actual Loading, kg/d</i>	<i>Compliance Criteria Loading kg/d</i>	<i>Performance Objective Loading kg/d</i>
CBOD ₅	2.3 mg/L	25 mg/L	15 mg/L	19.9 kg/d	225 kg/d	135 kg/d
Total Suspended Solids	5.4 mg/L	25 mg/L	15 mg/L	46.5 kg/d	225 kg/d	135 kg/d
Total Phosphorus	0.17 mg/L	1.0 mg/L	0.9 mg/L	1.5 kg/d	9 kg/d	8.1 kg/d
Total Nitrogen Nitrate Nitrogen	7.71 mg/L 4.42 mg/L					
Total Cl ₂ Residual		<0.01 mg/L (when in use)				
E-Coli		53 count/100 ml (geometric mean)		200 count/100ml (geometric mean)		E-coli not to exceed 150 organisms/100ml (monthly geometric mean density)
pH				pH range 7.6 to 7.9; average pH was 7.8		
Temperature degrees C				Temperatures ranged from 8.5 to 9.5 C; average temperature of effluent was 9.0 C		

Compliance criteria are mandatory requirements of the ECA and performance objectives are a goal to be achieved using best reasonable efforts.

WASTEWATER LIQUID PROCESS

The average daily flow for April was 8558.6 m³/day. This represents 95% of the design average flow. Total treated flow for the month was 256759 m³.

The Fort Frances WWTP met all effluent compliance criteria for the parameters listed above and additionally was well within the recommended more stringent monthly performance objective levels as outlined in the Environmental Compliance Approval.

INVENTORY

Chemical	End of Month Status	Units
Hypochlorite	1100 +/- @ 8.0% +3x205 L @ 12%	Litres
Alum	13.8 +/- @ 55 %	Cubic meters
Polymer	1 x 205 L drums	Liters

MAINTENANCE

The operators performed the routine operations and maintenance at the treatment plant and pumping stations. The activities are highlighted as follows:

Treatment Plant:

- Alternated lead/lag pumps
- Adjusted fluidizing water to head cell and grit snail as needed
- Greased all blowers
- Regular cleaning of head works EW basket strainer
- Greased Grit Snail and lubricated drive chain
- Weekly inspection of spiral screen access hatch, removed wrapped debris as required
- Pumped the sump in the digester valve chamber
- Changed oil in blowers 4 and 5
- Weekly manifold wash on the Fournier press
- Removed debris from the Teacup and hosed Snail
- Hosed basement sump and relieved sticky check valve
- Replaced a belt head works exhaust fan
- Installed the mower deck on the John Deere tractor
- Changed oil in the Fournier rotary press gearbox

Pump Stations:

- Ran gensets
- Changed seal water strainers
- Pulled and cleaned pump 1 at Central Avenue lift station
- New complete starter installed for pump 1 at Boundary Road lift station
- Pumped down Church Street wet well on hand and reset power

PROCESS AND OPTIMIZATION ISSUES

The lack of a booster pump for the polymer system dilution water is preventing further optimization of the new sludge thickener.

SLUDGE SUMMARY

Asselin Storage and Transportation Limited hauled a calculated total of 83.8 m³ (11 bins) of thickened digested sludge to the Town of Fort Frances landfill site. The hauled sludge averaged 18.7 % TS for the month.

COMPLAINTS

There were no complaints during the report period.

BYPASS REPORT(S)

There was a 2.1 HR power outage on the 14th resulting in a UV bypass of approximately 350 m³.

COMMENTS

Plant power consumption for the month was 632 (x 180 multiplier) kWh.

The annual Rainbow trout acute lethality testing was sent out to the lab on April 25th with no trout lethality.

The polymer/water solution flow for the month of April was 233 m³ at a polymer concentration of 0.2%.

Screen and Dewatering Upgrades at the FFWWTP have been under way since May 30, 2016.

