TOWNSHIP OF SOUTH STORMONT

2025 LEVEL OF SERVICE AND FINANCIAL STRATEGY

(CORE AND NON-CORE ASSETS)

Contents

LIST OF FIGURES **3**

LIST OF TABLES **4**

OVERVIEW **6**

ROADS **9**

STRUCTURES **17**

STORMWATER MANAGEMENT **24**

WATER SERVICES **31**

WASTEWATER SERVICES **37**

BUILDINGS/FACILITIES **42**

ROADSIDE ASSETS **46**

PARKS AND RECREATION **49**

FLEET **52**

IT EQUIPMENT **56**

FINANCIAL STRATEGY **59**

List of Figures

Figure 1: Map of Road Network and its Level of Connectivity 11
Figure 2: Map of the Road Network and its Condition Rating 12
Figure 3: Condition Summary 18
Figure 4: Map of Bridges & Culverts 20
Figure 5: Map Outlining the Township Resiliency to 100-year Storm 26
Figure 6: Map Outlining the Township Resiliency to a 5-year Storm 27
Figure 7: Map outlining Water and Fire Flow Connectivity 33
Figure 8: LTFP Scenarios 65
Figure 9: Forecast Capital Exp. and Annual Lifecycle Targets 66
Figure 10: Debt Capacity 67
Figure 11: Debt Capacity (own-source Rev.) 68
Figure 12: Debt Requirement 2024-2033 69
Figure 13: Key Performance Indicators 70
Figure 14: Reserve Continuity (Tax-Supported) 71
Figure 15: Reserve Continuity (Rate-Supported 71
Figure 16: Capital Funding Summary 72
Figure 17: Capital Funding Plan – Water/Wastewater 73
Figure 18: Water/Wastewater Rate Study Methodology 74
Figure 19: Capital Summary 75
Figure 20: Debt Capacity 76
Figure 21: Operating Forecast (Tax Base) 77
Figure 22: Operating Forecast (Rate Base) 78
Figure 23: Tax Supported Capital Forecast 79
Figure 24: Rate Supported Capital Forecast 80

List of Tables

Table 1: Levels of Service Metrics - O. Reg. 588/17 (Roads) 9
Table 2: Levels of Service Metrics – Customer Focused (Roads) 10
Table 3: Levels of Service Metrics – Technical Focused (Roads) 13
Table 4: Life Cycle Management Activities and Associated Risks of Neglection (Roads) 14
Table 5: Levels of Service Metrics - O. Reg. 588/17 (Structures) 17
Table 6: Levels of Service Metrics –Customer Focused (Structures) 18
Table 7: Levels of Service Metrics – Technical Focused (Structures) 21
Table 8: Life Cycle Management Activities and Associated Risks of Neglection (Structures) 21
Table 9: Levels of Service Metrics - O. Reg. 588/17 (Stormwater Management) ... 24
Table 10: Levels of Service Metrics – Corporate/Customer Focused (Stormwater Management) 25
Table 11: Levels of Service Metrics – Technical Focused (Stormwater Management) 28
Table 12: Life Cycle Management Activities and Associated Risks of Neglection (Stormwater) 29
Table 13: Levels of Service Metrics - O. Reg. 588/17 (Water Services) 31
Table 14: Levels of Service Metrics – Corporate/Customer Focused (Water Services) 32
Table 15: Levels of Service Metrics – Technical Focused (Water Services) 34
Table 16: Management Activities or Planned Actions and Associated Risks of 35
Table 17: Levels of Service Metrics - O. Reg. 588/17 (Wastewater Services) 37
Table 18: Levels of Service Metrics – Corporate/Customer Focused (Wastewater Services) 38
Table 19: Levels of Service Metrics – Technical Focused (Wastewater Services) .. 39
Table 20: Management Activities or Planned Actions and Associated Risks of Neglection (Wastewater) 40
Table 21: Levels of Service Metrics - O. Reg. 588/17 (Building & Facilities) 42
Table 22: Buildings and Facilities Inventory Hierarchy 43
Table 23: Levels of Service Metrics Customer – Focused (Buildings/Facilities) 43
Table 24: Levels of Service Metrics – Technical Focused (Building & Facilities) 44
Table 25: Management Activities or Planned Actions and Associated Risks of Neglection (Buildings/Facilities) 44

Table 26: Levels of Service Metrics – Customer Focused (Roadside Assets).....46
Table 27: Levels of Service Metrics - Technical Focused (Roadside Assets) 47
Table 28: Management Activities or Planned Actions and Associated Risks of Neglection (Roadside Assets) 47
Table 29: Levels of Service Metrics – Customer Focused (Parks and Recreation)..49
Table 30: Levels of Service Metrics – Technical Focused (Parks and Recreation)..50
Table 31: Management Activities or Planned Actions and Associated Risks of Neglection (Parks and Recreation).....50
Table 32: Levels of Service Metrics - (Fleet).....52
Table 33: Fleet Inventory 53
Table 34: Levels of Service Metrics – Customer Focus(Fleet) 53
Table 35: Levels of Service Metrics - Technical Focused (Fleet) 54
Table 36: Management Activities or Planned Actions and Associated Risks of Neglection (Fleet) 54
Table 37: Levels of Service Metrics (IT Equipment) 56
Table 38:Technical Focused Levels of Service Metrics (IT Equipment) 56
Table 39: Management Activities or Planned Actions and Associated Risks of Neglection (IT Equipment).....58

Overview

The Township of South Stormont has prepared this report as an amendment to the Township's existing 2022 Core and 2024 Non-Core Asset Management Plans to meet Ontario Regulation 588/17, Section 6 requirements while advancing its commitment to sustainable infrastructure stewardship. Building on the foundation of the 2022 Core and 2024 Non-Core Asset Management Plans this report establishes Proposed Levels of Service (PLOS), lifecycle management strategies, and financial plans to support reliable, community-focused municipal services.

This report represents a significant milestone in the Townships' asset management journey, serving as a comprehensive amendment to the previously approved Core Asset Management Plan (June 2022) and Non-Core Asset Management Plan (June 2024). Prepared to meet the July 1, 2025 requirements of Ontario Regulation 588/17, Section 6, this amendment advances the City's integrated approach to infrastructure stewardship across all asset categories.

The Township manages a diverse portfolio of infrastructure assets including transportation networks (roads, sidewalks, bridges), water and wastewater systems, stormwater infrastructure, parks and recreation facilities, fire services assets, fleet, libraries, and municipal facilities. The combined value of these assets represents hundreds of millions of dollars in public investment, requiring strategic long-term planning to ensure continued service delivery.

Asset management planning is not a one-time event, but rather an ongoing process. It's important to revisit the plan regularly to ensure it aligns with the municipality's current needs and goals. Reg. 588/17 stipulates every Municipal Council shall conduct an annual review of its asset management progress on or before July 1 each year; in doing so, the Township may change its asset management plan to better align with change in funding or to better align with new priorities.

Levels of Service Framework

The Township aspires to advance our approach to levels of service (LOS) by moving beyond the regulation to develop measures that assess the extent to which we are meeting the needs and expectations of our communities. A leading practice LOS framework has been designed to align higher-level corporate objectives of the Township's Strategic Plan with measures that reflect the general public's understanding of the services provided by the Township's infrastructure systems (the Customer LOS) and the technical details and performance measures of managing that infrastructure (the Technical LOS). These measures include a combination of those that have been outlined in O. Reg. 588/17, in addition to performance measures identified by the Municipality.

The customer and technical LOS measures include the current performance. Customer LOS measures incorporate expected trend based on planned budget. This

enables us to complete trending over time to understand how changing our life cycle management strategy or expenditure levels impacts our LOS metrics. Technical LOS measures contain a recommended future performance target.

Corporate/Customer focused Levels of Service

These LOS define how a service is perceived by the user, with non-technical measures for service goals.

- Corporate LOS objectives describe the outputs of the Customer Value. There may be one or multiple LOS statements written for each Customer Value. The output clearly states customer standards and is measurable.
- Customer LOS are quantifiable metrics expressed in non-technical terms that describe the general public's understanding of services being provided by infrastructure systems. Customer performance measures are typically related to the service that is provided by the overall system supporting the service delivery, rather than the specific assets.

For core asset categories (roads, structures, water, wastewater, stormwater), the Province, through O. Reg. 588/17, has provided qualitative description frameworks that are required to be included in an AMP. For non-core asset categories, the Municipality has determined the qualitative descriptions that will be used to determine the Customer LOS provided.

Technical Focused Levels of Service

Technical LOS are specific and quantifiable measures of performance for service targets to deliver the customer values and impact the achieved Corporate/Customer LOS. These technical measures relate to the activities and allocation of resources to best achieve the desired customer outcomes and demonstrate effective performance.

Technical service measures are linked to the activities and annual budgets covering:

- Acquisition – the activities to provide a higher level of service (e.g., widening a road, replacing a pipeline with a larger size) or a new service that did not exist previously (e.g., a new road segment).
- Operation – the regular activities to provide services (e.g., snow removal, mowing grass, inspections, etc.),
- Maintenance – the activities necessary to retain an asset as near as practicable to an appropriate service condition. Maintenance activities enable an asset to provide service for its planned life (e.g., road patching, enhanced water quality treatment, etc.), and
- Renewal – the activities that return the service capability of an asset up to that which it had originally provided (e.g., road resurfacing and pavement reconstruction, pipeline replacement, etc.).

It is important to monitor the service levels regularly as circumstances can and do change. Current performance is based on existing resource provision and work efficiency. It is acknowledged changing circumstances such as technology and customer priorities will change over time.

Roads

Levels of Service Metrics

O. Reg. 588/17 refers to Customer LOS as qualitative descriptions or image to describe the scope or quality of service delivered by an asset category. O. Reg. 588/17 also requires legislated technical LOS for assets. Technical LOS use metrics to measure the scope or quality of service being delivered by an asset category.

Table 1 lists the performance measures that are included in the O. Reg. 588/17 requirements for road assets. References are provided to show where O. Reg. 588/17 requirements have been attained.

Table 1: Levels of Service Metrics - O. Reg. 588/17 (Roads)

	Customer LOS	Technical LOS
Scope	Description, which may include maps, of the road network in the municipality and its level of connectivity. **(Figure 1)**	Number of lane-kilometres of each of arterial roads, collector roads and local roads as a proportion of square kilometres of land area of the municipality. **(Table 3)**
Quality	Description or images that illustrate the different levels of road class pavement condition. **(Figure 2)**	1. For paved roads in the municipality, the average pavement condition index value. **(Table 3)**
		2. For unpaved roads in the municipality, the average surface condition (e.g., excellent, good, fair or poor). **(Table 3)**

Customer Focused Levels of Service Metrics

In setting corporate/customer performance measures, the focus is on measuring how the customer receives the service and ensuring that the Township is providing customer value. These may be qualitative or quantitative measures.

Table 2: Levels of Service Metrics – Customer Focused (Roads)

Corporate LOS Objective	Customer LOS Measure	Current Performance	Proposed Trend
Assets are kept in good condition	Roads assets in fair or better condition	**B+**	↘
Assets are as safe and accessible as possible throughout the year	Percentage of outstanding work orders	**B+**	→
Capacity meets or exceeds current demands	Current ADT (Average Daily Traffic)/Current Capacity in ADT	**A+**	→
Availability of near-term financial needs	Ratio of 10-year budget to need	**F**	→
Replacement Cost is held in reserve	Ratio of reserve to replacement value	**F**	→

Figure 1: Map of Road Network and its Level of Connectivity

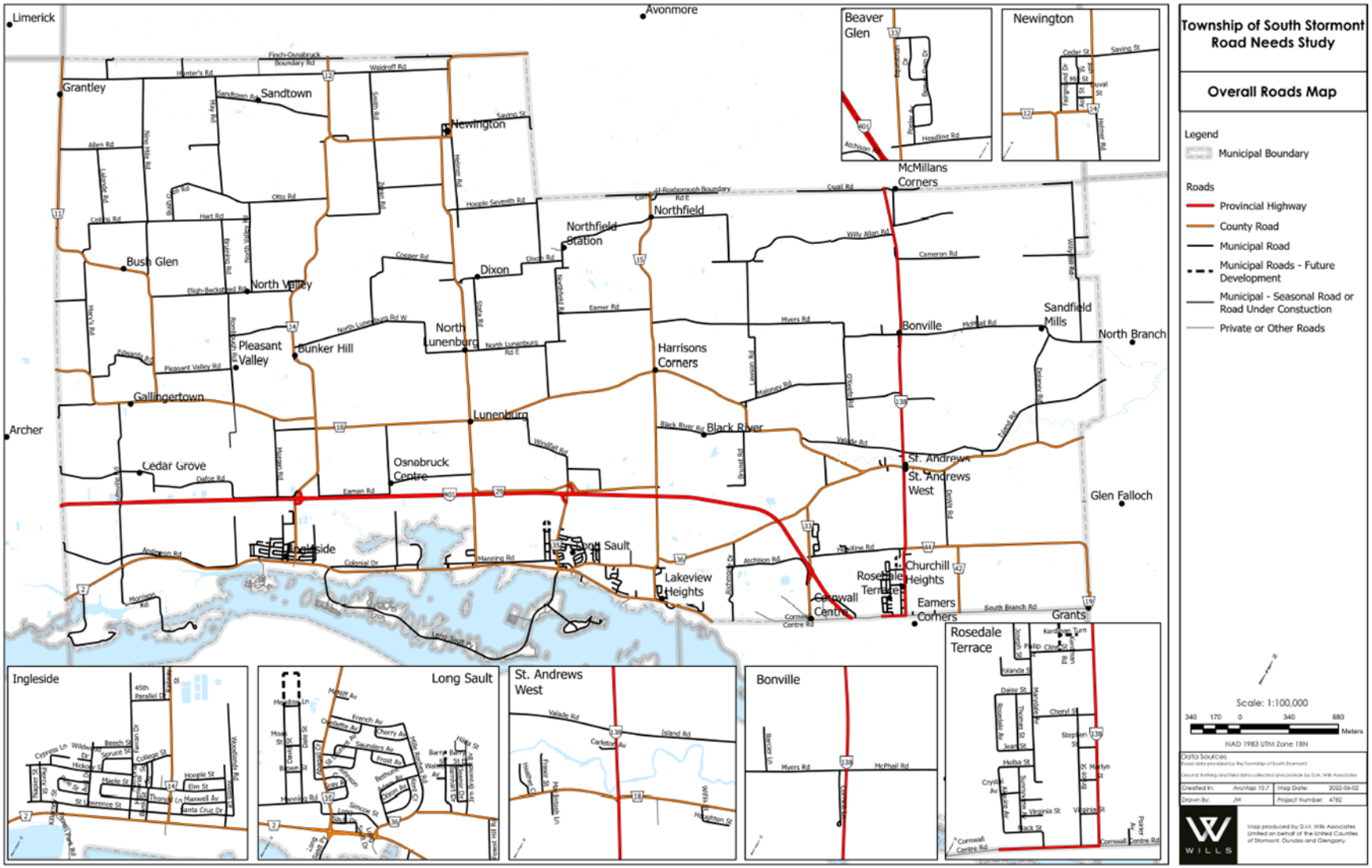
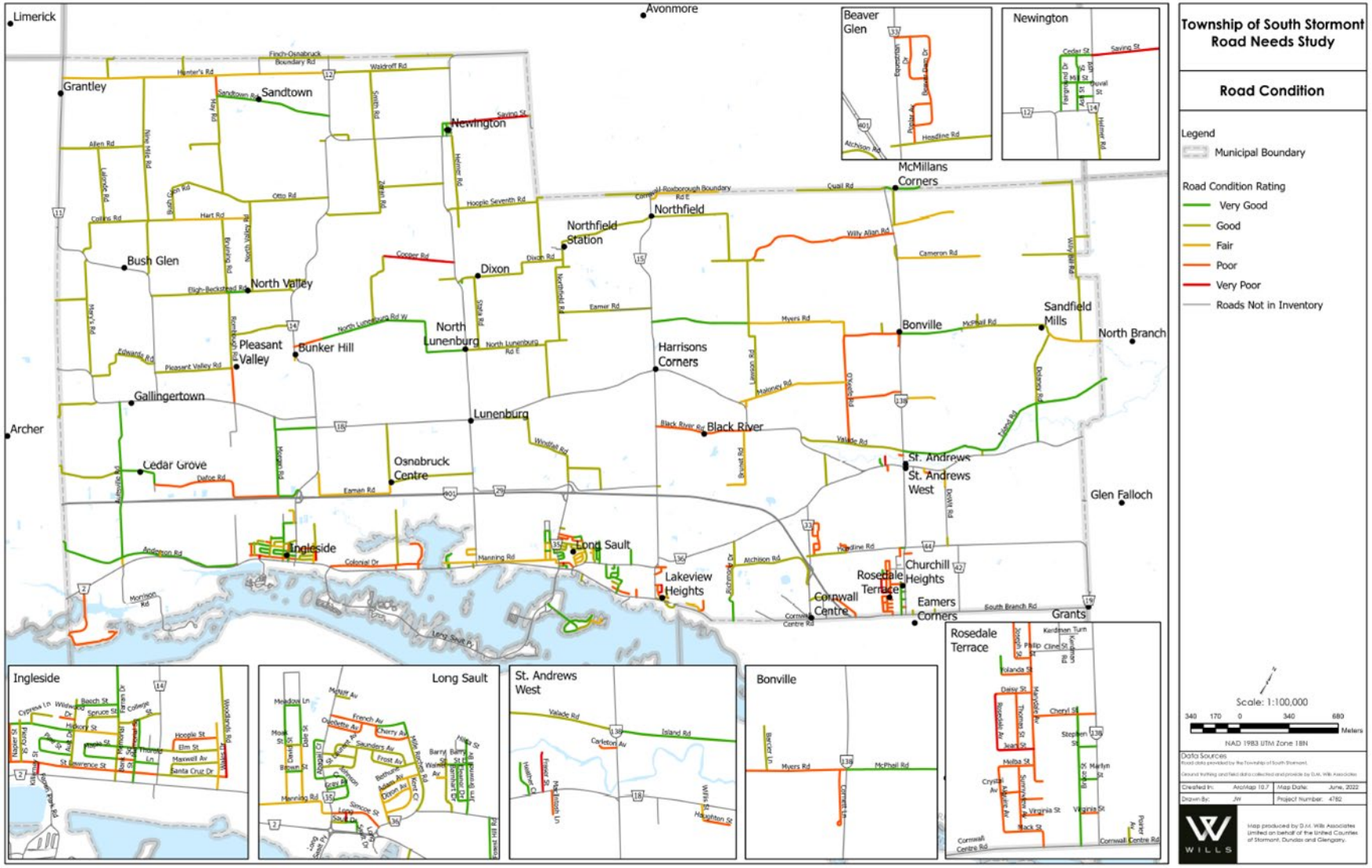


Figure 2: Map of the Road Network and its Condition Rating



Technical Focused Levels of Service Metrics

To deliver services that meet customer and strategic LOS, several technical measures are tracked. Technical LOS are targeted at asset users such as: office staff, operators, and maintenance staff.

