FINAL REPORT

PREPARED BY HEMSON FOR THE MUNICIPALITY OF WEST PERTH

ASSET MANAGEMENT PLAN

June 30, 2025

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EXECUTIVE SUMMARY

The Asset Management Plan (2025 Plan) has been developed to be consistent with the requirements of *Ontario Regulation 588/17 Asset Management Planning for Municipal Infrastructure* (*O Reg. 588/17*) and meet the 2025 proposed level of service requirements. This 2025 Plan includes current level of service measures for all core and non-core infrastructure assets and defines proposed levels of service over a ten-year period. A summary of the key results is noted below along with relevant reporting outputs provided in the summary dashboard. Note that all figures are in constant 2025 dollars.

- The Municipality's infrastructure has an estimated replacement value of $799.9 million. The largest share is roads and related and accounts for about $443.4 million (55%). The next highest share is bridges and culverts at $145.6 million (18%) and is followed by storm infrastructure at $54.5 million (7%). The other asset categories are made up of $156.4 million (20%) for the buildings, wastewater infrastructure, water infrastructure, land improvement, vehicles, machinery and equipment, furniture and fixtures, and information technology.

- About $381.2 million (48%) of the assets are in Good to Very Good condition while $275.6 million (34%) of the assets are Fair condition. The remaining $143.1 million (18%) are in Poor to Very Poor condition largely related to the paved roads and wastewater infrastructure.

- The proposed level of service is generally set to maintain the current level of service over the next 10-year period.

    - Paved roads on average have a Surface Condition Rating of 8.1 out of 10 with the proposed level of service to maintain this level. Unpaved roads have an average Surface Condition rating of 7.4 with ongoing gravel road maintenance to maintain this average.

    - Currently, no bridges or culverts in the Municipality have loading or dimensional restrictions while the current average BCI for bridges is 66. For structural culverts, the average BCI is 56. Bridges and culverts are proposed to be maintained at a their current BCI or higher.

    - For water infrastructure, the number of connection days per year where a boil water advisory is in place compared to the total number of properties connected to the municipal water system is 0. The number of connection days due to a water main breaks compared to the total number of properties connected to the municipal

water system is also 0. The target for these two levels of service measures are proposed to be 0 over the 10-year period.

  - For wastewater infrastructure, number of connection-days per year due to wastewater backups compared to the total number of properties connected to the municipal wastewater system is 0. The number of effluent violations per year due to wastewater discharge compared to the total number of properties connected to the municipal wastewater system is also 0. The target for these two levels of service measures are proposed to be 0 over the 10-year period.

  - All other asset categories are proposed to be maintained at their current level of service or better.

- For tax-supported assets, the total 10-year lifecycle costs to meet proposed levels of service amount to $107.5 million (an average of $10.8 million per year). To meet the proposed levels of service, the Municipality would be required to increase capital spending by about $550,000 per annum (plus inflation) from the current 2025 tax levy of $12.1 million.

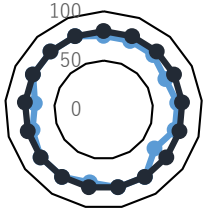
- For rate-supported assets, the total 10-year lifecycle costs to meet proposed levels of service amount to $34.9 million (an average of $3.5 million per year). To meet the proposed levels of service, the Municipality would be required to increase its rate requirement by about $29,000 per annum (plus inflation) from the current 2025 tax supported capital spending of $3.6 million, translating to rate increases of about 0.8% over the ten-year period.

- Monitoring of the funding gap will need to continue going forward to ensure that funding levels remain sufficient to meet level of service objectives.