REPORTS

ALS – Environmental Analytical Reports (on-file at plant)

Fort Frances WPCP Equipment Run Time Report (on-file at plant)

Bypass Report (on-file at plant as per occurrence)

Incident Report (on-file at plant as per occurrence)

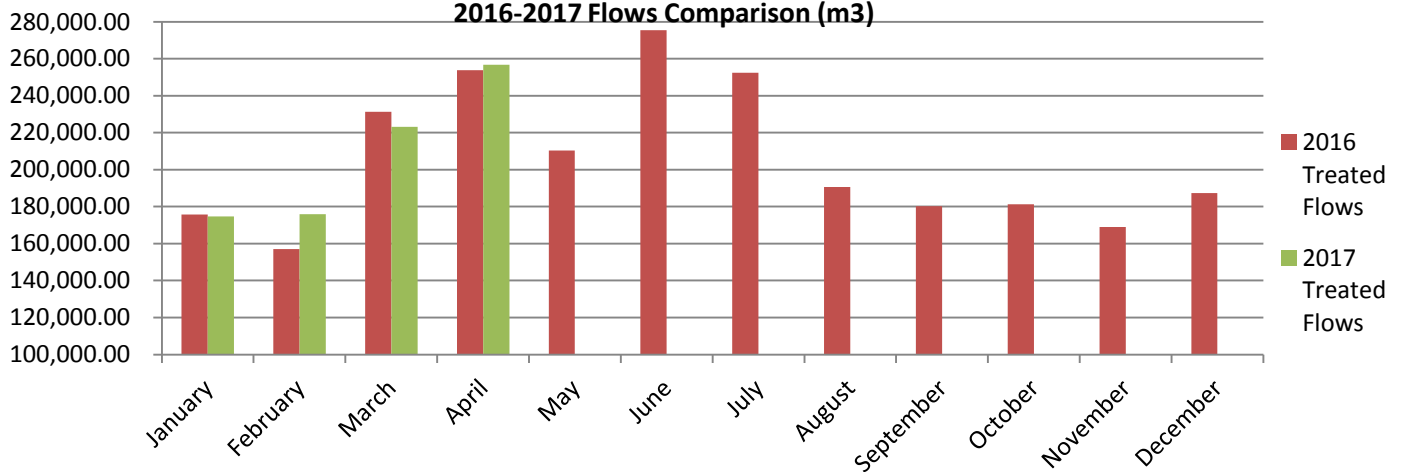
Month	Sewage Flows Year 2016					Usage	Sludge	Sludge	Removal Efficiency	
	Avg. Day	Max Day	Total	Total	Total	% Plant	Volume	Bins	CBOD5 0.964741185	
	Flow	Flow	Treated	ByPass	Volume	Capacity	Hauled	Hauled	Suspended Solids 0.96035503	
	m3	m3	Volume ML	Volume ML	ML		M3		Total Phosphorus 0.915708812	
January	5636.9	6162	174745		174745	63%	85.3	11		
February	6284.1	9818	175956		175956	70%	63.3	8		
March	7199.5	8844	223183		223183	80%	85.4	12		
April	8558.6	10641	256759	350	256759	95%	83.8	11		
May						0%				
June						0%				
July						0%				
August						0%				
September						0%				
October						0%				
November						0%				
December						0%				
Sum				350	830643		317.8	42		
Average	6920		207661		207661	77%	79.5	10.5		
Max		10641	256759		256759			12		
C of A	9000	18000								

	BOD5/CBOD5			Suspended Solids			Total Phosphorus			Nitrogen		E. Coli
	Avg. Raw	Avg. Eff.	Avg. Load	Avg. Raw	Avg. Eff.	Avg. Load	Avg. Raw	Avg. Eff.	Avg. Load	Avg. Raw	Avg. Eff.	Geo Mean
	BOD	CBOD	CBOD	S.S	S.S	S.S	T.P	T.P	T.P	TKN	Total N	Counts
	(mg/L)	(mg/L)	(kg/day)	(mg/L)	(mg/L)	(kg/day)	(mg/L)	(mg/L)	(kg/day)	(mg/L)	(mg/L)	/100ml
January	84.0	2.0	11.3	138.4	3.2	18.1	2.31	0.11	0.63	17.5	8.8	3.6
February	64.3	2.3	15.5	142.6	5.8	35.2	2.04	0.18	1.09	16.5	8.0	11.8
March	70.0	2.8	20.5	118.7	5.7	42.0	1.98	0.20	1.42	15.8	8.0	39.5
April	48.3	2.3	19.9	107.3	5.4	46.5	1.50	0.17	1.50	12.5	7.7	53.0
May												
June												
July												
August												
September												
October												
November												
December												
Average	66.7	2.4	16.8	126.8	5.0	35.5	2.0	0.17	1.16	15.6	8.1	27.0
Max	84	2.8	20.5	142.6	5.8	46.5	2.3	0.20	1.50	17.5	8.8	53
C of A		25	225		25	225		1.0	9.0	200	6.0	200