Table 3: Levels of Service Metrics – Technical Focused (Roads)

Purpose of Activity	Technical LOS Measure	Current Performance	Proposed Performance
Maintain road network in the municipality and its level of connectivity	Number of lane-kilometres of each of arterial roads, collector roads and local roads as a proportion of square kilometres of land area of the municipality*	Arterials: N/A Collectors: 0.025 Locals: 1.284	Not Applicable
Inspection Program Regulation	Assets undergo regulation compliant inspection programs	Bi-weekly	Bi-weekly
Accessible assets year round (snow clearing concern)	Number of hours (minutes) taken for snow removal operations per number of lane-kilometres	0.044 (2.623)	Stay the same
Maintain a renewal schedule to ensure the majority of assets are in good condition	For unpaved roads in the municipality, the average surface condition (e.g. good, fair or poor)*	7.4	Condition rating is 6.0 or better (Fair)
Maintain a renewal schedule to ensure the majority of assets are in good condition	For paved roads, average pavement condition index (PCI)*	Arterial Roads PCI = N/A	PCI rating is 56 or better (Fair)
		Collector Roads PCI = 75.5	PCI rating is 51 or better (Fair)
		Local Roads PCI = 73.5	PCI rating is 46 or better (Fair)
Improve a road to a higher standard	Percentage of Gravel road segments that did not meet the recommended surface type (AADT > 400)	2%	0%
	Percentage of LCB (Surface Treated) road segments that did not meet the recommended surface type (AADT > 700)	0%	0%
Maintain asset renewal rate	Percentage of assets beyond replacement year	0.3%	0%

*O. Reg. 588/17 LOS

Life Cycle Management Strategy

An asset management strategy involves a set of planned actions that enables assets to provide the desired levels of service in a sustainable manner, while managing risk, at the lowest life cycle cost. An outline of these activities for the Township's Road network and their associated risks is presented in Table 4.

Table 4: Life Cycle Management Activities and Associated Risks of Neglection (Roads)

Asset Management Activities	Specific Activities or Planned Actions	Specific Risks of Neglecting Activities or Planned Actions
Non-Infrastructure Solutions	Regular road condition assessments every 5 years	Without the quantitative data that regular pavement condition assessments provide, decision makers are forced to rely on outdated information and budget accordingly.
	Regular road patrolling as per O. Reg. 239/02	Failure to conduct road patrols could allow unacceptable road conditions to last for an unsafe length of time. This increases public risk and introduces potential financial liabilities.
	Bi-annual Traffic counting	Failure to conduct regular traffic counts can affect road network risk predictions.
	Maintain accurate records of road work	Failure to record such work increases the amount of uncertainty for planners.
	Integrated infrastructure planning, aligning road-related life cycle activities with the needs of underground infrastructure	Not aligning road-related activities with underground infrastructure can result in duplicating road work.
Asset Acquisition / Procurement / Construction	Follow Township Procurement Policy	Failure to follow the procurement policy may result in loss of competitive advantages and funding.
	Assumption of planned subdivisions, local improvements, and commercial and industrial expansions	Assumption of poorly designed and constructed roads may leave the Township with unexpected costs in the medium to long term. Poor road design may require substantial, complex work to correct or leave the Township with a substandard asset in perpetuity.
	Ensure staff are trained to manage new or newly reconstructed assets	Failure to provide training will result in shortening our asset's useful service life.
Asset Maintenance Activities	Regrading (Gravel Roads)	Surface can become dangerously rough and surface runoff may form gullies and potholes that quickly erode the surface and sub layers.

Asset Management Activities	Specific Activities or Planned Actions	Specific Risks of Neglecting Activities or Planned Actions
	Annual application of calcium (Gravel Roads)	Can cause excessive dust, greater loss of aggregate and a reduction in the safety of the travelling public.
	Application of fresh granular material (Gravel Roads)	Loose-top surfaces lose aggregate over time and essentially become an earth road if not maintained.
	Annual spring road sweeping in urban areas	Can result in the community looking unkept and affects storm resiliency if materials plug up ditches, culverts, storm drains.
	Snow and ice removal – plowing and application of salt/grit	Customer dissatisfaction, disruption of traffic, delayed emergency services.
	Removal of winter sand berms	Can result in pseudo-ditches that either impede drainage or cause erosion of the road embankment.
	Cold patching	Potholes that can be serious liabilities.
	Line markings and other road paint	Unclear and unsafe travelling conditions.
	Tree trimming and other roadside activities	Can cause obstructed roadways and can shade the road in the winter, interfering with de-icing activities.
Asset Renewal and Replacement	Route and seal within first 10 years (HCB)	Can allow moisture into the granular base and accelerate aging, especially due to freezing and thawing.
	Section repairs (minor reconstruction)	Can result in poor sections of a road that is otherwise in good condition.
	5 year slurry seal/Microsurfacing (LCB)	Not performing these activities can allow assets to reach the end of their useful life faster. In addition, no further action can take place until the road becomes a candidate for major reconstruction.
	15 year road resurfacing cycle (HCB)	
	10 year – end of life. partial-depth reconstruction (LCB)	– Increased liability due to undesired driving conditions. – Increased maintenance requirements resulting in service disruption. – Increased life cycle costs if activities are wrongfully carried out, or if they are carried out of sequence.
	20 year Partial-depth reconstruction (HCB)	
	25 year – end of life. Full-depth reconstruction (HCB)	
Asset Decommissioning and Disposal	Reclaimed asphalt and granular materials in the	Improper disposal can lead to unwanted environmental impacts and unforeseen/ unnecessary expenses.

Asset Management Activities	Specific Activities or Planned Actions	Specific Risks of Neglecting Activities or Planned Actions
	road base during reconstruction	

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Structures

Levels of Service Metrics

O. Reg. 588/17 refers to Customer LOS as qualitative descriptions or image to describe the scope or quality of service delivered by an asset category. O. Reg. 588/17 also requires legislated technical LOS for core assets. Technical LOS use metrics to measure the scope or quality of service being delivered by an asset category.

Table 5 lists the performance measures that are included in the O. Reg. 588/17 requirements for Structures assets. References are provided to show where O. Reg. 588/17 requirements have been attained:

Table 5: Levels of Service Metrics - O. Reg. 588/17 (Structures)

	Customer LOS	Technical LOS
Scope	Description of the traffic that is supported by municipal bridges. The Township bridges have been designed in accordance with the standard and requirements of the Bridge Design Code at the time of construction. The bridges have been designed to carry heavy transport vehicles, motor vehicles, emergency vehicles, pedestrians, cyclists. **(Figure 4)**	Percentage of bridges in the municipality with loading or dimensional restrictions. **(Table 7)**
Quality	1. Description or images of the condition of bridges and how this would affect use of the bridges.**(Figure 3)**	1. For bridges in the municipality, the average bridge condition index value. **(Table 7)**
	2. Description or images of the condition of culverts and how this would affect use of the culverts. **(Figure 3)**	2. For structural culverts in the municipality, the average bridge condition index value. **(Table 7)**

Customer Focused Levels of Service Metrics

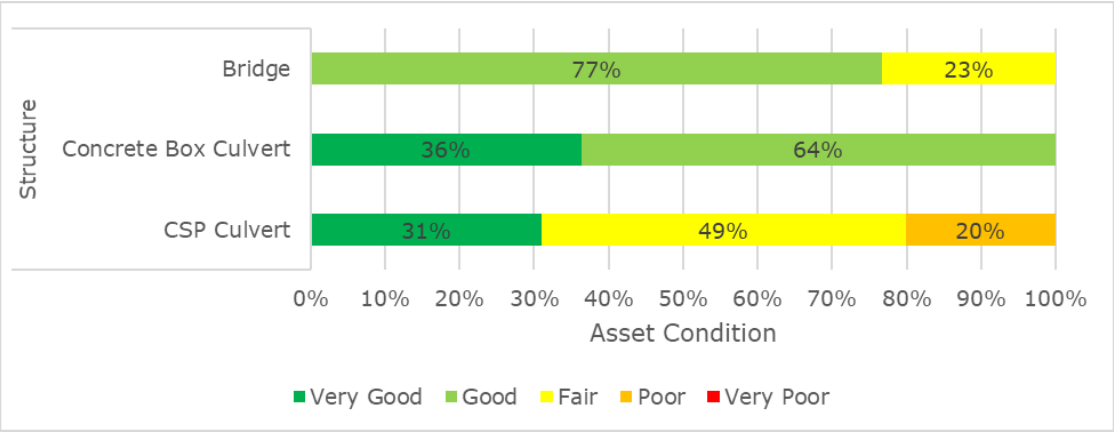
In setting customer performance measures, the focus is on measuring how the customer receives the service and ensuring that the Township is providing customer value. These may be qualitative or quantitative measures.

Table 6: Levels of Service Metrics –Customer Focused (Structures)

Corporate LOS Objective	Customer LOS Measure	Current Performance	Proposed Trend
Assets are kept in good condition	Structures assets in fair or better condition	**A+**	→
Assets are as safe and accessible as possible throughout the year	Percentage of outstanding work orders	**A+**	→
Capacity meets or exceeds current demands	Adequate structural capacity to accommodate traffic volumes and loading	**B+**	↗
Availability of near-term financial needs	Ratio of 10-year budget to need	**B+**	→
Replacement Cost is held in reserve	Ratio of reserve to replacement value	**F**	→

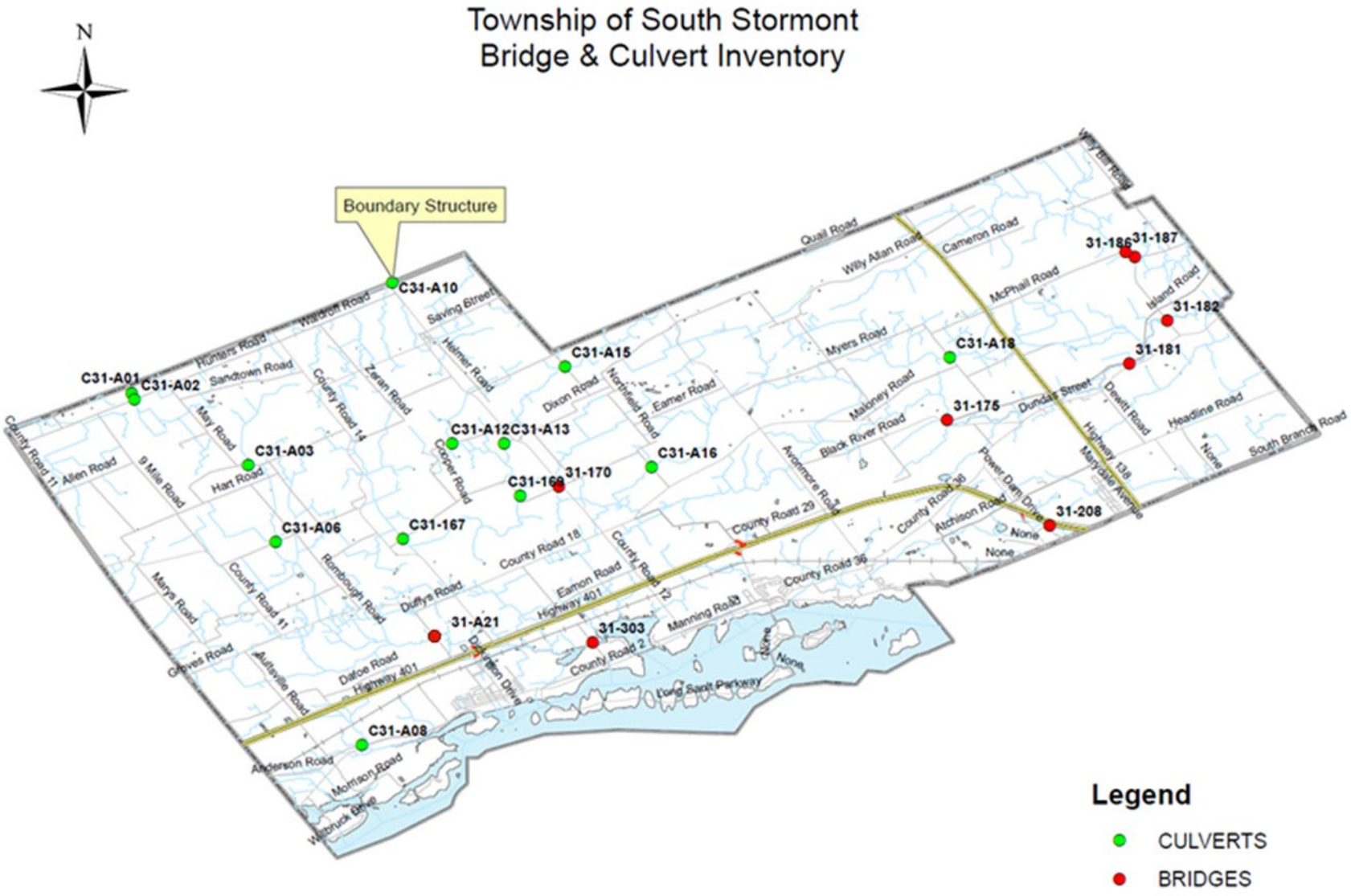
Township structures were inspected as part of the 2021 OSIM Program where conditions were analyzed. A total of 57.1% of the inspected structures have a Bridge Condition Index (BCI) greater than 70 (good). The remaining structures have BCI values between 54.7 and 70 (fair to poor). The average condition ratings are presented in Figure 3 below.

Figure 3: Condition Summary



Descriptive Ratings	BCI	Qualitative Description
Very Good	85-100	The asset is fit for the future as it is new or recently rehabilitated. There are few to no signs of deterioration and only regular, minor maintenance is required including sweeping, regular inspections, and winter control.
Good	70-84	The asset's condition is good, and it is fit for use in the long term. Concrete may begin cracking and spalling and expansion joints and guide rail may begin to show signs of distress. Major maintenance activities should commence on top of regular work to resolve these issues.
Fair	60-69	The asset is in fair condition and begins requiring more serious attention. Signs of deterioration may be evident in critical components of the sub and/or superstructure. Rehabilitation should be considered such as structural reinforcement and deck replacement to extend the life cycle of the asset.
Poor	40-59	The asset is in poor condition and there is an increased potential of affecting service. The sub and/or superstructures demonstrate obvious deterioration. Structural rehabilitation is not only recommended but required. In some cases, full structure replacement may be the only option.
Very Poor	0-39	The asset is in very poor condition and is unfit for sustained service. There are widespread signs of advanced deterioration in crucial structural components. Full and complete structure replacement is the only option.

Figure 4: Map of Bridges & Culverts



Technical Focused Levels of Service Metrics

To deliver services that meet customer and strategic LOS, several technical measures are tracked. Technical LOS are targeted at asset users such as: office staff, operators, and maintenance staff.

Table 7: Levels of Service Metrics – Technical Focused (Structures)

Purpose of Activity	Technical LOS Measure	Current Performance	Proposed Performance
Support traffic (e.g., heavy transport vehicles) by municipal bridges	Percentage of bridges in the municipality with loading or dimensional restrictions*	44.4%	0%
Maintain a renewal schedule to ensure the majority of assets are in good condition	For bridges and culverts, average bridge condition index (BCI)*	Bridges BCI = 77.1 Culverts BCI = 70.9	BCI rating is 60 or better (Fair)
	For bridges and culverts, bridge condition index (BCI) is 60 or better	90.5%	100% of structures by count with BCI of 60 or better (Fair)
Maintain asset renewal rate	Percentage of assets beyond replacement year	0.0%	0%

*O. Reg. 588/17 LOS

Life-Cycle Management Strategy

An asset management strategy involves a set of planned actions that enables assets to provide the desired levels of service in a sustainable manner, while managing risk, at the lowest life cycle cost. An outline of these possible activities for Township structures and their associated risks is presented in Table 8.

Table 8: Life Cycle Management Activities and Associated Risks of Neglection (Structures)

Asset Management Activities	Specific Activities or Planned Actions	Specific Risks of Neglecting Activities or Planned Actions
Non-Infrastructure Solutions	Biennial OSIM inspections for structures of span 3m or more	Failure to conduct OSIM inspections could result in unnecessary spending on structures not needing as much maintenance and rehab as predicted while structures requiring more work than expected go underfunded.
	Environmental assessments	Deterioration of structures affecting the surrounding environment could happen too slowly to be recognized during road patrol.