Summary of 2025 Asset Management Plan

MUNICIPALITY OF West Perth

Maturity Assessment



76/100

Current Score

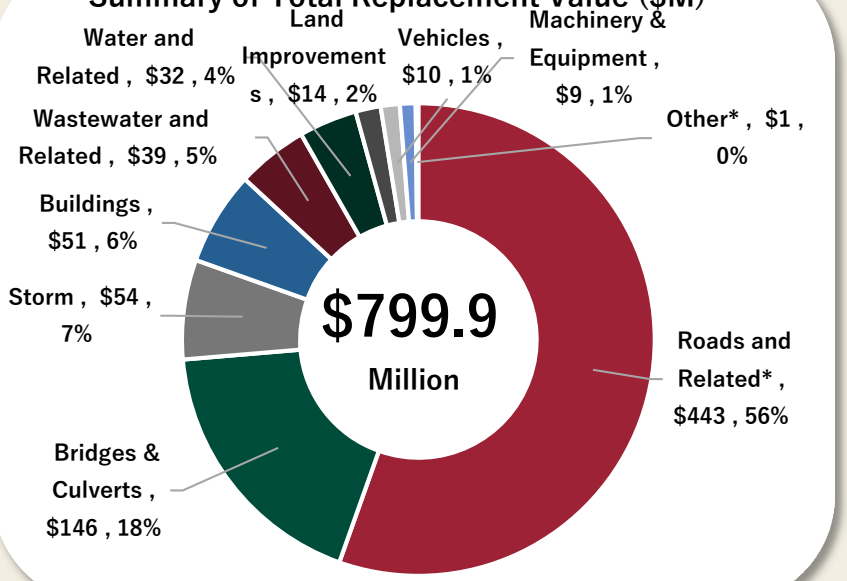
Target Score

Total 10-Year Need to Meet PLOS

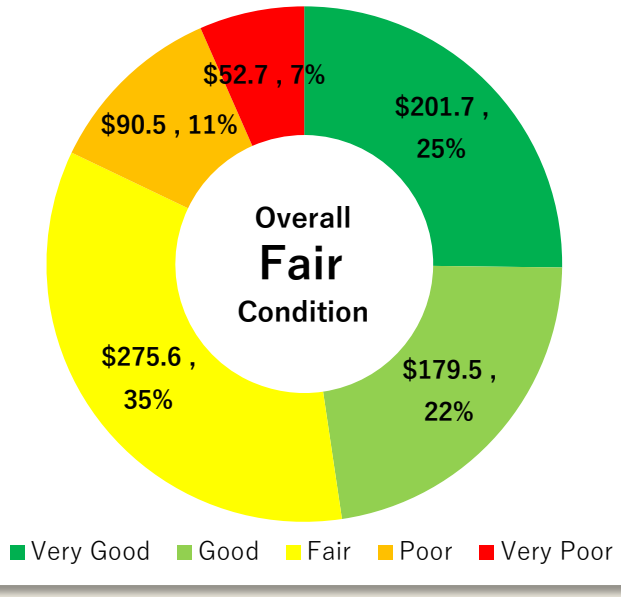
TAX $107.5 Million

RATE $34.94 Million

Summary of Total Replacement Value ($M)



Summary of Asset Condition ($Millions)



*Other Category Includes Information Technology and Furniture and Fixtures

*Roads and Related includes Paved Roads, Gravel Roads, Streetlights, Traffic Lights, and Sidewalks

Note: For the purposes of the AMP, adjustments to the full replacement value of unpaved roads have been made to recognize that the Municipality only performs maintenance work on these roads rather than full reconstruction. This approach is consistent with the approach used for forecasting and budgeting by the Municipality. This approach differs from the value that is reported to the Ministry of Infrastructure through the annual Current Replacement Value (CRV) template, where the full reconstruction replacement cost is submitted.

1. INTRODUCTION

The Municipality of West Perth's 2025 Asset Management Plan (2025 AMP) provides the Municipality with a tool to assist in asset management financing decisions. The AMP covers all Municipality owned and operated assets and follows the format set out by the Ministry of Infrastructure through the *Building Together: Guide for Municipal Asset Management Plans*, the requirements of *Ontario Regulation 588/17 Asset Management Planning for Municipal Infrastructure* (*O. Reg. 588/17*) and the Municipality's Strategic Asset Management Policy.

An Excel based asset management financial model has been developed as part of the 2025 AMP. The model contains the Municipality's detailed asset inventory and financing strategy used to develop this AMP. The model is provided to municipal staff and is intended to be updated on a regular basis to inform future capital investment decisions.

A. PURPOSE OF THE ASSET MANAGEMENT PLAN

The main purpose of the 2025 AMP is to advance the Municipality's asset management practices by developing a set of asset management strategies to the specific needs of each service area. At the same time, these strategies align with the objectives of the requirements of *Ontario Regulation 588/17 (O. Reg. 588/17)*. This plan is focused on achieving several key objectives:

- **Ensuring Long-Term Sustainability** – management of the Municipality's assets is a long-term commitment that must be sustainable to ensure effective service delivery for future generations.
- **Lowest Cost of Ownership** – long-term sustainability is only possible by ensuring costs are minimized through efficient management of assets by developing service area and asset specific objectives.
- **Minimizing Risk** – risk is minimized through the assessment, management and long-term planning of assets at more focused levels and through consultation with service area staff.
- **Enhancing Service Delivery** – the Municipality strives for continual improvement in its asset management strategies as outlined in the Strategic Asset Management Policy and therefore tailored approaches to assessing long-term needs unique to each asset category is captured through this AMP.

- **Supporting Informed Decision-Making** – development of a set of asset management tools that help the decision-making process make evidence-based decisions. The Excel based financial model can be used to continually keep asset information up to date.

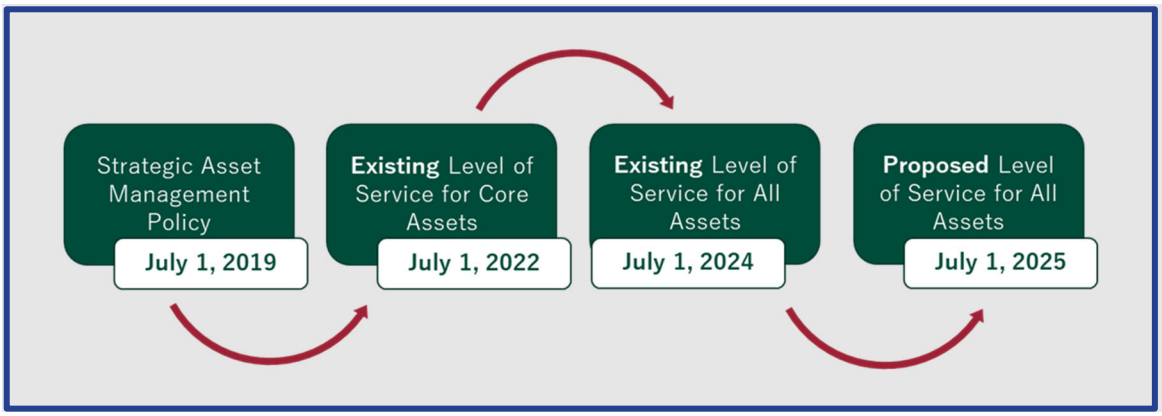
By following the key objectives above, the AMP establishes a "clear line of sight" from the service being provided to residents and businesses in the Municipality. Any investment requirements included in the AMP are clearly linked to a well-defined need. These needs over the 10-year period are set to meet the proposed level of service, which in the case of West Perth, is largely related to maintaining or exceeding the current levels of service. Furthermore, the needs should be aligned with strategic objectives through capital and operating decisions made in the budget process.