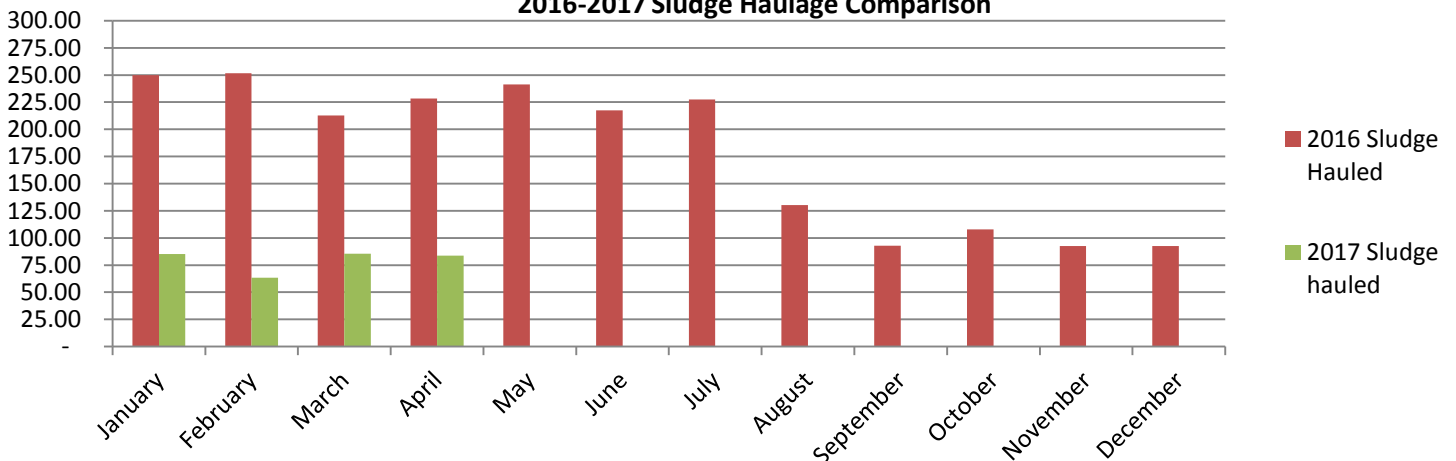
2016-2017 Comparison Chart

Month	2016 Treated Sewage	2017 Treated Sewage	% Variance 2016 to 2017	2016 Hauled Sludge	2017 Hauled Sludge	% Variance 2016 to 2017
	m3	m3	m3	m3 (9% solid)	m3 (18% solid)	m3
January	175,712.00	174,745.00	-1%	249.90	85.30	-65.87%
February	157,117.00	175,956.00	11%	251.70	63.30	-74.85%
March	231,365.00	223,183.00	-4%	212.70	85.40	-59.85%
April	253,871.00	256,759.00	1%	228.30	83.80	-63.29%
May	210,352.00			241.20		
June	275,522.00			217.40		
July	252,416.00			227.50		
August	190,658.00			130.30		
September	180,285.00			92.80		
October	181,205.00			108.00		
November	169,075.00			92.60		
December	187,407.00			92.60		
Totals	2,464,985.00	830,643.00		2,145.00	317.80	

2016-2017 Flows Comparison (m3)