Asset Management Activities	Specific Activities or Planned Actions	Specific Risks of Neglecting Activities or Planned Actions
	Review bridge components and ensure code compliance	Not keeping up to date with code requirements could put public safety at risk and result in fines.
	Visual inspections during road patrol	Neglecting to visually inspect on a regular basis could allow minor deficiencies to turn into bigger problems.
Asset Acquisition / Procurement / Construction	Follow Township Procurement Policy	Failure to follow the procurement policy may result in loss of competitive advantages and funding.
	Assumption of planned subdivisions, local improvements, and commercial and industrial expansions	Incorrect growth assessments and assumptions can lead to unnecessary spending, over or under-sized assets, and operational challenges.
	Ensure staff is trained to manage new or newly reconstructed assets	Failure to provide training will result in shortening our asset's useful service life.
Asset Maintenance Activities	Annual washing of bridge decks and expansion joints	May contribute to premature asset failure, service disruptions, health, and safety risks.
	Clear bushes, trees, weeds, and other debris from around the structure/guide rail	Can result in rapid deterioration of the structure.
	Spot repairs on guide rail and posts	Can result in a health and safety hazard
	Replace load posting and delineator signs	
	Clear obstructions from the channels that structures cross	Could result in flooding, undermining of structures, washouts, and environmental impacts.
Asset Renewal and Replacement	Deck replacement or overlay	– Can result in environmental harm if precautions are not taken – Obstructions/rerouting of traffic – Renewal/replacement activities may not extend asset life cycle as much as predicted, resulting in premature failure and the need for another renewal/replacement – Increased life cycle costs if activities are wrongfully carried out, or if they are carried out of sequence
	Concrete repairs	
	Waterproofing and resurfacing	
	Bearing replacement	
	Barrier wall/guide rail replacement	

Asset Management Activities	Specific Activities or Planned Actions	Specific Risks of Neglecting Activities or Planned Actions
Asset Decommissioning and Disposal	Structure disposal without replacement is infrequent but it would consist of complete removal of all bridge components	Permanent diversion and rerouting of traffic would be necessary.

Rehabilitation and Replacement Activities

Recent structure rehabilitation and replacement activities have all taken place in accordance with the OSIM recommendations. The recommended repairs and rehabilitation techniques are crucial in helping structures reach their estimated useful lives without deteriorating too quickly, maximizing their efficiency. To be as economical as possible, special consideration is also given to determining the best replacement types for culverts. Depending on factors such as length, width, height, number of lanes and water depth, the decision between corrugated steel pipe culverts and concrete box culverts can be made to achieve the lowest life-cycle cost.

Stormwater Management

Levels of Service Metrics

O. Reg. 588/17 refers to Customer LOS as qualitative descriptions or image to describe the scope or quality of service delivered by an asset category. O. Reg. 588/17 also requires legislated technical LOS for core assets. Technical LOS use metrics to measure the scope or quality of service being delivered by an asset category.

Table 9 lists the performance measures that are included in the O. Reg. 588/17 requirements for Stormwater assets. References are provided to show where O. Reg. 588/17 requirements have been attained:

Table 9: Levels of Service Metrics - O. Reg. 588/17 (Stormwater Management)

	Customer LOS	Technical LOS
Scope	Description, which may include maps, of the user groups or areas of the municipality that are protected from flooding, including the extent of the protection provided by the municipal stormwater management system. **(Figures 5 and 6)**	1. Percentage of properties in municipality resilient to a 100-year storm. **(Table 11)**
		2. Percentage of the municipal stormwater management system resilient to a 5-year storm. **(Table 11)**

Customer Focused Levels of Service Metrics

In setting corporate/customer performance measures, the focus is on measuring how the customer receives the service and ensuring that the Township is providing customer value. These may be qualitative or quantitative measures.

Table 10: Levels of Service Metrics – Corporate/Customer Focused (Stormwater Management)

Corporate LOS Objective	Customer LOS Measure	Current Performance	Proposed Trend
Assets are kept in good condition	Stormwater assets in fair or better condition	**A+**	➔
Assets are as reliable as possible throughout the year	Percentage of outstanding work orders	**D+**	➔
Capacity meets or exceeds current demands	Adequate capacity that meets the standards for the sizing of stormwater drains	**A+**	➔
Availability of near-term financial needs	Ratio of 10-year budget to need	**F**	➔
Replacement Cost is held in reserve	Ratio of reserve to replacement value	**F**	➔

Figure 5: Map Outlining the Township Resiliency to 100-year Storm

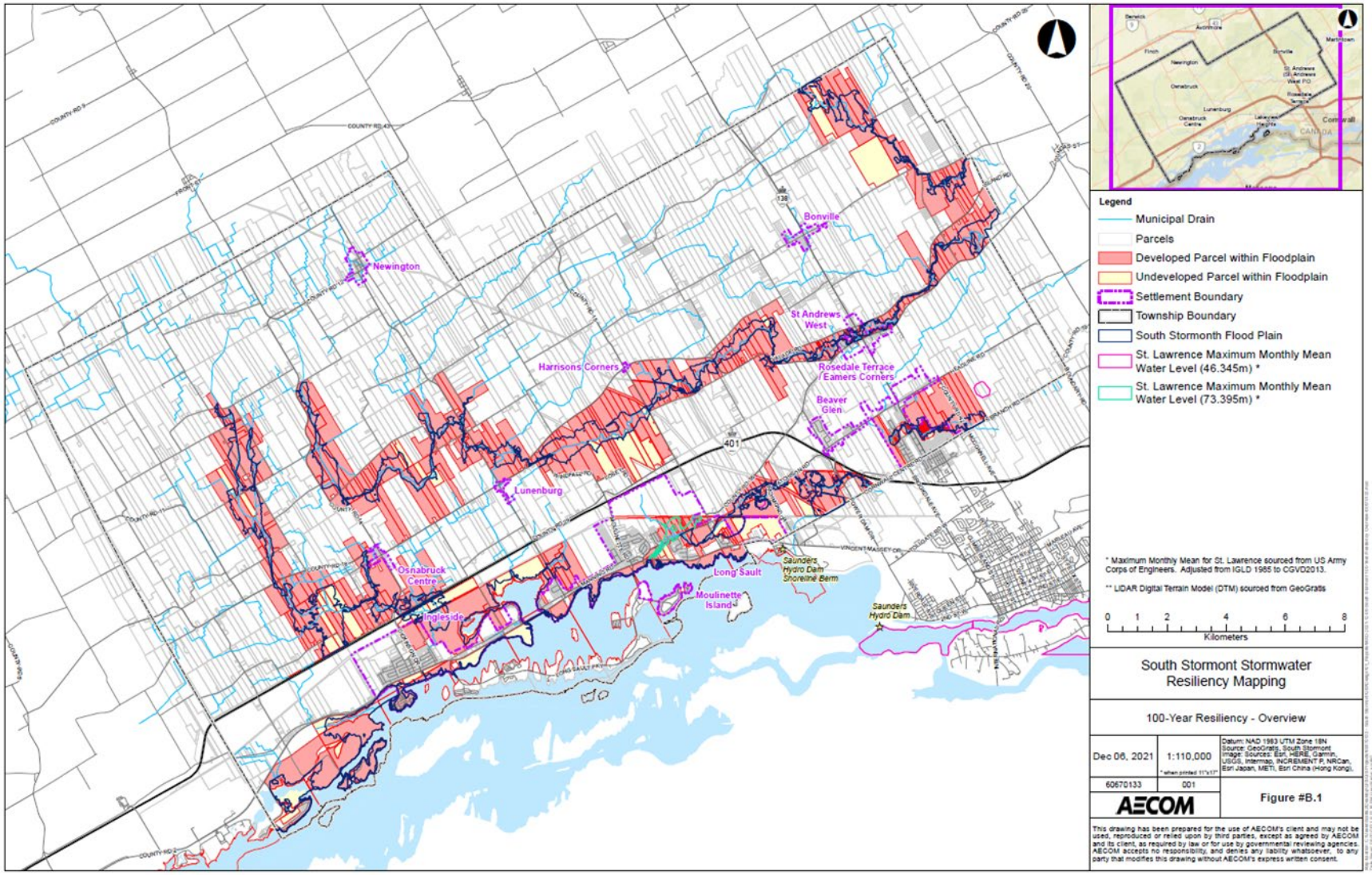
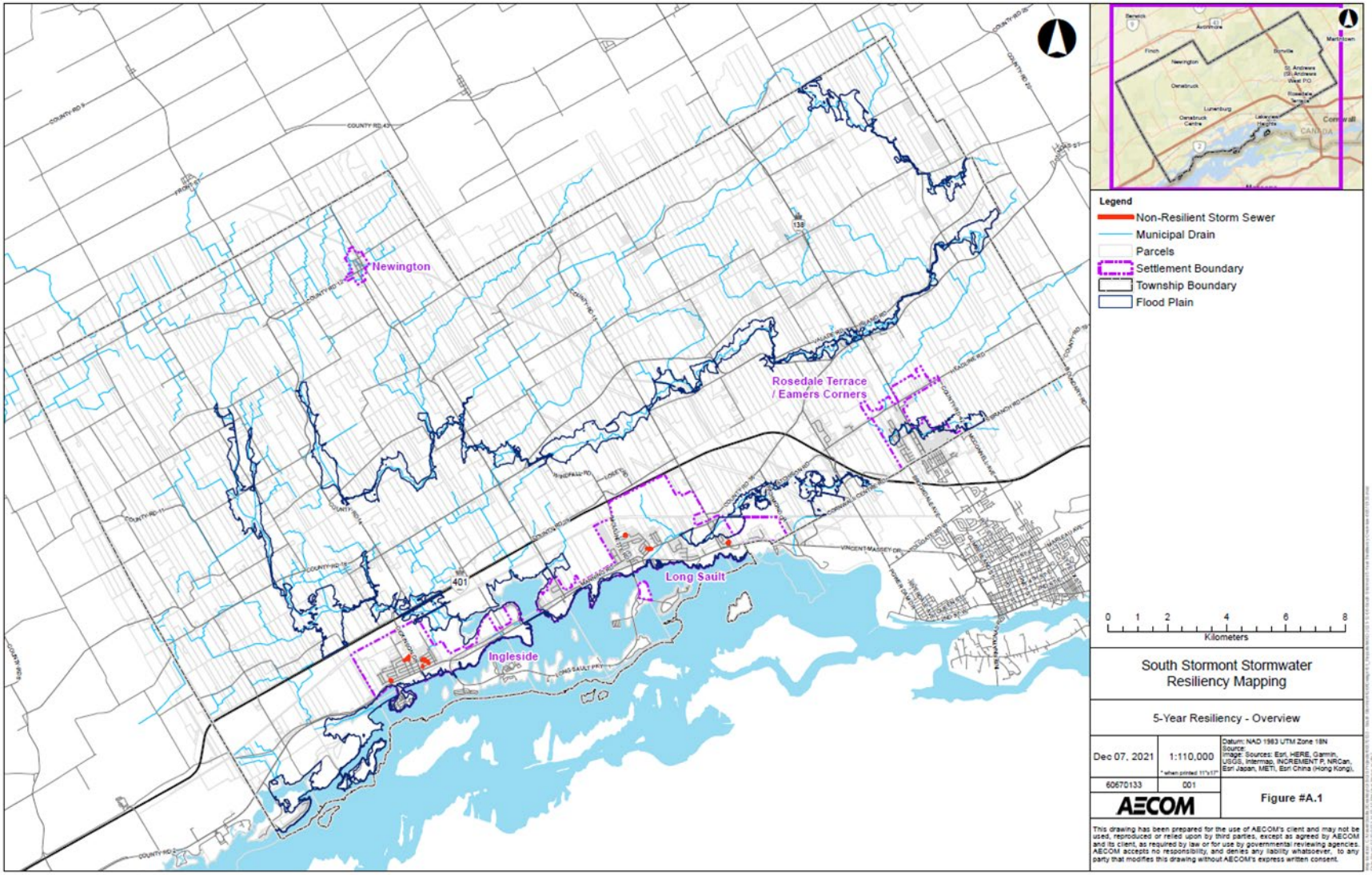


Figure 6: Map Outlining the Township Resiliency to a 5-year Storm



Technical Focused Levels of Service Metrics

To deliver services that meet customer and strategic LOS, several technical measures are tracked. Technical LOS are targeted at asset users such as: office staff, operators, and maintenance staff.

Table 11: Levels of Service Metrics – Technical Focused (Stormwater Management)

Purpose of Activity	Technical LOS Measure	Current Performance	Proposed Performance
Protect user groups or areas of the municipality from flooding	Percentage of properties in municipality resilient to a 100-year storm*	Ingleside: 98.5% Long Sault: 93.7% Newington: 100% Rosedale: 82.7% St. Andrews: 65.1% **Township Overall: 89.9%**	Not Applicable
	Percentage of the municipal stormwater management system resilient to a 5-year storm*	Ingleside: 89.9% Long Sault: 96.6% Newington: 100% Rosedale: 100% **Township Overall: 93.5%**	Not Applicable
Inspection Program Regulation	Assets undergo activities such as inspection, monitoring, cleaning and flushing	Every 5 years	Annual
Protect user groups or areas of the municipality from flooding	Number of times roads closed due to flooding per year (or length of closure time)	1	0
Enhance ponds water quality treatment	Percentage of ponds with enhanced water quality treatment	100%	100%
Maintain asset renewal rate	Percentage of assets beyond replacement year	3.2%	0%

*O. Reg. 588/17 LOS

Life-Cycle Management Strategy

An asset management strategy involves a set of planned actions that enables assets to provide the desired levels of service in a sustainable manner, while managing risk, at the lowest life cycle cost. An outline of these possible activities for Township stormwater assets and their associated risks is presented in Table 12.

Table 12: Life Cycle Management Activities and Associated Risks of Neglection (Stormwater)

Asset Management Activities	Specific Activities or Planned Actions	Specific Risks of Neglecting Activities or Planned Actions
Non-Infrastructure Solutions	Acquisition of asset management software to assist with data management for the asset management plan	Without good data management, the supporting information for the asset condition and remaining useful life will be less accurate affecting the decision making in the right time to intervene.
	Development and educational program	Increased non-value adding activities due to the lack of the know-how.
	Maintain a hydraulic model of the stormwater system	The ability for the stormwater system to convey the required flow and ensure system is resilient.
	Preparation of Standard Operating Procedures	Staff are misguided resulting in inaccurate execution of activities.
	Underground stormwater infiltration system study	Potential increase of urban runoff discharging to water bodies; increasing flood risks.
Asset Acquisition / Procurement / Construction	Follow Township Procurement Policy	Failure to follow the procurement policy may result in loss of competitive advantages and funding.
	Ensure spares, special tools and spare parts are available	Failure to have spares, special tools and spare parts will delay in the maintenance of assets potentially shortening their useful life.
	Ensure staff is trained to manage new assets	Failure to provide training will result in shortening our asset's useful service life.
Asset Maintenance Activities	Linear – Cleaning and flushing – Closed-circuit television (CCTV) inspection	– Decrease capacity of linear assets. – Condition of the linear assets remains unknown. – Decrease structural performance.
	Non-Linear – Cleaning the system – Periodic inspection	– Decrease capacity of non-linear system. – Condition of non-linear assets remain unknown. – Decrease structural performance.
Asset Renewal and Replacement	Linear – Structural lining of sewers – Replace sewers – Spot repairs	– Increase the risk of collapse. – Decrease operational performance.
	Non-Linear – Replacements – Lining of maintenance holes	– Decrease structural performance. – Decrease operational performance.

Asset Management Activities	Specific Activities or Planned Actions	Specific Risks of Neglecting Activities or Planned Actions
Asset Decommissioning and Disposal	Ensure assets are disposed of in compliance with waste regulations in Ontario	Failure to dispose of assets in accordance with Ontario Regulations increases liability of the Township.

Water Services

Levels of Service Metrics

O. Reg. 588/17 refers to Customer LOS as qualitative descriptions or image to describe the scope or quality of service delivered by an asset category. O. Reg. 588/17 also requires legislated technical LOS for core assets. Technical LOS use metrics to measure the scope or quality of service being delivered by an asset category.

Table 13 lists the performance measures that are included in the O. Reg. 588/17 requirements for Water assets. References are provided to show where O. Reg. 588/17 requirements have been attained:

Table 13: Levels of Service Metrics - O. Reg. 588/17 (Water Services)

	Customer LOS	Technical LOS
Scope	1. Description, which may include maps, of the user groups or areas of the municipality that are connected to the municipal water system. **(Figure 7)**	1. Percentage of properties connected to the municipal water system. **(Table 15)**
	2. Description, which may include maps, of the user groups or areas of the municipality that have fire flow. **(Figure 7)**	2. Percentage of properties where fire flow is available. **(Table 15)**
Reliability	System interruptions typically occur due to watermain breaks to facilitate their repair. These are tracked and recorded by the Township in terms of their duration and number of customers affected.	1. The number of connection-days per year where a boil water advisory notice is in place compared to the total number of properties connected to the municipal water system. **(Table 15)**
		2. The number of connection-days per year due to water main breaks compared to the total number of properties connected to the municipal water system. **(Table 15)**

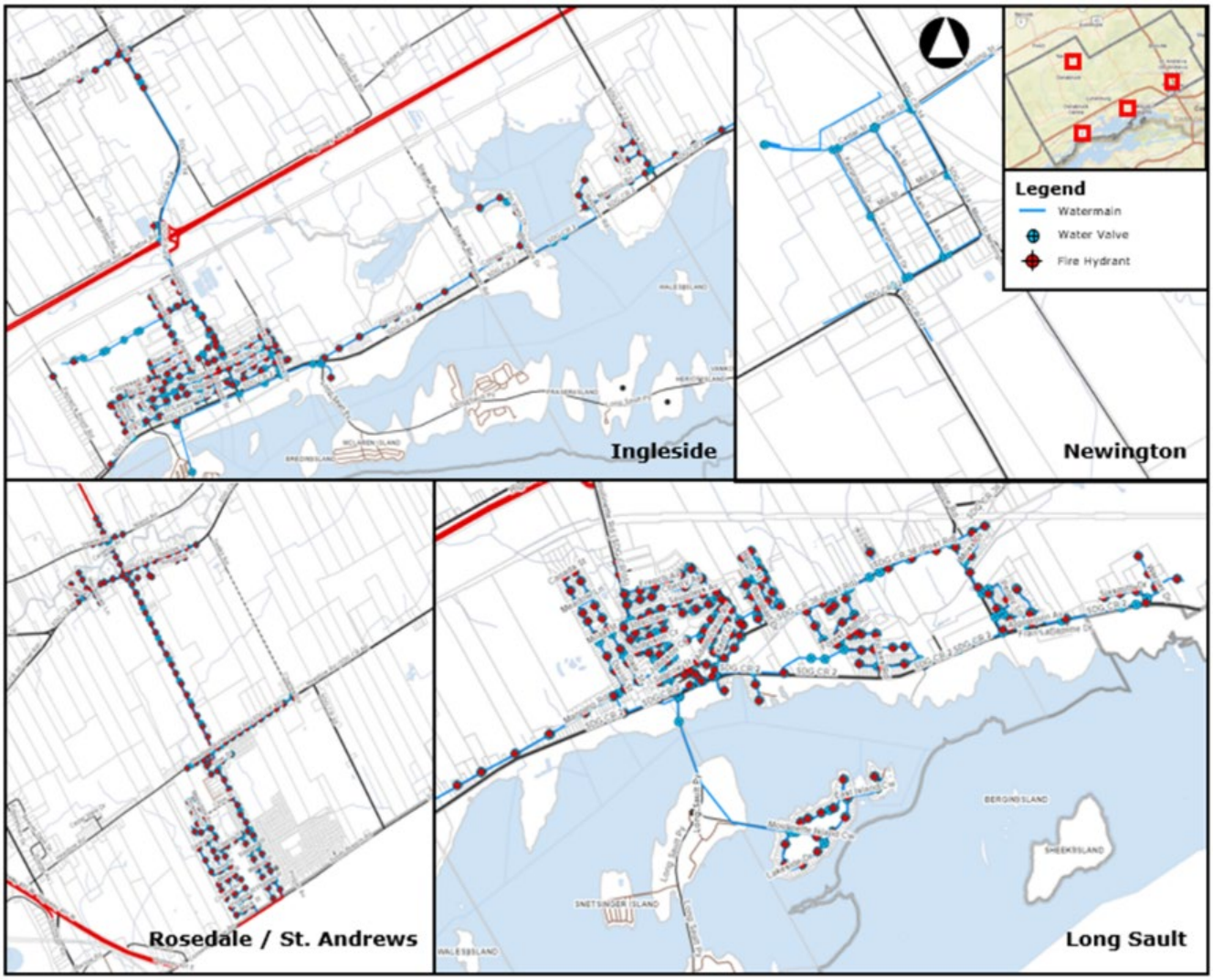
Customer Focused Levels of Service Metrics

In setting corporate/customer performance measures, the focus is on measuring how the customer receives the service and ensuring that the Township is providing customer value. These may be qualitative or quantitative measures.