B. REGULATORY CONTEXT

In 2015, the Province of Ontario passed the *Infrastructure for Jobs and Prosperity Act*. The purpose of this Act is to establish mechanisms to encourage principled, evidence-based and strategic long-term infrastructure planning that supports job creation and training opportunities, economic growth, protection of the environment, and incorporate design excellence into infrastructure planning.

In December 2017, *Ontario Regulation 588/17 Asset Management Planning for Municipal Infrastructure (O. Reg 588/17)* was passed under the *Infrastructure for Jobs and Prosperity Act*. The regulation requires municipalities to develop a Strategic Asset Management Policy, which will help municipalities document the relationship between their Asset Management Plan and existing policies and practices as well as provide guidance for future capital investment decisions. The regulation also contains more specific requirements on the type of analysis municipal asset management plans should contain, including policies, levels of service, lifecycle management and financing strategies. The aim is to provide guidance to municipalities so that asset management plans are more consistent across the Province. Furthermore, in March 2021 the Province amended the regulation to extend the regulatory timelines by one year. A summary timeline of the requirements of the regulation are outlined in Figure 1.

Figure 1 – Ontario Regulation 588/17 Requirements



A high-level summary of the technical requirements to be addressed for July 1, 2025 include[1]:

- An AMP for all municipal infrastructure assets that builds upon the previous requirements for all asset categories (core and non-core).
- Identification of the proposed levels of service for each of the next 10-years (core and non-core).
- The lifecycle activities required to meet proposed levels of service.
- The risks associated with the lifecycle activities to meet proposed levels of service and their associated costs.

The 2025 AMP meets the requirements of the regulation as it includes the proposed levels of service requirement to meet the 2025 deadline for all assets considered in this AMP. The 2025 AMP builds on the work completed in the Municipality's 2020 Asset Management Plan which included all asset categories (core and non-core) and reported on the current level of service. Through this update, the Municipality has updated the current level of service utilizing more recent engineering reports, updated inventories and datasets compiled through consultation with Municipality staff.

[1] There are additional requirements of the regulation not explicitly stated here, however this AMP meets all requirements needed. Only the most relevant reporting requirements are listed for simplicity. See https://www.ontario.ca/laws/regulation/r17588#BK7.

C. ASSET MANAGEMENT PLAN STRUCTURE

The 2025 AMP is developed to be consistent with the structure recommended through the *2013 Building Together: Guide for Municipal Asset Management Plans*. At the same time, it has been developed to meet the requirements of O Reg. 588/17. Table 1 provides a guide to the sections of the 2025 AMP.

Table 1 – AMP Report Structure

Section	Requirement
Main Body	
Section 2 - State of Local Infrastructure	Summarizes the state of the Municipality's infrastructure with reference to infrastructure quantity and quality. Additional details are provided in Appendix A.
Section 3 - Level of Service	A summary of the current and proposed levels of service summarized for each asset category. This section is consistent with the reporting requirements of O. Reg. 588/17.
Section 4 - Asset Management Strategy	Sets out several strategies and lifecycle costs that will assist the Municipality in maintaining assets so that proposed levels of service can be met. This section also includes a risk analysis of Municipality assets.
Section 5 - Financing Strategy	Establishes how asset management can be delivered in a financially sustainable way for all services. Outlines the lifecycle costs and funding strategy to meet proposed levels of service. Additional detailed calculations are provided in Appendix B.
Section 6 – Monitoring and Improvement Plan	Provides key recommendations on how to improve the asset management plan and related practices over the long-term.
Appendices	
Appendix A – State of Local Infrastructure Report Cards	Detailed reports on the state of local infrastructure by asset category including the asset portfolio, replacement values, age and condition.
Appendix B – Levels of Service Tracker	Detailed table of all customer, technical, current, and proposed levels of service for all asset categories and service areas.
Appendix C – Detailed Financing Strategy Tables	Additional detailed tables related to the lifecycle cost and financing strategy.