2016-2017 Sludge Haulage Comparison



Aircraft Landings 2017
As of May 15, 2017 Statistics - Page 1/2

Month	Bearskin Flights			Bearskin- Passengers			Government			Private			Med-I-vacs			International			Commercial			Totals			Variance
	2017	2016	2015	2017	2016	2015	2017	2016	2015	2017	2016	2015	2017	2016	2015	2017	2016	2015	2017	2016	2015	2017	2016	2015	2017-2016
January	76	70	76	308	261	256	0	1	6	2	3	6	42	30	43	4	3	4	48	36	42	172	143	177	29
February	80	69	67	334	233	241	1	1	2	1	1	7	32	35	36	0	1	3	39	49	40	153	156	155	-3
March	90	69	78	336	199	341	10	0	5	4	17	30	50	34	36	14	3	5	51	55	38	219	178	192	41
1/4 Total	246	208	221	978	693	838	11	2	13	7	21	43	124	99	115	18	7	12	138	140	120	544	477	524	67
April	67	81	81	289	288	330	0	7	1	18	8	23	40	47	41	3	3	2	41	40	53	169	186	201	-17
May		88	82		309	365		4	1		9	28		37	37		32	34		59	77	0	229	259	-229
June		76	80		273	322		0	11		30	36		38	31		77	74		52	96	0	273	328	-273
1/2 Total	313	453	464	1267	1563	1855	11	13	26	25	68	130	164	221	224	21	119	122	179	291	346	713	1165	1312	-452
July		72	81		221	297		2	8		48	40		51	35		66	83		47	77	0	286	324	-286
August		84	79		256	297		6	4		42	39		66	31		71	73		53	87	0	322	313	-322
September		78	76		277	328		1	0		15	17		40	36		45	44		51	76	0	230	249	-230
3/4 Total	313	687	700	1267	2317	2777	11	22	38	25	173	226	164	378	326	21	301	322	179	442	586	713	2003	2198	-1290
October		85	83		357	309		2	4		10	20		41	47		18	9		47	51	0	203	214	-203
November		72	68		328	260		3	0		20	9		28	30		7	1		38	38	0	168	146	-168
December		64	68		231	200		0	0		0	4		29	31		0	2		29	34	0	122	139	-122
Total	313	908	919	1267	3233	3546	11	27	42	25	203	259	164	476	434	21	326	334	179	556	709	713	2496	2697	-1783

Fort Frances Airport- Page 2/2 - Fuel Sales - As of May 15, 2017

Fuel Sales Recap - 2017									2016	2015	2014	2013	2012	2011	2010	2009	2008	2007	9 year	Variance 2016-
Month	100LL		Jet Trk		Jet Cab		Month	Year	per	per	per	per	per	per	per	per	per	per	Average	2015 to
	Liters	Total	Liters	Total	Liters	Total	Total	Total	month	month	month	month	month	month	month	month	month	month	2007	month
January	8,175	8,175	17,500	17,500	0	0	25,675	25,675	7,528	8,692	11,543	7,216	10,252	7,308	10,971	15,989	29,926	16,283	13,002	18,147
February	8,377	16,552	4,126	21,626	0	0	12,503	38,178	11,904	11,231	12,304	6,197	6,918	3,687	5,782	13,135	21,134	11,782	10,316	599
March	4,574	21,126	16,954	38,580	200	200	21,728	59,906	13,255	17,795	10,508	12,077	9,329	10,390	15,539	9,612	27,435	19,969	14,235	8,473
April	4,322	25,448	8,780	47,360	0	200	13,102	73,008	8,592	13,219	8,377	4,453	8,251	5,294	24,825	10,676	22,466	28,609	13,505	4,510
May		25,448		47,360		200	0	73,008	24,681	16,161	29,753	18,350	21,891	19,790	25,375	24,033	30,287	47,258	26,824	-24,681
June		25,448		47,360		200	0	73,008	26,015	45,698	30,789	22,786	23,537	25,723	27,768	22,395	35,995	40,736	28,416	-26,015
July		25,448		47,360		200	0	73,008	29,002	28,150	14,441	19,232	32,650	19,124	30,455	24,925	33,390	44,875	27,566	-29,002
August		25,448		47,360		200	0	73,008	21,119	36,638	20,450	20,075	30,783	21,467	33,139	28,250	40,177	41,630	28,566	-21,119
September		25,448		47,360		200	0	73,008	21,325	24,238	21,837	18,005	19,431	22,511	23,363	18,937	28,822	30,341	22,730	-21,325
October		25,448		47,360		200	0	73,008	30,655	8,216	15,472	13,109	11,325	13,677	15,033	21,304	16,631	28,020	18,358	-30,655
November		25,448		47,360		200	0	73,008	22,349	11,616	7,238	6,398	8,170	6,785	17,747	10,754	16,951	16,842	12,582	-22,349
December		25,448		47,360		200	0	73,008	13,797	7,592	6,849	2,028	8,179	2,446	7,641	7,596	13,083	14,733	8,484	-13,797
Total	25,448		47,360		200		73,008		230,222	229,246	189,561	149,926	190,716	158,202	237,638	207,606	316,297	341,078	224,583	-157,214
								Jan to Arpil	41,279	50,937	42,732	29,943	34,750	26,679	57,117	49,412	100,961	76,643	51,057	31,729