Table 14: Levels of Service Metrics – Corporate/Customer Focused (Water Services)

Corporate LOS Objective	Customer LOS Measure	Current Performance	Proposed Trend
Assets are kept in good condition	Water assets in fair or better condition	**B+**	➔
Assets are as reliable as possible throughout the year	Percentage of outstanding work orders	**A+**	➔
Capacity meets or exceeds current demands	Ratio of current demand (average day)/current capacity	**A+**	➔
	Ratio of current demand (max day)/current capacity	**A+**	➔
Availability of near-term financial needs	Ratio of 10-year budget to need	**F**	➔
Replacement Cost is held in reserve	Ratio of reserve to replacement value	**D+**	➔

Figure 7: Map outlining Water and Fire Flow Connectivity



Technical Focused Levels of Service Metrics

To deliver services that meet customer and strategic LOS, several technical measures are tracked. Technical LOS are targeted at asset users such as: office staff, operators, and maintenance staff.

Table 15: Levels of Service Metrics – Technical Focused (Water Services)

Purpose of Activity	Technical LOS Measure	Current Performance	Proposed Performance
Maintain user groups or areas of the municipality connected to the municipal water system	Percentage of properties connected to the municipal water system*	84.5%	Not Applicable
Maintain having fire flow to user groups or areas of the municipality	Percentage of properties where fire flow is available*	80.7%	Not Applicable
Maintain overall quality and reliability of the water supply and distribution system	Number of connection-days per year where a boil water advisory notice is in place compared to the total number of properties connected to the municipal water system*	0.001	Not Applicable
Maintain Ontario Clean Drinking Water standard	Percentage of samples that met Ontario Drinking Water Standard per year	99.4%	100%
Alignment with service delivery and customer expectations	Number of water quality customer complaints per year	1	None
Maintain sufficient capital re-investment in system and measure overall reliability of the system	Number of connection-days per year where water is not available due to water main breaks compared to the total number of properties connected to the municipal water system*	0.000	Not Applicable
Maintain asset renewal rate	Percentage of assets beyond replacement year	24.2%	0%

*O. Reg. 588/17 LOS

Life-cycle Management Strategy

An asset management strategy involves a set of planned actions that enables assets to provide the desired levels of service in a sustainable manner, while managing risk, at the lowest life cycle cost. An outline of these activities for the Township's water network and the associated risks of not performing them is presented in Table 16.

Table 16: Management Activities or Planned Actions and Associated Risks of

Asset Management Activities	Specific Activities or Planned Actions	Specific Risks of Neglecting Activities or Planned Actions
Non-Infrastructure Solutions	Acquisition of asset management software to assist with data management for the asset management plan	Without good data management the supporting information for the asset condition and remaining useful life will be poor.
	Public education for water conservation	Water is not conserved and costs for operation increase.
	Maintain a hydraulic model of the water distribution system	The ability for the water system to deliver water at an adequate pressure and quantity will remain unknown.
	Annual leak detection survey	Sources of unaccounted for water losses on the water distribution system remain unknown.
	Maintain accurate uncommitted reserve capacity calculation	It is unknown how much uncommitted capacity remains in the system.
Asset Acquisition / Procurement / Construction	Follow Township Procurement Policy	Failure to follow the procurement policy may result in loss of competitive advantages and funding.
	Ensure spares, special tools and spare parts are available	Failure to have spares, special tools and spare parts will delay in the maintenance of assets potentially shortening their useful life.
	Ensure staff is trained to manage new assets	Failure to provide training will result in shortening our asset's useful service life.
Asset Maintenance Activities	Watermains – Biannual cleaning and flushing of watermains	Not performing cleaning or flushing will decrease the hydraulic capacity.
	Valves – Annual actuation of valves	Valves will seize prematurely.
	Fire Hydrants – Hydrant flushing (spring) – Hydrant winterization (fall)	– Hydrants are unreliable. – Hydrants will freeze.
Asset Renewal and Replacement	Watermains – Structural lining of watermains	– Increase the risk of collapse. – Increase the risk of water loss.

Asset Management Activities	Specific Activities or Planned Actions	Specific Risks of Neglecting Activities or Planned Actions
	– Replacements of watermains	
	Water Towers – Inspect water towers every 5 years – Recoat water towers	– Corrosion rates of exposed steel surfaces goes unchecked. – Corrosion rates of exposed steel accelerates and shortens life of the tower.
	Valves – end of life – Replacement of valves	Risk of failure.
	Fire Hydrants – end of life – Replacement of hydrants	Risk of failure.
Asset Decommissioning and Disposal	Ensure assets are disposed of in compliance with waste regulations in Ontario	Failure to dispose of spent assets in accordance with Ontario Regulations increases liability of the Township.

Wastewater Services

Levels of Service Metrics

O. Reg. 588/17 refers to Customer LOS as qualitative descriptions or image to describe the scope or quality of service delivered by an asset category. O. Reg. 588/17 also requires legislated technical LOS for core assets. Technical LOS use metrics to measure the scope or quality of service being delivered by an asset category.

Table 17 lists the performance measures that are included in the O. Reg. 588/17 requirements for Wastewater assets. References are provided to show where O. Reg. 588/17 requirements have been attained:

Table 17: Levels of Service Metrics - O. Reg. 588/17 (Wastewater Services)

	Customer LOS	Technical LOS
Scope	Description, which may include maps, of the user groups or areas of the municipality that are connected to the municipal wastewater system. **(Figure 7)**	Percentage of properties connected to the municipal wastewater system. **(Table 19)**
Reliability	1. Description of how combined sewers in the municipal wastewater system are designed with overflow structures in place which allow overflow during storm events to prevent backups into homes. Not applicable – the Township of South Stormont does not own any combined sewer systems.	1. Zero number of events per year where combined sewer flow in the municipal wastewater system exceeds system capacity compared to the total number of properties connected to the municipal wastewater system.
	2. Description of the frequency and volume of overflows in combined sewers in the municipal wastewater system that occur in habitable areas or beaches. Not applicable – the Township of South Stormont does not own any combined sewer systems.	2. The number of connection-days per year due to wastewater backups compared to the total number of properties connected to the municipal wastewater system. **(Table 19)**
	3. Description of how stormwater can get into sanitary sewers in the municipal wastewater system, causing sewage to overflow into streets or backup into homes. Inflow and infiltration occur when stormwater and groundwater penetrate the wastewater	

	Customer LOS	Technical LOS
	collection system through a variety of sources including cracks in pipes, faulty cross-connections, etc. This can impact the system's hydraulics which can cause surcharging and basement flooding.	
	4. Description of how sanitary sewers in the municipal wastewater system are designed to be resilient to avoid events described in paragraph 3. The Township's sewer design practices involve taking inflow and infiltration into consideration when determining ultimate system capacity. Public Works staff ensure wastewater infrastructure is kept in a good state of repair.	
	5. Description of the effluent that is discharged from sewage treatment plants in the municipal wastewater system. The Township discharges effluent into Lake St. Lawrence and St. Lawrence River. The C of A requires effluent to meet specific criteria. Provincial compliance criteria are in place for effluent flow rates, Suspended Solids, Phosphorous, Ammonia and E. Coli. These values are reported on by the Township.	

Corporate/Customer Focused Levels of Service Metrics

In setting customer performance measures, the focus is on measuring how the customer receives the service and ensuring that the Township is providing customer value. These may be qualitative or quantitative measures.

Table 18: Levels of Service Metrics – Corporate/Customer Focused (Wastewater Services)

Corporate LOS Objective	Customer LOS Measure	Current Performance	Proposed Trend
Assets are kept in good condition	Wastewater assets in fair or better condition	**B+**	➔
Assets are as reliable as possible throughout the year	Percentage of outstanding work orders	**A+**	➔
	Ratio of current demand (average day)/current capacity	**A+**	➔

Capacity meets or exceeds current demands	Ratio of current demand (max day)/current capacity	**A+**	➔
Availability of near-term financial needs	Ratio of 10-year budget to need	**A+**	➔
Replacement Cost is held in reserve	Ratio of reserve to replacement value	**C+**	➔

Technical Focused Levels of Service Metrics

To deliver services that meet customer and strategic LOS, several technical measures are tracked. Technical LOS are targeted at asset users such as: office staff, operators, and maintenance staff.

Table 19: Levels of Service Metrics – Technical Focused (Wastewater Services)

Purpose of Activity	Technical LOS Measure	Current Performance	Recommended Performance
Maintain user groups or areas of the municipality connected to the municipal wastewater system	Percentage of properties connected to the municipal wastewater system*	67.7%	Not Applicable
Mitigate risk from climate change and need to either increase storage capacity or focus on system separation	Number of events per year where flow in the municipal wastewater system exceeds system capacity compared to the total number of properties connected to the municipal wastewater system*	0 events per year	Not Applicable
Maintain overall reliability of the wastewater system and level of risk to users	Number of connection-days per year due to wastewater backups compared to the total number of properties connected to the municipal wastewater system*	0.000	Not Applicable
Inspection Program Regulation	Assets undergo activities such as inspection, monitoring, cleaning and flushing	Every 5 years	Every 5 years
Routine monitoring of effluent	Number of effluent violations per year due to wastewater discharge compared to the total number of properties connected to the municipal wastewater system*	0.005	Not Applicable

Purpose of Activity	Technical LOS Measure	Current Performance	Recommended Performance
Alignment with service delivery and customer expectations	Number of complaints due to performance/failure of wastewater facility/equipment	0	None
Maintain asset renewal rate	Percentage of assets beyond replacement year	0.0%	0%

*O. Reg. 588/17 LOS

Asset Life-cycle Management Strategy

An asset management strategy involves a set of planned actions that enables assets to provide the desired levels of service in a sustainable manner, while managing risk, at the lowest life cycle cost. An outline of these activities for the Township's wastewater network and the associated risks of not performing them is presented in Table 20.

***Table 20*: Management Activities or Planned Actions and Associated Risks of Neglection (Wastewater)**

Asset Management Activities	Specific Activities or Planned Actions
Non-Infrastructure Solutions	Acquisition of asset management software to assist with data management for the asset management plan
	Preparation of inflow and infiltration studies
	Maintain a hydraulic model of collection system
	Public education on flushables
Asset Acquisition / Procurement / Construction	Follow Township Procurement Policy
	Ensure spares, special tools and spare parts are available
	Ensure staff is trained to manage new assets
Asset Maintenance Activities	Sewers – Cleaning and flushing – 5 year rotation – CCTV inspection – 5 year rotation
	Maintenance Holes – Maintenance hole bowl for the prevention of infiltration and/or odors

Asset Management Activities	Specific Activities or Planned Actions
Asset Renewal and Replacement	Sewers – Structural lining of sewers – Replace sewer
	Maintenance Holes – Maintenance hole parging – Replace maintenance hole
Asset Decommissioning and Disposal	Ensure assets are disposed of in compliance with waste regulations in Ontario

Buildings/Facilities

Levels of Service Metrics

O. Reg. 588/17 refers to Customer LOS as qualitative descriptions or image to describe the scope or quality of service delivered by an asset category. also requires Municipalities to establish the qualitive descriptions and technical metrics for non-core assets.

In setting performance measures, the focus is on measuring how the customer receives the service and ensuring that the Township is providing customer value. These may be qualitative or quantitative measures.

Table 21: Levels of Service Metrics - O. Reg. 588/17 (Building & Facilities)

	Customer LOS	Technical LOS
Scope	Description or images of the types of facilities that the municipality operates and the services that they help to provide to the community **(Table: 22)**	The provision of services to the community requires the Municipality to own a diverse inventory of buildings & facilities. This asset management plan identifies facilities that provide administration, fire protection, recreation and transportation services to the community. **(Table: 24)**
Reliability	Description of the inspection processes, maintenance protocols, and frequency of assessments that ensure facilities remain in optimal operating condition to deliver reliable services to the community. **(Table 25)**	The current Asset Management Plan relies on age-based condition assessments for municipal facilities. South Stormont's facilities are experiencing significant condition challenges across all categories. While staff conduct informal inspections on at a regular basis, implementation of a formalized inspection process is to be lunched in the near future to ensure accuracy in condition assessments and repair prioritization.

Customer Focused Levels of Service Metrics

The Township's buildings and facilities are divided into categories that include Cultural and Recreational, General Government, Protective Services, Social Services, and Transportation Services. The Township's buildings and facilities assets can be broken down into the following hierarchy, as presented in Table 22.

Table 22: Buildings and Facilities Inventory Hierarchy

Service Area	Asset Class/Component
Buildings/Facilities	Cultural and Recreational
	General Government
	Protective Services
	Social Services
	Transportation Services

In setting customer performance measures, the focus is on measuring how the customer receives the service and ensuring that the Township is providing customer value. These may be qualitative or quantitative measures.

***Table 23*: Levels of Service Metrics Customer – Focused (Buildings/Facilities)**

Corporate LOS Objective	Customer LOS Measure	Current Performance	Proposed Trend
Assets are kept in good condition	Facilities in fair or better condition	45.5%	↗
Assets are as safe and accessible as possible throughout the year	Percentage of outstanding work orders	5.5%	→
Capacity meets or exceeds current demands	Inadequate space to support occupant load (occupancy/design capacity ratio)	None	→
	Generator availability	100%	→
Availability of near-term financial needs	Ratio of 10-year budget to need	14.5%	↗
Replacement Cost is held in reserve	Ratio of reserve to replacement value	8.4%	↗

Table 24 outlines the quantitative descriptions that determine the technical levels of service provided by the Municipality's Buildings and Facilities.

Table 24: Levels of Service Metrics – Technical Focused (Building & Facilities)

	Facilities	Current LOS	Proposed LOS
Scope	Culture And Recreation	4	4
	Municipal Library	2	2
	Municipal Pool Building	1	1
	Municipal Arena	1	1
	General Government (Commercial Office Spaces)	4	4
	Municipal Fire Halls	4	4
	Social Services (Senior Support Centre)	1	1
	Public Works Garages	2	2
	Public Works Sheds	3	3
	Municipal Park Building (Lloyd Hawn)	1	1
	Museum Buildings	11	11

Life-cycle Management Strategy

An asset management strategy involves a set of planned actions that enables assets to provide the desired levels of service in a sustainable manner, while managing risk, at the lowest life cycle cost. An outline of these activities for the Township's buildings and facilities and the associated risks of not performing them is presented in Table 25.

Table 25: Management Activities or Planned Actions and Associated Risks of Neglection (Buildings/Facilities)

Asset Management Activities	Specific Activities or Planned Actions	Specific Risks of Neglecting Activities or Planned Actions
Non-Infrastructure Solutions	Policy development	Failing to consider non-infrastructure solutions can result in overlooked

	Management strategies	opportunities for the organization to save costs.
Asset Acquisition / Procurement / Construction	Asset growth (net new or expansion)	Failing to acquire needed assets can lead to resource shortages and hinder growth and expansion.
Asset Maintenance Activities	Proactive and reactive maintenance -Cleaning -Inspections -Calibration -Testing	Neglecting maintenance increases the risk of unexpected breakdowns, leading to unplanned downtime and loss of productivity.
		Poorly maintained assets can pose safety risks to employees and contribute to workplace accidents.
	Reliability Centered Maintenance	Lack of maintenance can shorten the lifespan of assets, leading to premature replacements and increased costs.
Asset Renewal and Replacement	Asset upgrade Like for like replacement Minor and major rehabilitation activities Major Repairs and refurbishments	Neglecting asset renewal can lead to reliance on outdated technology, hindering efficiency and innovation. Aging assets might consume more resources and energy, resulting in higher operating expenses. Outdated equipment might not meet current standards, resulting in reduced output quality or lower productivity.
Asset Decommissioning and Disposal	Recycling Donating	Improper disposal can harm the environment and lead to legal and reputational consequences.
	Scrapping Selling	Failure to properly dispose of assets can tie up resources that could otherwise be used more effectively.