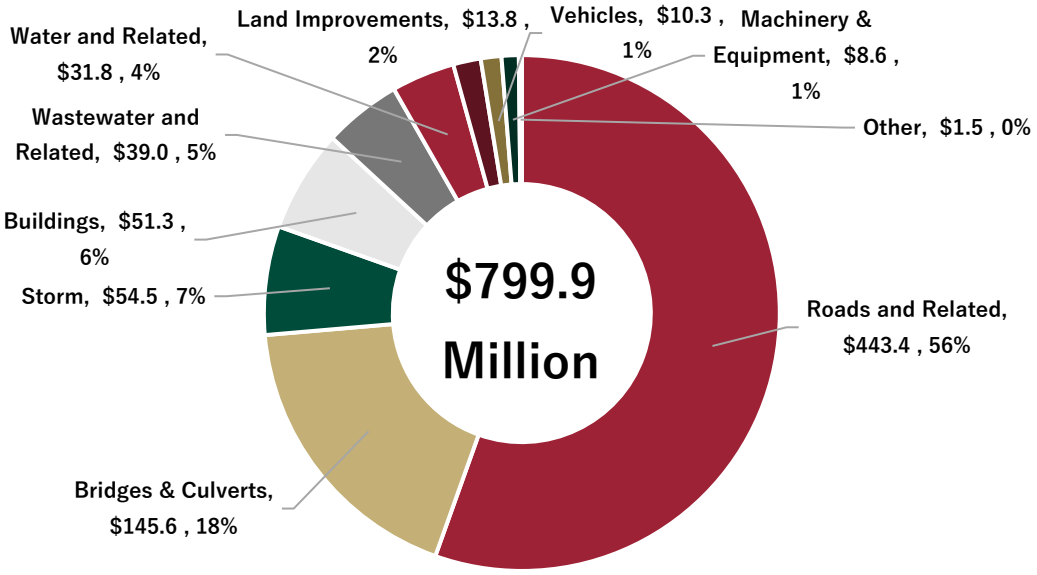
2. STATE OF LOCAL INFRASTRUCTURE

This section provides a summary of the Municipality's assets with reference to asset quantity and quality. Most assets have condition assessments based on engineering inspections, while the balance of asset conditions are based on the useful life of the asset relative to its age or a high-level condition assessment developed in consultation with Municipality staff. Detailed technical information on the asset inventory, remaining useful life and conditions for each asset category is provided in Appendix A.

A. REPLACEMENT COST OF INFRASTUCTURE

The replacement cost for all Municipality assets considered in the 2025 AMP is estimated at $799.9 million (represented in constant 2025 dollars). The largest share is related to roads and related accounting for about $443.4 million (55%) of the total replacement value. The next highest share is attributed to bridges and culverts at $145.6 million (18%) and this is followed by the stormwater infrastructure at $54.5 million (7%). The other asset categories in the Municipality's asset portfolio are made up of $51.3 million (6%) for buildings, $39.0 million (5%) for wastewater infrastructure, $31.8 million (4%) for water infrastructure, $13.8 million (2%) for land improvements, $10.3 million (1%) for vehicles, $8.6 million (1%) for machinery and equipment, $938,000 (0.1%) for furniture and fixtures, and $553,000 (0.1%) for information technology.

Figure 2 - Summary of Assets by Total Replacement Value ($2025 millions)



Note: The "Other" category includes Furniture and Fixtures and Information Technology.

Replacement values are used to estimate the cost of replacing an asset when it reaches the end of its engineered design life. For this reason, the replacement values represent an important input into the lifecycle cost analysis. The total replacement cost of assets of $799.9 million has been determined utilizing different methods that are appropriate for each asset category and dependent on data available at the time of developing this AMP.

Table 2 – Methodology Used for Replacement Values

Asset Category	Methodology
Roads	▪ Based on replacement costs per kilometer of road section provided in the 2023 Roads Needs Study, inflated to 2025 dollars based on average NRBCPI.
Bridges & Culverts	▪ Based on 2024 OSIM Report replacement values adjusted to 2025 dollars based on NRBCPI.
Buildings	▪ Combined approach between costs per square foot provided in the 2024 DC Study where applicable, inflated to 2025 dollars. Otherwise, historical costs inflated to 2025 dollars using NRBCPI.
Water and Wastewater	▪ For linear infrastructure, unit costs were sourced from the alternative municipal benchmarks.
Stormwater	▪ For linear infrastructure, unit costs were sourced from alternative municipal benchmarks.
Sidewalks	▪ Based on replacement costs per meter of sidewalk provided in the 2023 Roads Needs Study, inflated to 2025 dollars based on average NRBCPI.
All Remaining Asset Categories	▪ Based on combined approach of using City-wide replacement costs, inflating historical costs and benchmarking from DC Study where possible.