Lowest month in last 9 years

Highest month in last 9 years

Highest month

lowest month

2017 - tonnage at Landfill Site - updated May 15, 2017

MONTH	Residential Waste tonnes	Res %	ICI Waste tonnes	ICI %	Non Community Waste tonnes	Non Com %	Covering Material tonnes	2016	Average last 10 years	2017	Total Fees	Average last 10 years	Total Fees	2017-2016 Tonnes	2017-2016 Fees
								Total Tonne	Total Tonne	Total Tonne		Fees 2007 to 2016			
JAN	137.74	30.55	304.18	67.47	8.93	1.98	0.00	369.18	360.75	450.85	\$20,490.00	\$17,849.10	\$26,266.82	81.67	\$5,776.82
FEB	111.80	31.97	230.26	65.85	7.60	2.17	0.00	314.92	306.73	349.66	\$17,474.70	\$15,355.62	\$20,191.04	34.74	\$2,716.34
MAR	149.38	32.06	309.46	66.41	7.17	1.54	0.00	395.39	411.69	466.01	\$23,164.20	\$21,321.44	\$28,951.58	70.62	\$5,787.38
APRIL	217.26	34.44	405.17	64.22	8.48	1.34	20.73	573.09	574.04	630.91	\$34,152.50	\$30,505.60	\$40,385.84	57.82	\$6,233.34
MAY		#DIV/0!		#DIV/0!		#DIV/0!		641.69	719.34	0.00	\$34,655.80	\$36,978.61		-641.69	-\$34,655.80
JUNE		#DIV/0!		#DIV/0!		#DIV/0!		1,246.89	846.85	0.00	\$37,412.30	\$38,270.35		-1,246.89	-\$37,412.30
JULY		#DIV/0!		#DIV/0!		#DIV/0!		618.23	673.76	0.00	\$37,556.30	\$37,267.74		-618.23	-\$37,556.30
AUG		#DIV/0!		#DIV/0!		#DIV/0!		897.44	657.07	0.00	\$43,194.40	\$34,723.56		-897.44	-\$43,194.40
SEPT		#DIV/0!		#DIV/0!		#DIV/0!		695.10	651.51	0.00	\$42,510.30	\$34,879.94		-695.10	-\$42,510.30
OCT		#DIV/0!		#DIV/0!		#DIV/0!		686.35	803.03	0.00	\$36,305.40	\$40,187.03		-686.35	-\$36,305.40
NOV		#DIV/0!		#DIV/0!		#DIV/0!		615.60	569.91	0.00	\$37,603.60	\$29,432.34		-615.60	-\$37,603.60
DEC		#DIV/0!		#DIV/0!		#DIV/0!		587.46	416.38	0.00	\$21,415.30	\$21,716.47		-587.46	-\$21,415.30
Average per monthly	154.05	32.25	312.27	65.99	8.05	1.76	5.18	636.78	582.59	158.12	\$32,161.23	\$29,873.98	\$28,948.82	244.85	-51,554.22
Total	616.18		1249.07		32.18		20.73	7641.34	6991.06	1897.43	\$385,934.80	\$358,487.81	\$115,795.28	-5743.91	-\$270,139.52
Town of Fort Frances Tonnage											\$385,934.80	Actual	\$115,795.28		
	1865.25										\$384,888.00	Budget	\$384,888.00		
								Includes 603.005t associated with the Fight the Blight Campaign							
Total Tonnage	1897.43										\$385,934.80	Forecasted	\$347,385.84		
Residential Tonnage	616.18	32.47%													
ICI Tonnage	1249.07	65.83%													
Coverage material	20.73														