Roadside Assets

Levels of Service Metrics

O. Reg. 588/17 refers to Customer LOS as qualitative descriptions or image to describe the scope or quality of service delivered by an asset category. also requires Municipalities to establish the qualitive descriptions and technical metrics for non-core assets.

In setting performance measures, the focus is on measuring how the customer receives the service and ensuring that the Township is providing customer value. These may be qualitative or quantitative measures.

Table 26: Levels of Service Metrics – Customer Focused (Roadside Assets)

Corporate LOS Objective	LOS Measure	Current Performance	Proposed Trend
Assets are kept in good condition	Roadside assets in fair or better condition	Sidewalk: 95.8% Streetlights: N/A Road Signs: 53.1%	➔
Assets are as safe and accessible as possible throughout the year	Percentage of outstanding work orders	Sidewalk: 18.8% Streetlights: 18.5% Road Signs: 0%	➔
Capacity meets or exceeds current demands	Ensure that roadside assets are reliable and accessible for use	Very Good	➔
Availability of near-term financial needs	Ratio of 10-year budget to need	N/A	

Table 27 outlines the quantitative descriptions that determine the technical levels of service provided by the Municipality.

Table 27: Levels of Service Metrics - Technical Focused (Roadside Assets)

Technical LOS Metric	Current LOS	Proposed LOS
Asphalt Sidewalks	2,547 meters	2547 meters
Concrete Sidewalks	29,300 meters	29,300 meters
Information Signage	25	25
Regulatory Signage	481	481
Warning Signage	741	741
Unassigned Signage	29	29

Life-cycle Management Strategy.

An asset management strategy involves a set of planned actions that enables assets to provide the desired levels of service in a sustainable manner, while managing risk, at the lowest life cycle cost. An outline of these activities for the Township's roadside assets and the associated risks of not performing them is presented in Table 28.

Table 28: Management Activities or Planned Actions and Associated Risks of Neglection (Roadside Assets)

Asset Management Activities	Specific Activities or Planned Actions	Specific Risks of Neglecting Activities or Planned Actions
Non-Infrastructure Solutions	Acquisition of asset management software to assist with data management for the asset management plan	Without good data management the supporting information for the asset condition and remaining useful life will be poor.
	Visual Inspection by road patrol	Deficiencies that might be missed via data collection can be highlighted by visual inspection
	Public education to ensure residents have proper knowledge of the importance of roadside assets	Infrastructure gets misused, damaged or stolen.

Asset Management Activities	Specific Activities or Planned Actions	Specific Risks of Neglecting Activities or Planned Actions
Asset Acquisition / Procurement / Construction	Follow Township Procurement Policy	Failure to follow the procurement policy may result in loss of competitive advantages and funding.
	Ensure staff is trained to manage new assets	Failure to provide training will result in shortening our asset's useful service life.
Asset Maintenance Activities	Sidewalks - Annual inspections as per the minimum maintenance standards - Winter maintenance on designated routes	- Deficiencies go unnoticed and liability is increased. - Minimum maintenance standards are not met.
	Streetlights - Replacement of LED fixture and straightening of poles is contracted out	- Increased safety concerns related to nighttime visibility and loss of aesthetics.
	Road signs - Regulatory and warning signs are tested annually for their reflectivity - Repairing defective signs and signals - Signs are replaced based on these findings and on staff observations with priority being given to regulatory signs	- Minimum maintenance standards are not met. - Low visibility of signs increases liability and decreases driver awareness.
	- Public inspection triggered through AccessE11 or corporate customer website.	- Customer dissatisfaction with road disruptions
Asset Renewal and Replacement	Sidewalks - Full-depth reconstruction including granular base layer - Capping of sidewalk resulting in a slight grade raise	- Risk of failure and increased liability. - Surface becomes unwalkable.
	Streetlights and road signs - Complete or partial asset replacement	- Risk of failure and increased liability.
Asset Decommissioning and Disposal	Ensure assets are disposed of in compliance with waste regulations in Ontario	Failure to dispose of spent assets in accordance with Ontario Regulations increases liability of the Township.

Parks and Recreation

Levels of Service Metrics

O. Reg. 588/17 refers to Customer LOS as qualitative descriptions or image to describe the scope or quality of service delivered by an asset category. also requires Municipalities to establish the qualitive descriptions and technical metrics for non-core assets.

Customer Focused Levels of Service Metrics

In setting performance measures, the focus is on measuring how the customer receives the service and ensuring that the Township is providing customer value. These may be qualitative or quantitative measures.

Table 29: Levels of Service Metrics – Customer Focused (Parks and Recreation)

Corporate LOS Objective	Customer LOS Measure	Current Performance	Expected Trend Based on Planned Budget
Assets are kept in good condition	Parks and recreation assets in fair or better condition	86.4%	↗
Assets are as safe and accessible as possible throughout the year	Percentage of outstanding work orders	22.0%	→
Capacity meets or exceeds current demands	Ensuring parks are consistently open and available	9 am to 10 pm 7 days/week (with exception of washrooms during winter)	→
Availability of near-term financial needs	Ratio of 10-year budget to need	146.2%	→
Replacement Cost is held in reserve	Ratio of reserve to replacement value	18.8%	↗

Technical Focused Levels of Service Metrics

Table 30 outlines the quantitative descriptions that determine the technical levels of service provided by the Municipality's Buildings and Facilities.

Table 30: Levels of Service Metrics – Technical Focused (Parks and Recreation)

	Technical LOS Metric		Current LOS	Proposed LOS
Scope	Parks Linear	Multi-use Pathways	5	5
	Parks Amenity	Parks Amenities (Structures, Splash Pads, Fields, Courts, Tables, Swing Sets, Benches, etc.)	185	186
	Parks Facility	Parks Facilities	7	7

Life-cycle Management Strategy

An asset management strategy involves a set of planned actions that enables assets to provide the desired levels of service in a sustainable manner, while managing risk, at the lowest life cycle cost. An outline of these activities for the Township's parks and recreation assets and the associated risks of not performing them is presented in Table 31.

Table 31: Management Activities or Planned Actions and Associated Risks of Neglection (Parks and Recreation)

Asset Management Activities	Specific Activities or Planned Actions	Specific Risks of Neglecting Activities or Planned Actions
Non-Infrastructure Solutions	Acquisition of asset management software to assist with data management for the asset management plan	Without good data management the supporting information for the asset condition and remaining useful life will be poor.
	Encouragement of conservation of Parks and associated infrastructures assets through policy, procedures, public outreach, etc.	Regulatory requirements, standards, criteria change or do not exist.
	Continue researching and implementing park infrastructure in conformance with Provincial, Federal and Municipal policies.	Asset deterioration is underestimated leading to failure

Asset Management Activities	Specific Activities or Planned Actions	Specific Risks of Neglecting Activities or Planned Actions
	The lifecycle management needs includes the direct care of the building envelope, mechanical and electrical systems, etc.	Inaccurate growth forecasts or estimation of funding
Asset Acquisition / Procurement / Construction	Follow Township Procurement Policy	Failure to follow the procurement policy may result in loss of competitive advantages and funding.
	Ensure spares, special tools and spare parts are available	Failure to have spares, special tools and spare parts will delay in the maintenance of assets potentially shortening their useful life.
	Ensure staff is trained to manage new assets	Failure to provide training will result in shortening our asset's useful service life.
Asset Maintenance Activities	A program to maintain equipment is in place. Equipment is monitored and inspected regularly, and problems addressed when triggered by staff observations and public feedback.	Completing planned maintenance activities while managing the need to execute reactive maintenance activities.
	Critical equipment maintenance and overhaul	Incorrectly planned maintenance activities can lead to premature asset failure.
	Park is monitored and problems addressed when triggered by staff observations, anticipated lifecycle timing, and public feedback.	Deficiencies are not identified through inspections due to concealed components or difficult access
	Smaller wooden structures, such as outdoor rink boards or volleyball court posts, require an enhanced inspection and maintenance program to extend their lifespan.	Wooden structures are more susceptible to failure caused by prolonged exposure to climate conditions, vandalism, or lack of continuing care/treatment.
Asset Renewal and Replacement	Scheduling equipment rehabilitation in a systematic format.	Incorrect assumptions regarding improved expected useful life after rehabilitating a pathway.
		Increased lifecycle cost if renewal/rehab activities are done improperly or not as scheduled
Asset Decommissioning and Disposal	Ensure assets are disposed of in compliance with waste regulations in Ontario	Failure to dispose of spent assets in accordance with Ontario Regulations increases liability of the Township.

Fleet

Levels of Service Metrics

O. Reg. 588/17 refers to Customer LOS as qualitative descriptions or image to describe the scope or quality of service delivered by an asset category. also requires Municipalities to establish the qualitive descriptions and technical metrics for non-core assets.

In setting performance measures, the focus is on measuring how the customer receives the service and ensuring that the Township is providing customer value. These may be qualitative or quantitative measures.

Table 32: Levels of Service Metrics - (Fleet)

	Customer LOS	Technical LOS
Scope	Description or images of the types of vehicles that the municipality operates and the services they help to provide to the community. **(Table 33)**	The provision of services to the community requires the Municipality to own a diverse inventory of vehicles. This asset management plan identifies individual vehicles that provide drainage, building, bylaw, fire protection, recreation and transportation services to the community. **(Table 35)**
Quality	Description of the inspection processes, maintenance protocols, and frequency of assessments that ensure vehicles remain in optimal operating condition to deliver reliable services to the community. **(Table 36)**	Municipal staff conduct annual vehicle inspections to assess each vehicle's remaining service life and identify necessary repairs and maintenance requirements. These condition assessments provide valuable insights that support vehicle replacement scheduling. Vehicle operators are required to complete pre-trip inspections before the use of any municipal vehicle.

Table 33: Fleet Inventory

Service Area	Service Division	Asset Class/Component
Fleet	Vehicles	Light Vehicle
		Medium Vehicle
		Heavy Vehicle
	Equipment	Light Equipment
		Medium Equipment
		Heavy Equipment

Customer Focused Levels of Service Metrics

In setting performance measures, the focus is on measuring how the customer receives the service and ensuring that the Township is providing customer value. These may be qualitative or quantitative measures.

Table 34: Levels of Service Metrics – Customer Focus(Fleet)

Corporate LOS Objective	Customer LOS Measure	Current Performance	Proposed Tre
Assets are kept in good condition	Fleet assets in fair or better condition	83.9%	→
Assets are as safe and accessible as possible throughout the year	Percentage of outstanding work orders requests greater than 30 days	0	→
Capacity meets or exceeds current demands	Ensure that roadside assets are reliable and accessible for use	Very Good	→
Availability of near-term financial needs	Ratio of 10-year budget to need	96.2%	→
Replacement Cost is held in reserve	Ratio of reserve to replacement value	6%	↗

Technical Focused Levels of Service Metrics

An asset management strategy involves a set of planned actions that enables assets to provide the desired levels of service in a sustainable manner, while managing risk, at the lowest life cycle cost. An outline of these activities for the Township's fleet and the associated risks of not performing them is presented in Table 35.

Table 35: Levels of Service Metrics - Technical Focused (Fleet)

Department	Asset Type	Asset	Current LOS	Proposed LOS
Building and Planning	Vehicle	Light Vehicle	1	1
Fire Services and Bylaw	Vehicle	Heavy Vehicle	12	12
		Medium Vehicle	1	1
		Light Vehicle	3	3
	Equipment	Light Equipment	1	1
Parks and Recreation	Vehicle	Light Vehicle	2	2
	Equipment	Medium Equipment	1	1
		Light Equipment	1	1
Public Works	Vehicle	Heavy Vehicle	11	11
		Medium Vehicle	2	2
		Light Vehicle	8	8
	Equipment	Heavy Equipment	7	7
		Light Equipment	6	6

Life-cycle Management Strategy

An asset management strategy involves a set of planned actions that enables assets to provide the desired levels of service in a sustainable manner, while managing risk, at the lowest life cycle cost. An outline of these activities for the Township's fleet and the associated risks of not performing them is presented in Table 36.

Table 36: Management Activities or Planned Actions and Associated Risks of Neglection (Fleet)

Asset Management Activities	Specific Activities or Planned Actions	Specific Risks of Neglecting Activities or Planned Actions
Non-Infrastructure Solutions	Acquisition of asset management software to assist with data management for the asset management plan	Without good data management the supporting information for the asset condition and remaining useful life will be poor.

Asset Management Activities	Specific Activities or Planned Actions	Specific Risks of Neglecting Activities or Planned Actions
	Cost and lifecycle review of assets throughout their entire service lives	Low remarketing value, increased risk of failure and higher maintenance costs past expected useful lives.
Asset Acquisition / Procurement / Construction	Follow Township Procurement Policy	Failure to follow the procurement policy may result in loss of competitive advantages and funding.
	Ensure spares, special tools and spare parts are available	Failure to have spares, special tools and spare parts will delay in the maintenance of assets potentially shortening their useful life.
	Ensure staff is trained to manage new assets	Failure to provide training will result in shortening our asset's useful service life.
Asset Maintenance Activities	Annual safeties and regular preventative maintenance	Neglecting regular maintenance activities can shorten the asset's life cycle and increase service disruptions.
	Conduct reactive maintenance as failures and breakdowns occur under circumstances that cannot be easily mitigated or controlled	Neglecting reactive maintenance activities can cause lengthy service delays and shorten the asset's life cycle.
	Track breakdowns and their probable reasons for occurrence	Improper management of records can cause the recurrence of similar failures or unnecessary spending.
Asset Renewal and Replacement	Partial replacement of integral operational components of equipment and heavy vehicles	Fleet may be unable to perform their intended tasks.
	Complete replacement or addition of new vehicles/equipment	Service delivery decreases as staff members are not able to keep up with operational demand.
Asset Decommissioning and Disposal	Ensure assets are disposed of in compliance with waste regulations in Ontario	Failure to dispose of spent assets in accordance with Ontario Regulations increases liability of the Township.
	Fleet planning to optimize salvage value and put assets on the market during peak demand	Loss of potential income.

IT Equipment

Levels of Service Metrics

O. Reg. 588/17 refers to Customer LOS as qualitative descriptions or image to describe the scope or quality of service delivered by an asset category. also requires Municipalities to establish the qualitive descriptions and technical metrics for non-core assets.

In setting performance measures, the focus is on measuring how the customer receives the service and ensuring that the Township is providing customer value. These may be qualitative or quantitative measures.

Table 37: Levels of Service Metrics (IT Equipment)

Corporate LOS Objective	Customer LOS Measure	Current Performance	Expected Trend Based on Planned Budget
Assets are kept in good condition	IT equipment assets in fair or better condition	67.9	↗
Assets are as safe and accessible as possible throughout the year	No. of significant security measures implemented in previous 12 months	-	→
Capacity meets or exceeds current demands	Number of outstanding IT hardware requests greater than 30 days	1	→
Availability of near-term financial needs	Ratio of 10-year budget to need	152.0%	→
Replacement Cost is held in reserve	Ratio of reserve to replacement value	17.5%	↗

Table 38:Technical Focused Levels of Service Metrics (IT Equipment)

	Technical LOS Metric		Current LOS	Proposed LOS
Scope	Computers and Tablets	Desktop	18	18
		Laptop	67	67
		Tablet	29	29
		Workstation Desktop	7	7

	Mobile Phones	Mobile Phones	36	36
	Printers and Scanners	Copier	3	3
		Letter/Envelope Folder	1	1
		Postage Machine	1	1
		Printer	12	12
		Printer (receipt)	1	1
		Scanner	1	1
	Data Room	CCTV Recorder	1	1
		Firewall Appliance	8	8
		Router	2	2
		Router (repurposed as WiFi access point)	1	1
		Starlink Modem/Dish	2	2
		Switch	1	1
		Switch (non-POE)	3	3
		Switch (POE	1	1
		Switch (POE)	1	1
		Switch (POE+)	2	2
		WiFi Access Point	10	10
		WiFi Management Switch	1	1

	Corporate Security Emergency Equipment	Corporate Security Emergency Equipment	27	27

Life-cycle Management Strategy

An asset management strategy involves a set of planned actions that enables assets to provide the desired levels of service in a sustainable manner, while managing risk, at the lowest life cycle cost. An outline of these activities for the Township's IT equipment and the associated risks of not performing them is presented in Table 39.

Table 39: Management Activities or Planned Actions and Associated Risks of Neglection (IT Equipment)

Asset Management Activities	Specific Activities or Planned Actions
Non-Infrastructure Solutions	Acquisition of asset management software to assist with data management for the asset management plan
	Monitor and track age and amount of time the asset considered a priority as to when the asset should be replaced.
	Focus is to ensure that asset is considered 'in support' to mitigate potential malware/cyber-attacks and ensure asset is operating efficiently for individuals using the asset.
	Coordinate business needs with anticipated IT support to determine prioritization of IT asset replacement
Asset Acquisition / Procurement / Construction	Follow Township Procurement Policy
	Scheduled replacement programs in place. Replacement programs exist for Township's directly owned cable network.
	Ensure staff is trained to manage new assets
Asset Maintenance Activities	Maintain proper communication with existing system vendors to ensure continuous support indefinitely
Asset Renewal and Replacement	Rehabilitation programs exist for Township's directly owned assets. Proactive rehabilitation of Township software programs also exist and would be referred to as 'supported' software.
Asset Decommissioning and Disposal	Ensure assets are disposed of in compliance with waste regulations in Ontario

Financial Strategy

The Township retained Watson & Associates Economists Ltd. to assist with the development of a LTFP, which serves as a tool for the Township to measure and optimize financial planning outcomes over a 10-year forecast horizon covering fiscal years 2024 to 2033. The LFTP was adopted by Council in July 2024.
The LTFP was built based on the following key inputs:

- Anticipated residential and non-residential development and its impact on current value assessment and weighted assessment projections;
- Forecast capital expenditure requirements for existing and growth-related infrastructure as the Township develops;
- Capital funding requirements and analysis of capital funding sources; and
- Projections of operating expenditures due to anticipated development and incremental infrastructure requirements.