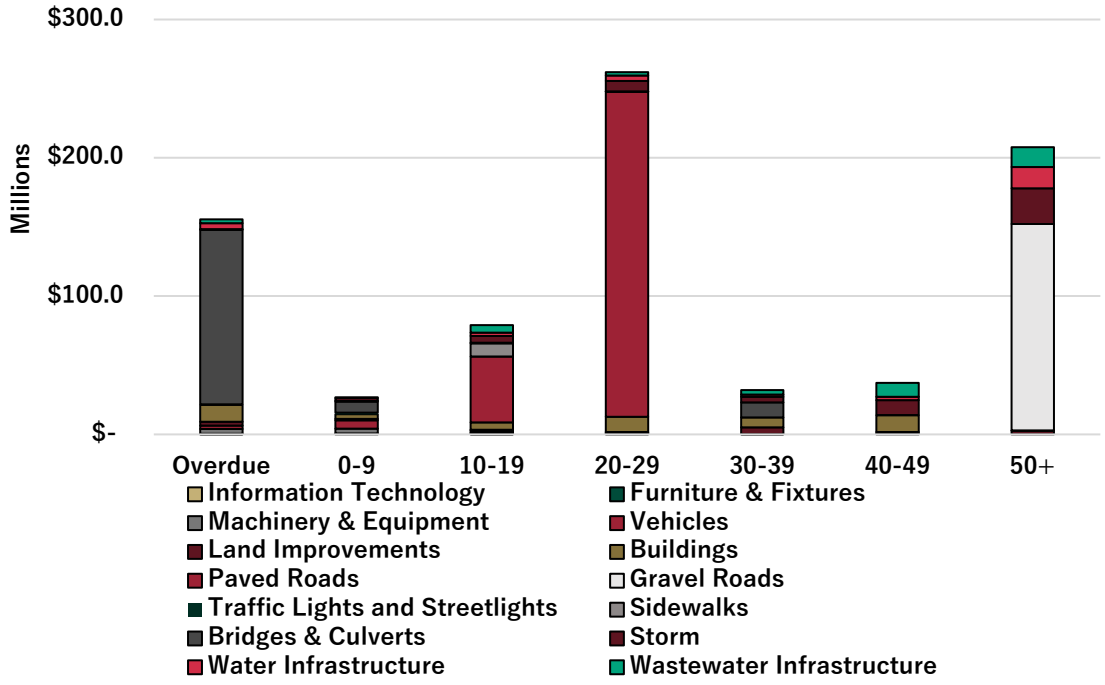
Note: For the purposes of the AMP, adjustments to the full replacement value of unpaved roads have been made to recognize that the Municipality only performs maintenance work on these roads rather than full reconstruction. This approach is consistent with the approach used for forecasting and budgeting by the Municipality. This approach differs from the value that is reported to the Ministry of Infrastructure through the annual Current Replacement Value (CRV) template, where the full reconstruction replacement cost is submitted.

B. REMAINING USEFUL LIFE OF THE INFRASTRUCTURE

Figure 3 provides a summary of the assets by replacement value shown by their remaining useful life (years). About $207.6 million (26%) of the infrastructure has greater than 50 years
of remaining useful life. About $410.0 million (51%) has between 10 and 49 years of remaining useful life while about $26.8 million (3%) has 0 to 9 years of remaining useful life.

The remaining $155.4 million (19%) is considered overdue and past its design life. This is largely related to bridges and culverts, consisting of about $126.2 million in assets overdue at this time. Although this infrastructure is considered past its design life, the infrastructure continues to be maintained and is in good working order.

Figure 3 - Summary of Assets by Remaining Useful Life ($2025)



C. CONDITION OF THE INFRASTRUCTURE

Consistent with the Canadian National Infrastructure Report Card, as well as other major organization and institution reporting formats, a five-point rating scale was used to assign a condition to all assets. This methodology provides a standard and easy to understand way of reporting on the condition of assets. Table 3 summarizes the assumed parameters.

Table 3 - Condition Assessment Parameters

Condition Rating	Definition
Very Good	▪ Well maintained, good condition, new or recently rehabilitated asset.
Good	▪ Good condition, few elements exhibit existing deficiencies.
Fair	▪ Some elements exhibit significant deficiencies. Asset requires attention.
Poor	▪ A large portion of the system exhibits significant deficiencies. Asset mostly below standard and approaching end of service life.
Very Poor	▪ Widespread signs of deterioration, some assets may be unusable. Service is affected.

Assets were categorized in the 5-tier rating system on an asset-by-asset basis. Three approaches have been utilized for the assets considered in this AMP. The approaches for each of these methods is outlined.

1. Engineered Conditions

Condition rating systems based on engineered and professional standards. These measures can then be translated into a 5-tier rating system. The Municipality aims to continually update the asset inventory to reflect changes in conditions or when assets are replaced.

- Condition assessments for the roads are based on the engineered assessments developed through the 2023 Roads Management Study. This study rates the roads utilizing a 10-point scale for surface condition. The condition of the roads has been translated to the 5-point scale based on the scale in Table 4.

Table 4 – Road Surface Condition Parameters

Condition Rating	Surface Condition Range
Very Good	80-100
Good	70-80
Fair	60-70
Poor	50-60
Very Poor	Less than 50

- Condition assessments for the bridges and culverts are based on the engineered assessments developed through the 2024 OSIM report (Ontario Structure Inspection Manual). The OSIM report rates the culverts utilizing a 100-point Bridge Condition Index scale (BCI). The condition of the culverts has been translated to the 5-point scale based on the scale in Table 5 below.

Table 5 – Culvert Condition Parameters

Condition Rating	BCI Range
Very Good	85 - 100
Good	70 - 85
Fair	55 - 70
Poor	40 - 55
Very Poor	Less than 40

- Condition assessments for the sidewalks are based on the engineered assessments developed through the 2024 Sidewalk Assessment Report. This report rates the sidewalk segments from Very Poor to Very Good condition.

2. Staff Consultation

For some assets where engineering conditions were not available, estimates were developed in consultation with Municipality staff. This approach is important where there is low

confidence that age and useful life represents the condition of a particular asset. This method has been used for a series of assets in this 2025 AMP: IT, F&F, land improvements, buildings

- Vehicles – some vehicles are older based on their design life, however, they continue to be well maintained and are in working condition. It has been assumed that all fire vehicles in Fair condition or worse based on its age are generally in Good condition.

- Machinery and Equipment – Similarly to vehicles, any fire-related machinery and equipment in Poor or Very Poor condition based on its age are assumed to be in Good condition.

- Information Technology, Furniture and Fixtures, Land Improvements, and Buildings – through staff consultation, assets in these categories that are in Poor or Very Poor condition based on its age have been assumed to be in Fair condition.

3. Age Based Approach

For some asset types where the Municipality was not able to provide a condition assessment based on existing knowledge or inspection, the condition is estimated based on age and the remaining useful life of the asset. It is the intention that the Municipality move towards a condition assessment methodology using approach 1 and 2 wherever possible. The age-based condition methodology is more appropriate for lower valued assets that have a shorter useful life. Table 6 shows the methodology where the condition is assigned based on the remaining useful life of the assets.

Table 6 – Age Based Condition Parameters

Condition Rating	Percentage of Remaining Useful
Very Good	80% - 100%
Good	60% - 80%
Fair	40% - 60%
Poor	20% – 40%
Very Poor	Less than 20%

Summary of the Condition of Assets

Figure 4 summarizes the condition of Municipality assets which are determined to be in Fair condition on average. Overall, $381.2 million (48%) of the assets are in Good to Very Good condition while $275.6 million (34%) of the assets are Fair condition. The remaining $143.1 million (18%) are in Poor to Very Poor condition.

Figure 4 - Summary of Asset Condition ($2025)

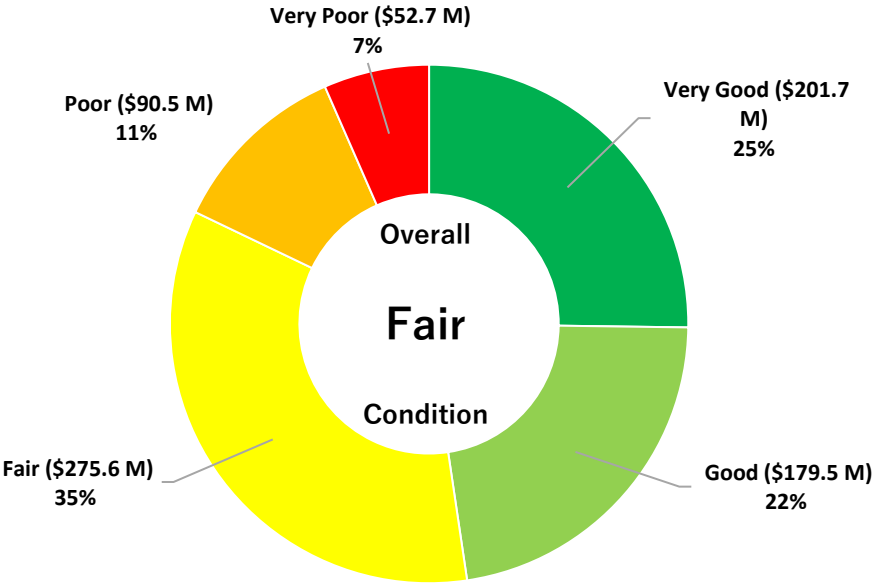


Figure 5 shows the condition of assets delineated by each asset category. Figure 5 shows the following for assets with larger shares in Poor or Very Poor condition:

- Bridges and Culverts are generally in Fair condition with about $64.2 million (44%) falling within that category and $40.4 million (28%) falling in Poor or Very Poor condition. The remainder of bridges and culverts of about $41.0 million (28%) are in Good to Very Good condition.

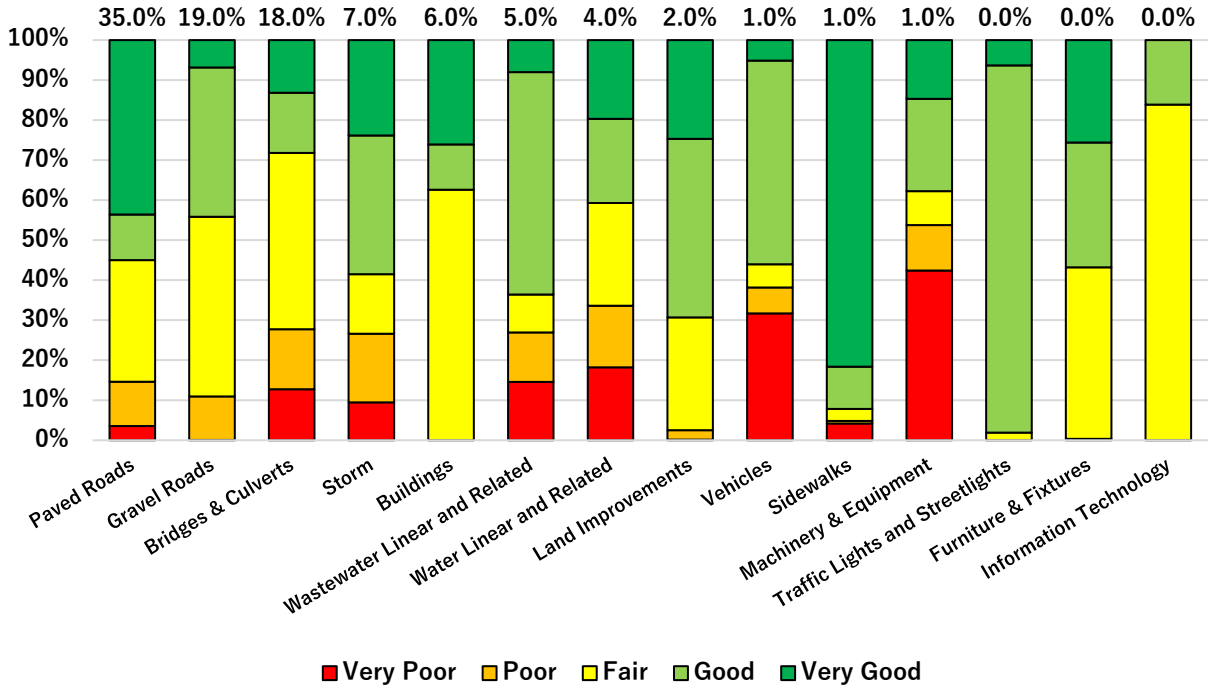
- Wastewater infrastructure is generally in Fair condition with about $3.7 million (9%) falling within that category and $10.5 million (27%) falling in Poor or Very Poor condition. The remainder of wastewater assets of about $24.8 million (64%) are in Good to Very Good condition.