Using the key inputs the LTFP was built with 4 scenarios;

Base Scenario 1

a. Growth forecast based on the United Counties SDG Growth Management Study and development of Long Sault Logistics Village (LSLV) and Township led development residential lands in Churchill Heights and Ingleside to occur between 2027 to 2035 as currently planned.

b. Approval of $21.9 million grant funding from the Housing-Enabling Water Systems Fund (HEWS) for the construction of growth-related water and wastewater infrastructure.

Lower Grant Funding Scenario 2

a. No change to growth assumptions in Scenario 1

b. Failure to receive approval for $21.9 million of HEWS grant funding for the construction of growth-related water and wastewater infrastructure.

Deferred Growth Scenario 3

a. Development of LSLV and Township led residential development would occur over a longer time period from 2027 to 2047 in comparison to the base growth forecast in Scenario 1

b. Approval of $21.9 million HEWS grant funding for the construction of growth-related water and wastewater infrastructure.

Deferred Growth and Lower Grant Funding Scenario 4

a. Deferred development of LSLV and Township led residential development as per Scenario 3.

b. Failure to receive approval for $21.9 million of HEWS grant funding for the construction of growth-related water and wastewater infrastructure.

(reference Figure 8)

The Township was successful with the HEWS grant funding application and is currently trending the Base Scenario built within the LTFP.

The LTFP addresses the capital and operating needs and details a fiscally sustainable funding plan to continue providing municipal services that meet the expectations of the community for alternative growth and capital funding scenarios. To do so, the plan encompasses 8.1% to 8.4% average annual increases to net levy and water/wastewater funding requirements over the forecast period. More than half of this increase in annual funding is related to providing additional funding towards the long-term lifecycle funding requirements of the Township.

Annual lifecycle funding targets for infrastructure assets are expected to reach approximately $14.6 million per year by 2033. The largest share of this target belong to tax supported public works assets at approximately $6.3 million (43.2%), followed by rate supported public works assets at approximately $4.1 million (28.2%), and parks and recreation assets at approximately $1.7 million (11.8%). The annual lifecycle funding target for all other infrastructure assets is expected to total approximately $2.4 million (16.7%) by the end of the 10-year forecast horizon. It is worth noting that approximately $3.9 million (26.9%) of the annual lifecycle funding target is related to new growth-related infrastructure emplaced by the Township over the 10-year forecast horizon. *(reference Figure 9)*

As asset management is an iterative and on-going exercise, these estimates are expected to be refined over time as the Township further develops its asset management level of maturity. The LTFP model has been developed with functionality to allow the Township to amend these key inputs to re-assess financial impacts as asset management data and objectives evolve over time.

Under the Base Scenario, new long-term debt will represent between approximately 55% of all capital funding sources. Based on this level of new debt issuance, the Township's debt servicing costs as a percentage of own source revenues are expected to rise for the base growth and base grant funding scenario to 13.9% by 2033. Under the Base Scenario, existing debt servicing costs currently represent 5% of own-source revenues. As own source revenues grow over the forecast period and existing debt is retired, existing debt servicing costs will decrease to 1% of own-source revenues. *(reference Figure 10, 11 & 12)*

Key Performance Indicators

To assess the viability of financial strategies and allow for comparisons to the Township's municipal peer group, key performance indicators related to affordability were developed and evaluated. *(reference Figure 13)*

Funding Forecast

The Township uses a wide range of funding and financing tools to address the identified capital requirements. Generally, the type of capital project aligns to its funding source. In this regard, growth related projects receive most of their funding through development charges; state of good repair projects are predominantly

funded through tax or rate-based contributions and other grant funding such as the CCBF and OCIF.

Funding Sources

Reserve/Reserve Fund
Based on the forecasted capital expenditure requirements, it was recommended through the LTFP that the Township implement an aggregated minimum balance threshold for its capital lifecycle reserves equal to 10% of the average of annual capital expenditures over the 10-year forecast horizon (i.e. $745,000 for tax supported services and $1.0 million for rate supported services).

Considering the significant value of forecasted capital expenditures over the next 10-years, this minimum balance threshold would help ensure that sufficient funds are available to account for increases in capital cost estimates, contingencies, and for emergencies. *(reference Figure 14 & 15)*

Transfer Payments
CCBF: Forecasted at currently announced allocations up to and including 2027 and stable thereafter (at $462,196). CCBF transfer payments are solely allocated to the funding of capital expenditures related to tax funded assets to align with the Township's current strategy for this funding source.

OCIF: Forecasted to remain at 2024 levels ($845,671) throughout the 10-year forecast horizon. OCIF transfer payments are solely allocated to the funding of capital expenditures related to water and wastewater assets to align with the Township's current strategy for this funding source.

OMPF: Forecasted to remain at 2024 levels ($975,000) through the 10-year forecast horizon. OMPF transfer payments are solely allocated to the funding of operating expenditures to align with the Township's current strategy for this funding source.
(reference Figure 16)

Development Charges
Development charges represent a funding source for growth-related projects. These charges are levied on developers to offset the costs associated with increased infrastructure demands stemming from new developments.

Debt Payments
Tax and rate supported external debt can be used to fund growth, replacement, and enhancement projects.

Water and Wastewater Rates
The primary funding source for water and wastewater services are the Township's utility rates. The Township collects revenue through rates based on a volumetric charge. The charges are applied to both water and wastewater services with the volumetric charge based on the amount of water consumed. Revenue generated is utilized for operations of the system and the maintenance and replacement of

watermain and wastewater infrastructure in the Township. The water and wastewater service is operated based on a full cost recovery model, to ensure that sufficient funds are available to meet both operational and capital needs over the long-term. *(reference Figure 17)*

The Township undertook a comprehensive water and wastewater rate study in 2019 as an update to the water and wastewater rate study analysis that was undertaken in 2015. After completion of the LTFP in 2024 it was recommended to schedule a review of the rate study. In 2025 a further update to the Rate Study was undertaken to assess the water and wastewater rates in the Township over the period of 2026-2035. *(reference Figure 18)*

Grants

The Township continues to rely on upper-level government grants to undertake major capital works.

While only confirmed funding sources are included in the asset management plan, there is a recognition by Township that ongoing grant funding is critical to drive capital initiatives in future, the Township aims to maximize available grant funding opportunities and continue to use upper levels of government as key partners to maintain assets in the most sustainable way.

The Township was successful with its application for $21.9 million of application-based HEWS grant funding. This funding is intended to partially offset $30 million of capital expenditures related to:

- Expansion of the Long Sault Regional Water Treatment Plant
- Construction of the Ingleside Wastewater Treatment Plant

The Township capital funding plan is summarized in *Figure 19* and its forecasted total debt requirements are illustrated in *Figure 20*.

Operating Expenditures and Revenues – Tax and Rate Based

Operating expenditures have been assessed on two different bases; operating costs related to the incremental capital infrastructure and service/program operating costs required to service incremental population and employment-related demands.

Operating revenues are assessed for property tax and non-property tax sources. Incremental weighted property assessment, anticipated as a result of residential and non-residential building activity over the forecast period, gives rise to additional property tax revenues. Non-property tax revenues, such as user fees, permits, licenses, etc., are generally anticipated to grow in concert with population and employment growth to offset some of the incremental program costs.

Based on the significance of the impact on the rate-based expenditure forecast, the forecast operating expenditures for water and wastewater treatment plant expansions are preliminarily estimated based on the increase in facility size. As expansions move forward, the specific anticipated operating cost will need to be

examined in greater detail to assess the impact on the LTFP and rate payers. *(reference Figure 21 & 22)*

AMP Improvement Opportunities

Development of Asset Management Plans is an iterative process that includes improving processes, data, and staff skills over time. This section provides an overview of the compliance of this Asset Management Plan with Ontario Regulation 588/17 for current levels of service and identifies opportunities for improvements to the Township's asset management practices.

It is important that the Township recognizes areas of their Asset Management Plan and planning process that require future improvements to ensure effective asset management and informed decision making. The improvement plan generated from this Asset Management Plan is shown in Table below.

Improvement Recommendations	Improvement Recommendation
1	Continue improving workorder management system and processes to support improved - tracking of refurbishment and replacement intervals for assets - more accurate forecasting of maintenance and operating costs
2	Consider the internal resource needs (both operational and renewal impacts) required to successfully implement the recommended Asset Management Plan (AM Plan) capital growth projects. Internal resource needs for municipalities include adequate staffing, training, equipment, technology, materials, logistical and administrative support, operational continuity plans, and monitoring and evaluation systems to successfully implement capital growth projects.
3	Township to continue to understand growth projections and leverage master planning initiatives and studies.
4	Continue to collect conditional data of Township facilities. The Building Condition Assessments (BCAs) are recommended to be completed every 5 years.
5	Continued refinement of identifying and mapping lifecycle activities (renewal, growth, upgrade) to capital projects.
6	Consider and integrate whole asset lifecycle costs during budgeting process (to assist in planning for future reserves).
7	Continue to account for the assumption of assets from development and the associated infrastructure investment impacts.
8	Regular updates to asset inventory, asset condition, and recommended needs based on inspection programs.

Recommendations

In alignment with O.Reg. 588/17 and the Township's ongoing commitment to transparent, data-driven, and fiscally responsible asset management, it is recommended that Council adopt the following actions to support the implementation of the 2025 Levels of Service Setting and Financial Plan.

These actions will ensure regulatory compliance, enhance financial sustainability, and position the Township to deliver consistent and resilient service outcomes for the community.

1. **That the Township endorses the Levels of Service Asset Management Plan** prepared in accordance with the requirements of Ontario Regulation 588/17.

2. **That the Township makes the Plan publicly available** on the Township's website in advance of the July 1, 2025, regulatory deadline.

3. **That the Township submit the Plan to the Ministry of Municipal Affairs and Housing** prior to the July 1, 2025, deadline to demonstrate compliance with provincial reporting requirements.

4. **That Township staff incorporate key recommendations from the LOS AMP** into ongoing capital and financial planning, including the development of a 10-year capital budget, alignment with preferred levels of service, application of risk-based prioritization methodologies, and increased integration of asset condition data starting with the 2026 budget cycle.

5. **That the Township implement the LOS AMP Financial Strategy**, based on the Townships 10-year long-term financial plan completed in July 2024, closing the identified infrastructure funding gap.

6. **That the Township implement utility rates** based on the Water and Wastewater Rate study completed in May 2025 to address the funding gap for rate-supported services and align future investments with identified lifecycle and service delivery needs.

Figure 8: LTFP Scenarios

LTFP Scenarios

	Scenario 1	Scenario 2	Scenario 3	Scenario 4
	Base scenario	Lower grant funding	Deferred growth	Deferred growth and lower grant funding
Anticipated Development	—	—	↓	↓
Grant Funding	—	↓	—	↓

Figure 9: Forecast Capital Exp. and Annual Lifecycle Targets

Forecast of Capital Expenditures and Annual Lifecycle Funding Targets

Description	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Annual Funding Targets										
Lifecycle										
Public Works - Tax Supported	4,235,043	4,362,095	4,492,957	4,627,746	4,766,579	4,909,576	5,056,863	5,208,569	5,364,826	5,525,771
Public Works - Rate Supported	2,088,600	2,151,258	2,215,796	2,282,270	2,350,738	2,421,260	2,493,898	2,568,715	2,645,776	2,725,149
Parks and Recreation	631,700	650,651	670,171	690,276	710,984	732,313	754,283	776,911	800,219	824,225
Other	1,205,600	1,241,768	1,279,021	1,317,392	1,356,913	1,397,621	1,439,549	1,482,736	1,527,218	1,573,035
New Infrastructure (Cumulative)										
Public Works - Tax Supported		-	23,021	48,047	181,761	322,793	362,936	493,329	626,393	766,996
Public Works - Rate Supported		-	111,395	344,209	503,665	672,379	906,883	1,044,163	1,188,864	1,382,625
Parks and Recreation		-	84,366	159,281	238,615	322,566	469,444	624,844	789,146	899,251
Other		-	93,281	232,709	245,481	254,426	339,889	452,900	649,521	862,464
Annual Funding Target	**8,160,943**	**8,405,772**	**8,970,007**	**9,701,930**	**10,354,736**	**11,032,933**	**11,823,745**	**12,652,167**	**13,591,963**	**14,559,517**
Existing Capital Expenditures										
Existing Capital Expenditures										
Public Works - Tax Supported	4,662,595	4,855,021	4,819,288	7,957,023	6,788,253	4,574,535	4,359,766	3,258,502	2,186,945	4,265,121
Public Works - Rate Supported	2,086,638	2,070,420	2,641,307	3,108,885	3,215,703	1,935,666	2,286,786	3,079,148	3,002,424	4,743,697
Parks and Recreation	1,069,046	451,183	223,904	207,180	1,754,439	851,882	443,571	621,269	144,712	247,895
Other	382,660	673,094	492,211	150,039	277,252	286,308	903,919	581,512	861,913	611,580
New Capital Expenditures										
Growth Related										
Public Works - Tax Supported	-	261,783	269,636	1,643,634	1,692,943	352,602	1,362,874	1,342,267	1,382,535	1,114,482
Public Works - Rate Supported	-	5,150,000	10,609,000	8,468,634	8,722,693	10,182,291	6,308,576	6,497,834	10,704,207	11,025,333
Parks and Recreation	-	407,518	397,667	409,596	421,884	2,443,949	2,517,268	2,592,786	474,835	489,080
Other	-	1,679,540	2,087,777	72,740	19,080	208,035	214,276	1,100,064	1,195,916	22,119
Non-Growth Related										
Public Works - Tax Supported	-	-	7,957	8,195	-	-	892,981	919,770	947,363	-
Public Works - Rate Supported	-	-	-	-	-	-	-	-	-	-
Parks and Recreation	-	917,950	782,662	806,142	830,326	855,236	880,893	907,320	934,540	962,576
Other	-	1,239,569	1,261,348	1,028	1,059	783,601	1,095,672	3,259,298	3,357,077	1,228
Total Annual Capital Needs	**8,200,939**	**17,706,079**	**23,592,757**	**22,833,097**	**23,723,633**	**22,474,106**	**21,266,582**	**24,159,770**	**25,192,467**	**23,483,113**

*Other includes IT assets and facilities/fleet not belonging to public works or parks and recreation (ie. Fire)

Figure 10: Debt Capacity

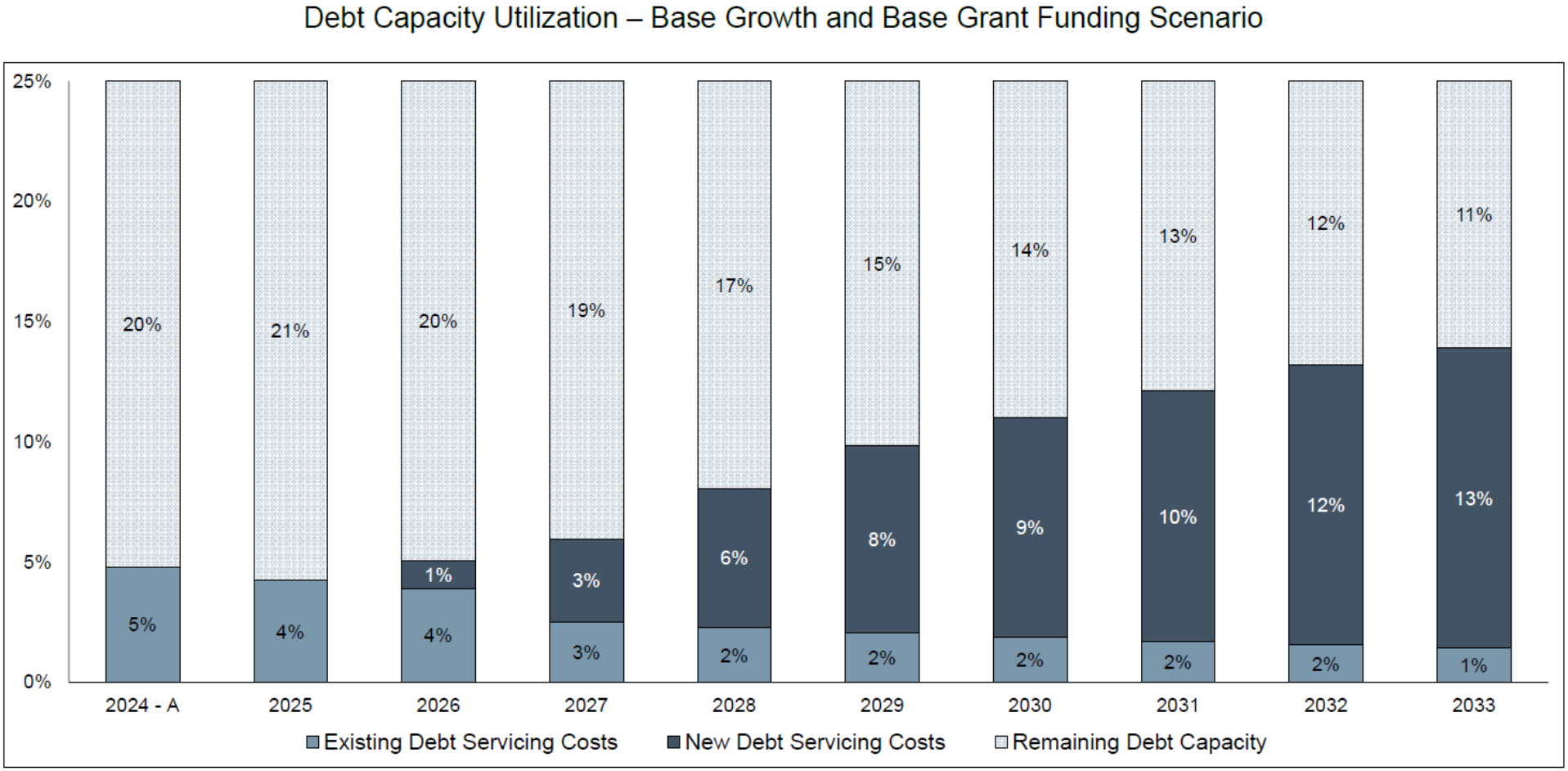


Figure 11: Debt Capacity (own-source Rev.)