- Water infrastructure is generally in Fair condition with about $8.2 million (26%) falling within that category and $10.7 million (34%) falling in Poor or Very Poor condition. The remainder of water assets of about $13.0 million (41%) are in Good to Very Good condition.

- Vehicles are generally in Fair condition with about $600,000 (6%) falling within that category and $3.9 million (38%) falling in Poor or Very Poor condition. The remainder of vehicles of about $5.8 million (56%) are in Good to Very Good condition.

- Machinery and Equipment is overall in Fair condition and has the visually largest share of assets in Poor to Very Poor condition. This asset category makes up about 1% of the total replacement cost of $799.9 million, hence, it does not skew the overall condition of the Municipality's assets.

Figure 5 - Summary of Asset Condition by Asset Category



Note: The percentages above the bars represent the shares of replacement value relative to the total replacement value of Municipality assets at $799.9 million.

3. LEVEL OF SERVICE

Levels of service (LOS) describe the outputs or objectives the Municipality intends to deliver to its residents, which includes measures from a customer, technical and community perspective. LOS provides a description of a particular activity or asset metric where performance may be measured to benchmark the current state and set targets to ensure resident's needs are met.

Levels of service measure how well the Municipality is meeting business needs and this information can be utilized as key drivers to inform future investment decisions. Having well-defined service levels will allow the Municipality to be transparent with its stakeholders to find the appropriate balance between affordability and service expectations.

A. THE MUNICIPALITY'S LEVEL OF SERVICE GOALS

The LOS Framework helps support and achieve key asset management goals:

- Develop and continuously improve asset management related documentation to provide evidence-based level of service linkages between the customer and technical levels with integration directly into service-based activities as it relates to both the operational and capital expenditures. This objective is achieved through development of the AMP financial model, and the Municipality expects to continue to make improvements to its available asset data over the longer-term.

- Develop a clear relationship between the level of service and the costs associated to meeting level of service objectives by integrating the AMP LOS framework into the budget process. This integration is expected to be achieved over the longer-term however, the financing strategy makes recommendations on the financial needs to meet the proposed level of service which can be utilized to help inform the budget process.

- Meet the requirements of *O. Reg. 588/17* for 2025 to define the proposed level of service, identify costs to meet the proposed level of service and identify any risks of not meeting these targets.

B. CUSTOMER LEVELS OF SERVICE (CLOS)

Customer Levels of Service are specific parameters that describe the extent and quality of services that the Municipality provides to residents from the resident's perspective. CLOS is comprised of qualitative measures such as the description of assets or the related service provided. CLOS can be evaluated through an understanding of the wants and needs of residents while understanding the assets the Municipality owns and operates. The CLOS are documented as high-level qualitative statements that capture these characteristics. For the purposes of meeting *O. Reg. 588/17* requirements, the Community Levels of Service (outlined in the regulation) are also included under the CLOS.

C. TECHNICAL LEVELS OF SERVICE (TLOS)

Technical Levels of Service are specific parameters that measure asset performance. TLOS is comprised of quantitative measures such as asset age, condition or service performance. Part of the TLOS is to consider both the individual asset capability and how the assets are scheduled to be utilized as part of a system of service delivery. These measures are developed through a review of the Municipality's asset data, engineering reports and in consultation with staff.

The technical levels of service have been defined to meet the following criteria:

- TLOS measures are relevant to the operation of Municipality services
- TLOS are feasible to track and the data to inform the technical measures are readily available or will be tracked for future iterations of the AMP
- TLOS are developed recognizing the public as the main driver of service, they are designed to track internal asset specific performance, but the resulting quality of service will continue to be based on public input

TLOS measures are crucial for tracking levels of service as they provide quantifiable measures to evaluate the effectiveness and efficiency of service delivery. By systematically monitoring these measures, the Municipality can assess whether service standards are being met, identify areas for improvement, and allocate resources effectively. An iterative consultation process with staff helped in developing an internal tracking tool to capture the necessary data for calculating the current and proposed levels of service and monitoring the trends moving forward.