Debt Capacity Utilization Forecast (% of own-source revenues)

Debt Capacity Utilization	2024 - A	2025	2026	2027	2028	2029	2030	2031	2032	2033
Base Growth and Base Grant Funding	4.8%	4.2%	5.1%	6.0%	8.1%	9.8%	11.0%	12.1%	13.2%	13.9%

Figure 12: Debt Requirement 2024-2033

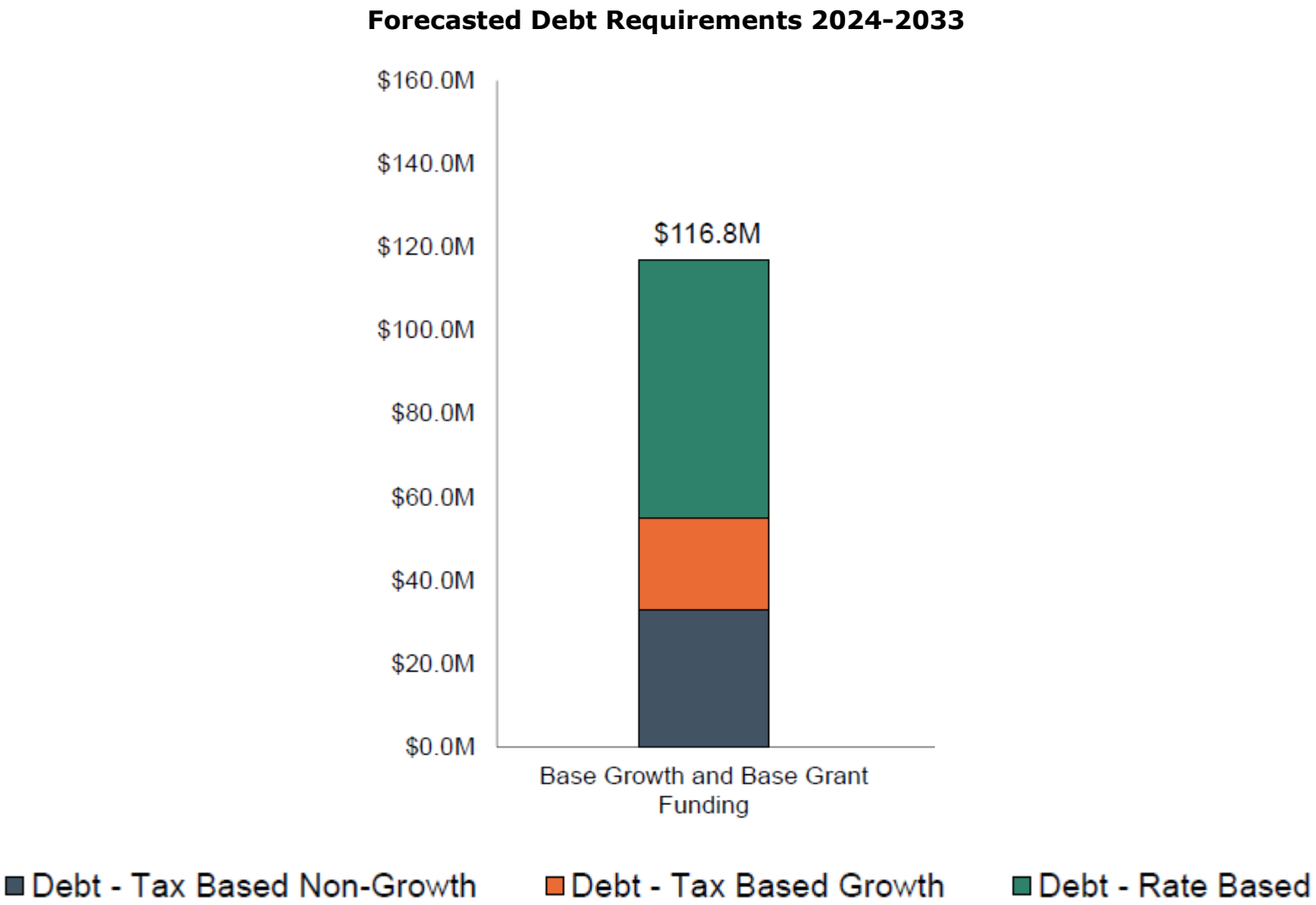


Figure 13: Key Performance Indicators

Description	Base Growth and Capital Funding
Key Performance Indicators	
Property tax per median household assessed at $210,000 (Township portion)	
2024	$ 1,177
2033	$ 1,896
Annual Increase (%)	**5.4%**
Average water and wastewater charges per household	
2024	$ 1,082
2033	$ 2,213
Annual Increase (%)	**8.3%**
Property tax per median household assessed at $210,000 (Township portion) as a % of median household income	
2024	1.1%
2033	1.5%
Annual Increase (%)	**3.4%**
Average water and wastewater charges per household as a % of median household income	
2024	1.0%
2033	1.7%
Annual Increase (%)	**6.2%**
Property taxes & water/wastewater charges as a % of median household income	
2024	2.1%
2033	3.2%
Annual Increase (%)	**4.8%**

Figure 14: Reserve Continuity (Tax-Supported)

Tax-Supported Capital Reserve Continuity
Base Growth and Base Grant Funding Scenario

Description	2024 - A	2025	2026	2027	2028	2029	2030	2031	2032	2033
Opening Balance	$ 3,893,246	$ 3,623,436	$ 745,021	$ 745,021	$ 745,021	$ 745,021	$ 745,021	$ 745,021	$ 745,021	$ 745,021
Transfers from Operating	$ 1,304,997	$ 1,238,239	$ 1,522,552	$ 2,178,221	$ 2,781,398	$ 3,449,998	$ 4,384,840	$ 5,473,448	$ 6,649,934	$ 8,073,592
Transfers to Capital	$ 1,711,340	$ 4,296,536	$ 1,606,452	$ 2,286,381	$ 2,911,875	$ 3,605,214	$ 4,574,645	$ 5,703,531	$ 6,923,547	$ 5,626,205
Interest Earned on Capital R&RFs	$ 136,533	$ 179,882	$ 83,900	$ 108,160	$ 130,477	$ 155,216	$ 189,805	$ 230,083	$ 273,613	$ 326,289
Closing Balance	**$ 3,623,436**	**$ 745,021**	**$ 745,021**	**$ 745,021**	**$ 745,021**	**$ 745,021**	**$ 745,021**	**$ 745,021**	**$ 745,021**	**$ 3,518,697**
Reserve Floor (10% of average capital expenditures)		$ 745,021	$ 745,021	$ 745,021	$ 745,021	$ 745,021	$ 745,021	$ 745,021	$ 745,021	$ 745,021

Figure 15: Reserve Continuity (Rate-Supported

Rate-Supported Capital Reserve Continuity
Base Growth and Base Grant Funding Scenario

Description	2024 - A	2025	2026	2027	2028	2029	2030	2031	2032	2033
Opening Balance	$ 3,623,973	$ 3,498,041	$ 1,908,867	$ 1,037,526	$ 1,037,526	$ 1,037,526	$ 1,037,526	$ 1,037,526	$ 1,037,526	$ 1,037,526
Transfers from Operating		$ 558,696	$ 549,339	$ 453,930	$ 311,169	$ 120,292	-$ 148,390	$ 86,879	$ 360,267	$ 533,658
Service Connection Revenue	$ 145,246	$ 426,780	$ 439,584	$ 715,496	$ 736,961	$ 759,070	$ 788,216	$ 811,862	$ 901,898	$ 928,955
Transfers to Capital	$ 397,904	$ 2,724,749	$ 1,951,218	$ 1,224,610	$ 1,098,031	$ 922,201	$ 672,724	$ 940,344	$ 1,313,883	$ 1,520,747
Interest Earned on Capital R&RFs	$ 126,726	$ 150,099	$ 90,954	$ 55,184	$ 49,902	$ 42,839	$ 32,898	$ 41,603	$ 51,718	$ 58,134
Closing Balance	**$ 3,498,041**	**$ 1,908,867**	**$ 1,037,526**	**$ 1,037,526**	**$ 1,037,526**	**$ 1,037,526**	**$ 1,037,526**	**$ 1,037,526**	**$ 1,037,526**	**$ 1,037,526**
Reserve Floor (10% of average capital expenditures)		$ 1,037,526	$ 1,037,526	$ 1,037,526	$ 1,037,526	$ 1,037,526	$ 1,037,526	$ 1,037,526	$ 1,037,526	$ 1,037,526

Figure 16: Capital Funding Summary

Capital Funding Summary

Description	Base Growth and Base Grant Funding
Tax Based Services - Non-Growth	
Contribution from Capital R&RFs	$ 39,245,727
CCBF	$ 5,077,584
Other Capital Funding	$ 3,280,777
Debt	$ 32,843,516
Subtotal	**$ 80,447,604**
Tax Based Services - Growth	
Contribution from D.C. RF	$ 4,103,062
CCBF	$ -
Other Capital Funding	$ -
Debt	$ 22,073,825
Subtotal	**$ 26,176,887**
Rate Based Services - Growth	
Contribution from Capital R&RFs	$ 12,766,410
OCIF	$ 8,456,710
Grant (HEWS)	$ 21,900,000
Other Capital Funding	$ 939,028
Debt	$ 61,873,058
Subtotal	**$ 105,935,207**
Total Capital Funding	**$ 212,559,698**

Total Debt Funding	**$ 116,790,399**

Figure 17: Capital Funding Plan – Water/Wastewater

Capital Funding Plan – Water and Wastewater

Capital Funding Source	Water	Wastewater	Total
Development Charges	4,984,311	6,779,907	**11,764,218**
Growth-Related Debt	-	25,123,916	**25,123,916**
Non-Growth Related Debenture Requirements	11,296,481	-	**11,296,481**
Reserves/Reserve Funds	16,273,458	10,666,928	**26,940,386**
HEWs Grant Funding	5,018,750	16,881,250	**21,900,000**
Total	**37,573,000**	**59,452,000**	**97,025,000**

Figure 18: Water/Wastewater Rate Study Methodology

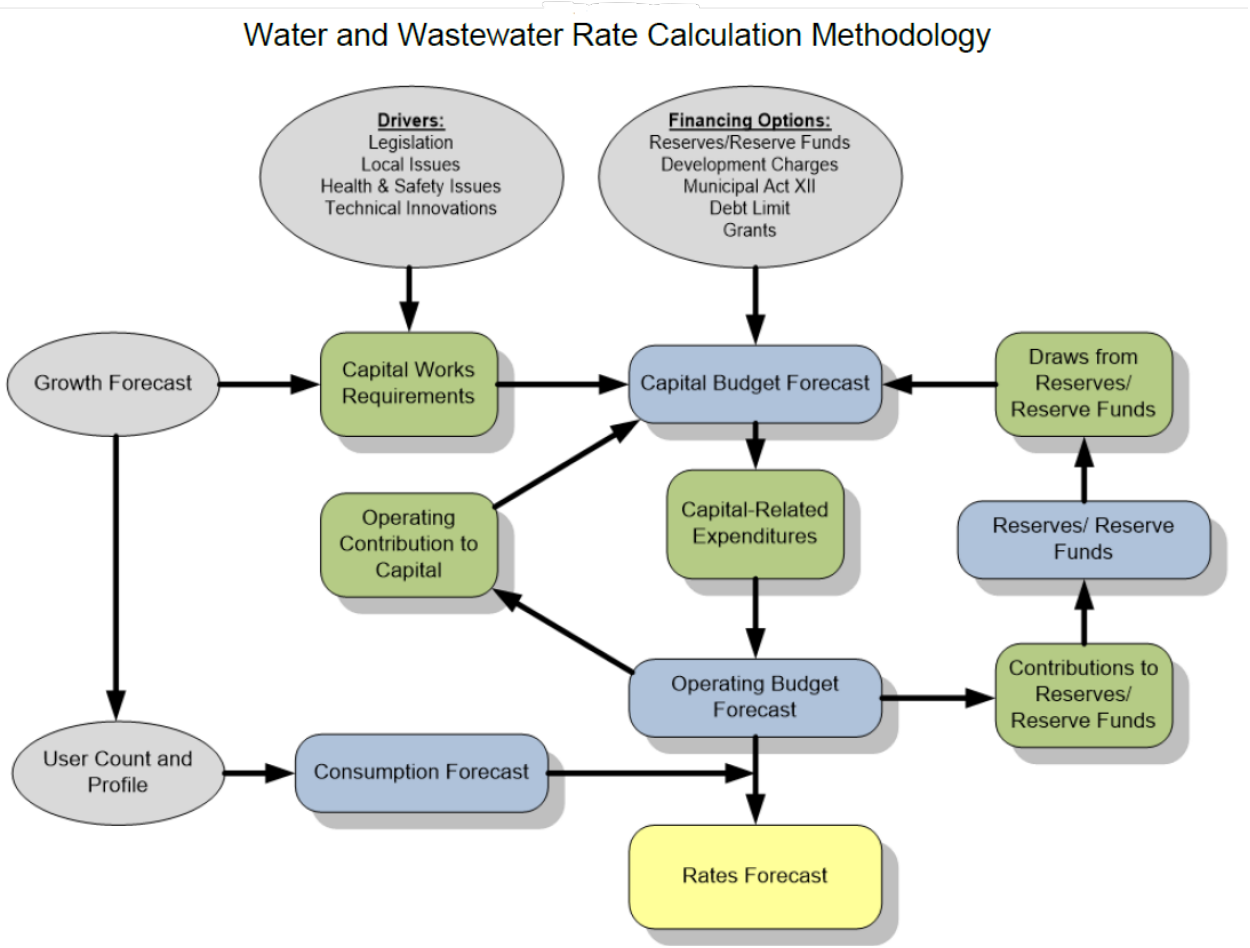


Figure 19: Capital Summary

Capital Summary - Inflated

Description	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Non-growth Related Capital Expenditures										
Tax Supported	$ 6,128,000	$ 8,165,840	$ 7,607,714	$ 9,147,218	$ 9,687,254	$ 7,376,461	$ 8,599,565	$ 9,572,108	$ 8,449,356	$ 6,114,167
Rate Supported	$ 2,107,000	$ 2,083,690	$ 2,655,433	$ 3,123,014	$ 3,230,210	$ 1,949,899	$ 2,302,133	$ 3,098,052	$ 3,021,247	$ 4,763,727
Growth-related Capital Expenditures										
Tax Supported	$ -	$ 2,348,400	$ 2,755,157	$ 2,126,447	$ 2,133,965	$ 3,004,838	$ 4,094,405	$ 5,035,104	$ 3,052,916	$ 1,625,747
Rate Supported	$ -	$ 5,150,000	$ 6,365,400	$ 9,561,361	$ 9,848,202	$ 11,341,178	$ 7,502,231	$ 6,497,424	$ 10,704,207	$ 11,025,333
Total Capital Expenditures										
Tax Supported	$ 6,128,000	$ 10,514,240	$ 10,362,871	$ 11,273,664	$ 11,821,219	$ 10,381,299	$ 12,693,970	$ 14,607,212	$ 11,502,272	$ 7,739,915
Rate Supported	$ 2,107,000	$ 7,233,690	$ 9,020,833	$ 12,684,375	$ 13,078,412	$ 13,291,077	$ 9,804,363	$ 9,595,476	$ 13,725,454	$ 15,789,060
TOTAL	**$ 8,235,000**	**$ 17,747,930**	**$ 19,383,704**	**$ 23,958,039**	**$ 24,899,631**	**$ 23,672,377**	**$ 22,498,333**	**$ 24,202,688**	**$ 25,227,726**	**$ 23,528,975**
Average Annual Lifecycle Cost - Existing Infrastructure										
Tax Supported	$ 6,203,900	$ 6,390,017	$ 6,581,718	$ 6,779,169	$ 6,982,544	$ 7,192,020	$ 7,407,781	$ 7,630,014	$ 7,858,915	$ 8,094,682
Rate Supported	$ 2,239,200	$ 2,306,376	$ 2,375,567	$ 2,446,834	$ 2,520,239	$ 2,595,847	$ 2,673,722	$ 2,753,934	$ 2,836,552	$ 2,921,648
Average Annual Lifecycle Cost - New Infrastructure										
Tax Supported	$ -	$ -	$ 165,511	$ 333,286	$ 449,840	$ 567,239	$ 738,741	$ 977,413	$ 1,285,416	$ 1,572,260
Rate Supported	$ -	$ -	$ 106,090	$ 240,400	$ 413,624	$ 597,026	$ 848,573	$ 1,028,585	$ 1,193,297	$ 1,408,285
Total Average Annual Lifecycle Costs										
Tax Supported	$ 6,203,900	$ 6,390,017	$ 6,747,228	$ 7,112,455	$ 7,432,384	$ 7,759,259	$ 8,146,522	$ 8,607,428	$ 9,144,330	$ 9,666,942
Rate Supported	$ 2,239,200	$ 2,306,376	$ 2,481,657	$ 2,687,234	$ 2,933,864	$ 3,192,873	$ 3,522,295	$ 3,782,518	$ 4,029,849	$ 4,329,933
TOTAL	**$ 8,443,100**	**$ 8,696,393**	**$ 9,228,886**	**$ 9,799,689**	**$ 10,366,248**	**$ 10,952,132**	**$ 11,668,817**	**$ 12,389,946**	**$ 13,174,179**	**$ 13,996,876**

Figure 20: Debt Capacity

Debt Capacity Calculations

Description	2024 - A	2025	2026	2027	2028	2029	2030	2031	2032	2033
Own Source Revenues										
Tax-Based	$12,596,355	$13,469,689	$14,259,028	$15,308,070	$16,610,663	$17,994,730	$19,582,544	$21,379,425	$23,319,382	$25,402,778
Rate Based	$ 5,389,053	$ 6,003,487	$ 6,706,207	$ 7,510,869	$ 8,432,141	$ 9,486,922	$10,695,827	$11,569,557	$12,522,472	$13,561,651
Total Own Source Revenues	**$17,985,408**	**$19,473,175**	**$20,965,234**	**$22,818,939**	**$25,042,804**	**$27,481,653**	**$30,278,371**	**$32,948,983**	**$35,841,853**	**$38,964,429**
Annual Debt Repayment Limit	$ 4,496,352	$ 4,868,294	$ 5,241,309	$ 5,704,735	$ 6,260,701	$ 6,870,413	$ 7,569,593	$ 8,237,246	$ 8,960,463	$ 9,741,107
Less: Non-D.C. Tax Based Debt Payments	$ 568,548	$ 525,743	$ 703,198	$ 756,174	$ 1,097,773	$ 1,445,153	$ 1,646,905	$ 1,868,241	$ 2,088,758	$ 2,194,927
Less: D.C. Tax Based Debt Payments	$ -	$ -	$ 88,094	$ 209,138	$ 285,336	$ 364,526	$ 490,500	$ 672,729	$ 910,291	$ 1,054,295
Less: Rate Based Debt Payments	$ 304,923	$ 304,923	$ 304,923	$ 304,923	$ 591,032	$ 959,525	$ 1,350,200	$ 1,745,370	$ 2,121,163	$ 2,689,514
Remaining Annual Repayment Limit	**$ 3,622,881**	**$ 4,037,628**	**$ 4,145,094**	**$ 4,434,501**	**$ 4,286,559**	**$ 4,101,209**	**$ 4,081,987**	**$ 3,950,906**	**$ 3,840,251**	**$ 3,802,371**
Debt Servicing Costs (percentage of Own-Source Revenues)	***4.86%***	***4.27%***	***5.23%***	***5.57%***	***7.88%***	***10.08%***	***11.52%***	***13.01%***	***14.29%***	***15.24%***

Own Source Revenue Exclusions	2024 - A	2025	2026	2027	2028	2029	2030	2031	2032	2033
D.C. Revenue	$ 200,000									
Development Land Sales	$ 961,000									
OMPF	$ 975,000	$ 994,500	$ 1,014,390	$ 1,034,678	$ 1,055,371	$ 1,076,479	$ 1,098,008	$ 1,119,969	$ 1,142,368	$ 1,165,215
Grants	$ 45,000	$ 45,900	$ 46,818	$ 47,754	$ 48,709	$ 49,684	$ 50,677	$ 51,691	$ 52,725	$ 53,779
Equipment Rental Revenue	$ 898,100	$ 916,062	$ 934,383	$ 953,071	$ 972,132	$ 991,575	$ 1,011,406	$ 1,031,635	$ 1,052,267	$ 1,073,313

Figure 21: Operating Forecast (Tax Base)

Scenario 1 – Tax Based Operating Forecast

Description	2024 - A	2025	2026	2027	2028	2029	2030	2031	2032	2033
Operating Expenditures										
Corporate Administration	$ 2,299,116	$ 2,378,663	$ 2,465,517	$ 2,574,258	$ 2,695,813	$ 2,831,785	$ 2,987,750	$ 3,163,847	$ 3,367,785	$ 3,601,394
Tax-Supported Facilities	$ 893,612	$ 920,508	$ 1,011,709	$ 1,049,554	$ 1,088,994	$ 1,130,131	$ 1,201,752	$ 1,281,514	$ 1,365,188	$ 1,417,716
Economic Development	$ 216,407	$ 224,076	$ 232,257	$ 243,030	$ 254,711	$ 267,391	$ 281,817	$ 297,595	$ 315,424	$ 335,107
Fire	$ 1,342,993	$ 1,389,541	$ 1,441,286	$ 1,506,916	$ 1,582,149	$ 1,668,120	$ 1,768,852	$ 1,884,634	$ 2,019,985	$ 2,176,704
Outside Agencies	$ 108,500	$ 112,419	$ 116,452	$ 121,940	$ 127,602	$ 133,441	$ 139,877	$ 146,517	$ 153,698	$ 161,109
Municipal Law Enforcement	$ 184,284	$ 190,571	$ 197,765	$ 206,653	$ 217,239	$ 229,732	$ 244,625	$ 262,219	$ 283,153	$ 307,961
Public Works	$ 4,701,264	$ 4,789,570	$ 4,879,960	$ 4,984,443	$ 5,092,956	$ 5,193,709	$ 5,315,316	$ 5,441,656	$ 5,573,373	$ 5,697,611
Solid Waste Management	$ 1,337,100	$ 1,380,648	$ 1,426,460	$ 1,488,694	$ 1,554,795	$ 1,625,009	$ 1,703,996	$ 1,788,226	$ 1,881,707	$ 1,981,938
Parks and Recreation	$ 1,445,953	$ 1,494,487	$ 1,548,067	$ 1,613,251	$ 1,686,414	$ 1,768,409	$ 1,860,708	$ 1,964,090	$ 2,083,118	$ 2,217,268
Planning and Building	$ 836,335	$ 865,027	$ 897,526	$ 938,050	$ 985,676	$ 1,041,274	$ 1,107,175	$ 1,184,332	$ 1,275,613	$ 1,382,990
Contribution to Capital R&RFs	$ 825,000	$ 1,238,239	$ 1,522,552	$ 2,178,221	$ 2,781,398	$ 3,449,998	$ 4,384,840	$ 5,473,448	$ 6,649,934	$ 8,073,592
Debt Repayments	$ 568,548	$ 525,743	$ 694,141	$ 728,916	$ 1,044,258	$ 1,356,866	$ 1,518,764	$ 1,694,184	$ 1,863,443	$ 1,915,955
Contribution to Operating R&RFs	$ 555,000									
Total Operating Expenditures	**$15,314,112**	**$15,509,493**	**$16,433,691**	**$17,633,927**	**$19,112,006**	**$20,695,866**	**$22,515,473**	**$24,582,261**	**$26,832,421**	**$29,269,344**

Description	2024 - A	2025	2026	2027	2028	2029	2030	2031	2032	2033
Operating Revenues										
Corporate Administration	$ 1,633,600	$ 1,401,453	$ 1,435,072	$ 1,473,618	$ 1,513,132	$ 1,553,636	$ 1,596,368	$ 1,640,187	$ 1,686,194	$ 1,733,384
Tax-Supported Facilities	$ 498,545	$ 535,164	$ 554,321	$ 580,340	$ 607,177	$ 634,856	$ 665,303	$ 696,713	$ 730,709	$ 765,786
Economic Development	$ 1,006,000	$ 46,625	$ 48,298	$ 50,574	$ 52,922	$ 55,344	$ 58,013	$ 60,767	$ 63,746	$ 66,819
Fire	$ 43,500	$ 45,071	$ 46,688	$ 48,889	$ 51,158	$ 53,499	$ 56,080	$ 58,742	$ 61,621	$ 64,592
Outside Agencies	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Municipal Law Enforcement	$ 35,500	$ 36,782	$ 38,102	$ 39,898	$ 41,750	$ 43,660	$ 45,766	$ 47,939	$ 50,288	$ 52,713
Public Works	$ 819,345	$ 1,184,211	$ 1,209,634	$ 1,240,261	$ 1,271,605	$ 1,299,746	$ 1,334,055	$ 1,369,045	$ 1,405,073	$ 1,438,475
Solid Waste Management	$ 305,728	$ 316,772	$ 328,134	$ 343,600	$ 359,553	$ 376,006	$ 394,141	$ 412,851	$ 433,087	$ 453,967
Parks and Recreation	$ 630,850	$ 653,527	$ 676,858	$ 708,458	$ 741,051	$ 774,665	$ 811,541	$ 849,584	$ 890,795	$ 933,315
Planning and Building		$ 446,903	$ 462,934	$ 484,753	$ 507,259	$ 530,472	$ 556,057	$ 582,453	$ 611,002	$ 640,460
DC Revenue		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
PILs and ROWs	$ 514,764	$ 525,059	$ 535,560	$ 546,272	$ 557,197	$ 568,341	$ 579,708	$ 591,302	$ 603,128	$ 615,191
Total Operating Revenues	**$ 6,119,155**	**$ 5,191,568**	**$ 5,335,603**	**$ 5,516,662**	**$ 5,702,805**	**$ 5,890,226**	**$ 6,097,032**	**$ 6,309,582**	**$ 6,535,643**	**$ 6,764,702**

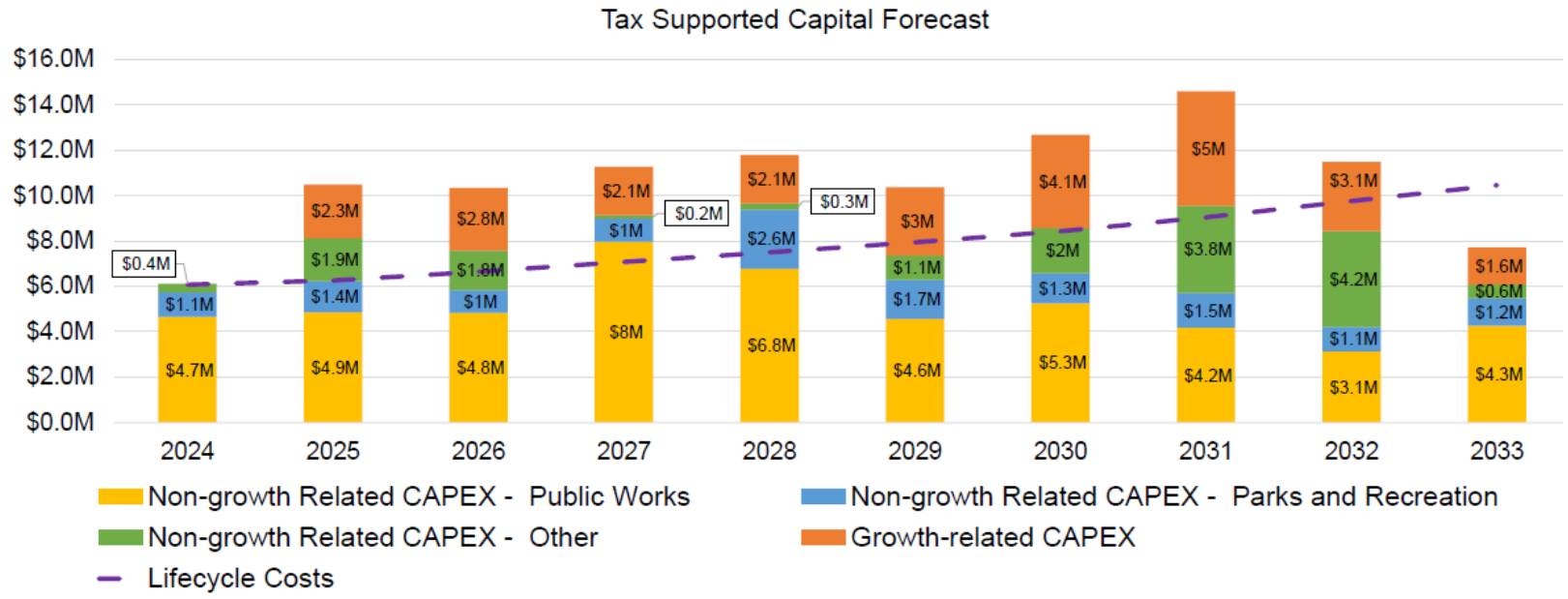
Figure 22: Operating Forecast (Rate Base)

Scenario 1: Rate Based Operating Forecast

Description	2024 - A	2025	2026	2027	2028	2029	2030	2031	2032	2033
Operating Expenditures										
Rate-Supported Facilities	$ 1,083,298	$ 1,146,772	$ 1,364,342	$ 1,590,156	$ 1,824,457	$ 2,097,663	$ 2,334,908	$ 2,412,995	$ 2,493,271	$ 2,575,793
Wastewater Collection	$ 335,055	$ 340,374	$ 345,780	$ 355,114	$ 366,076	$ 376,619	$ 388,134	$ 400,689	$ 414,362	$ 429,241
Wastewater Treatment	$ 1,924,630	$ 2,101,442	$ 2,284,557	$ 2,474,156	$ 2,670,425	$ 2,973,369	$ 3,134,648	$ 3,301,187	$ 3,473,135	$ 3,650,640
Water Treatment	$ 899,916	$ 917,914	$ 1,208,976	$ 1,511,313	$ 1,825,260	$ 2,151,161	$ 2,489,367	$ 2,539,154	$ 2,589,937	$ 2,641,736
Water Distribution	$ 618,799	$ 633,366	$ 648,290	$ 663,580	$ 679,246	$ 695,297	$ 713,804	$ 733,067	$ 759,681	$ 788,273
Water Admin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Wastewater Admin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Contribution to Capital R&RFs	$ 328,606	$ 558,696	$ 549,339	$ 453,930	$ 311,169	$ 120,292	-$ 148,390	$ 86,879	$ 360,267	$ 533,658
Debt Repayments	$ 304,923	$ 304,923	$ 304,923	$ 462,594	$ 755,456	$ 1,072,690	$ 1,407,694	$ 1,761,543	$ 2,151,091	$ 2,728,445
Total Operating Expenditures	**$ 5,495,226**	**$ 6,003,487**	**$ 6,706,207**	**$ 7,510,843**	**$ 8,432,088**	**$ 9,487,091**	**$ 10,320,165**	**$ 11,235,514**	**$ 12,241,743**	**$ 13,347,787**

Description	2024 - A	2025	2026	2027	2028	2029	2030	2031	2032	2033
Operating Revenues										
Rate-Supported Facilities	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Wastewater Collection	$ 1,146,242	$ 1,169,167	$ 1,192,550	$ 1,216,865	$ 1,241,675	$ 1,266,732	$ 1,292,295	$ 1,318,373	$ 1,344,978	$ 1,372,119
Wastewater Treatment	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Water Treatment	$ 326,841	$ 333,378	$ 340,045	$ 346,846	$ 353,783	$ 360,859	$ 368,076	$ 375,438	$ 382,946	$ 390,605
Water Distribution	$ 18,643	$ 19,016	$ 19,396	$ 19,784	$ 20,180	$ 20,583	$ 21,079	$ 21,587	$ 22,374	$ 23,183
Water Admin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Wastewater Admin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Operating Revenues	**$ 1,491,726**	**$ 1,521,561**	**$ 1,551,992**	**$ 1,583,495**	**$ 1,615,638**	**$ 1,648,175**	**$ 1,681,450**	**$ 1,715,398**	**$ 1,750,298**	**$ 1,785,907**

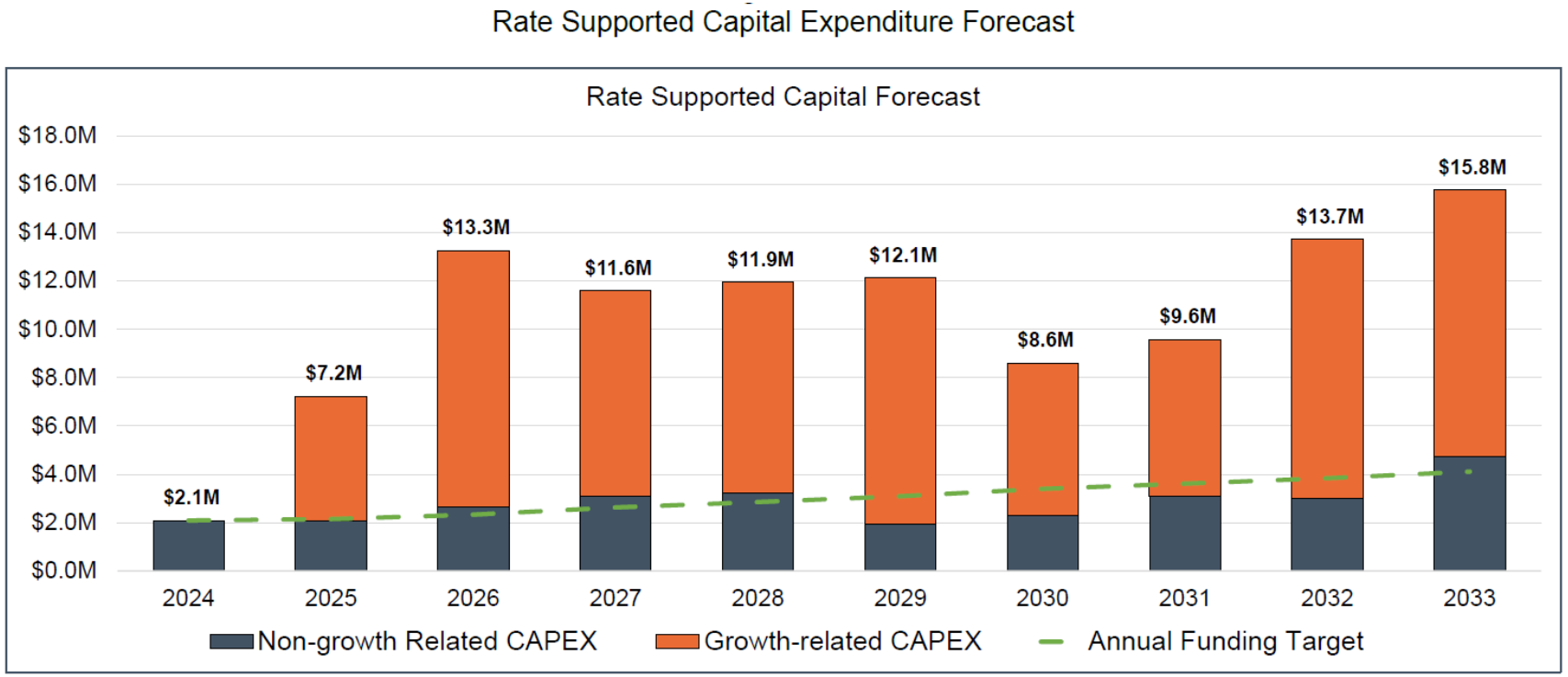
Figure 23: Tax Supported Capital Forecast



CAPEX: Capital Expenditure

*Other includes IT assets and facilities/fleet not belonging to public works or parks and recreation (ie. Fire)

Figure 24: Rate Supported Capital Forecast



CAPEX: Capital Expenditures