D. OVERVIEW OF THE MUNICIPALITY'S LEVEL OF SERVICE

The Municipality's 2019 Asset Management Plan was prepared for all Municipality infrastructure assets under the "current level of service" framework as required by O. Reg. 588/17. The Municipality defined its current levels of service in accordance with qualitative and technical metrics that have been established through the regulation and in consultation with staff. In general, the measures were derived from data collected in 2019 and the process ensured that the current level of service accurately reflected the performance and condition of infrastructure assets given the available data of the day.

Current Level of Service

For the purposes of this 2025 Asset Management Plan, the customer and technical level of service reporting measures remain generally consistent with those established through the 2019 process with some additional measures included for the 2025 Plan, however, the "current" baseline data has been updated with information that has been made available since 2019. Furthermore, improvements have been made to streamline the measures to focus in areas that are relevant and useful for service level monitoring and meeting the regulatory reporting requirements.

Proposed Level of Service

O. Reg 588/17 requires municipalities to define its proposed levels of service by July 1st, 2025. These proposed levels of service (PLOS) are intended to provide the Municipality with a measurable future target state for the services it provides. The proposed level of service focuses on asset specific measures that capture the performance of infrastructure which forms part of the services provided by the Municipality. Best efforts have been made to maintain the focus of the proposed level of service to infrastructure assets that support the service rather than the overall services provided by any specific service area. However, it is noted that in general the proposed level of service outlined in this AMP are required to continue to provide the overall level of service objectives of the Municipality.

For every level of service that the Municipality measures, a corresponding set of PLOS measures have been developed. Consultation with Municipality staff was conducted to develop the proposed levels of service based on the needs of the community, existing data and assessing their appropriateness for the Municipality. Overall, the proposed levels of service outlined in this report have been carefully evaluated based on the following criteria:

- **Options & Associated Risk** - Staff assess various options for the proposed levels of service and analyze the risks associated with each option to the long-term sustainability of the Municipality. This assessment considers factors such as service quality, operational efficiency, and financial sustainability.

- **Differences from Current Levels of Service** – The analysis looks at a comparison of the proposed levels of service with the current levels to identify areas where adjustments or enhancements are necessary. While some proposed levels of service may mirror the current levels outlined in this AMP, adjustments or enhancements to the current procedures may still be necessary to ensure alignment with longer-term goals.

- **Achievability** - The feasibility of achieving the proposed levels of service considering factors such as available resources, technological capabilities, and operational constraints have been evaluated. Efforts have been made to ensure that the proposed targets are realistic and attainable within the Municipality's operational capacity. Notwithstanding the Municipality's intended ability to achieve the targets, it is expected that the proposed levels of service continue to be reviewed and monitored - further adjustments may be warranted moving forward.

- **Affordability** - The affordability of the proposed levels of service is conducted in conjunction with the budget process, ensuring alignment with the financial resources and fiscal capacity available. This process inherently involves approval by Council and the organization, with affordability considerations integrated into budgetary decisions.

Summary of the Level of Service

Table 7 summarizes the customer levels of service for the core assets only while Table 8 shows the technical levels of service as required by *O. Reg. 588/17*. A detailed version of the LOS table can be found in Appendix B which includes the customer, technical, current, and proposed LOS for all assets and service areas. Table 8 shows the following:

- Local road lane kilometres as a proportion of the Municipality's land area is about 88%. The number of lane kilometres of arterial roads as a proportion of the Municipality's land area is 1%. The Municipality does not maintain any collector roads. The proposed level of service for both these measures is to maintain the current level of service as the Municipality does not expect to construct new roads for the foreseeable future.

- Paved roads in the Municipality are on average in Good condition with an average Surface Condition Rating of 8.1 out of 10. This information is based on the Municipality's

2023 Roads Management Study. The proposed level of service is to maintain the current average.

- Unpaved roads are in Fair condition with an average Surface Condition Rating of 7.4. This information is based on the Municipality's 2023 Roads Management Study. The proposed level of service is to maintain a minimum of the current condition. The PCI for unpaved roads is expected to fluctuate on an ongoing basis as gravel roads conditions will vary from year to year largely due to weather conditions. However, the Municipality's roads work recommendations from the 2023 Roads Management Study would ensure that these fluctuations in conditions can be managed and the cost implications of achieving this target are included in the financing strategy section of this report.

- Municipality bridges are on average in Fair condition (66 BCI) with no structures currently having loading or dimensional restrictions. Municipality culverts are in Good condition on average with a BCI of 56. The Municipality aims to maintain its bridges and culverts in Fair condition or better and aims to continue to perform legislated inspections every two years.

- For water infrastructure, 100% of properties are connected to the municipal water system. The number of connection days per year where a boil water advisory is in place compared to the total number of properties connected to the municipal water system is 0. The number of connection days due to a water main breaks compared to the total number of properties connected to the municipal water system is also 0. The target for these two levels of service measures is proposed to be 0 over the 10-year period.

- For wastewater infrastructure, 95% of properties are connected to the municipal wastewater system. The number of connection-days per year due to wastewater backups compared to the total number of properties connected to the municipal wastewater system is 0. The number of effluent violations per year due to wastewater discharge compared to the total number of properties connected to the municipal wastewater system is also 0. The target for these two levels of service measures are proposed to be 0 over the 10-year period.

- While Table 8 provides a snapshot of the technical levels of service as required by the *O. Reg. 588/17*, additional measures developed through staff consultation for core assets can be found in the full LOS table in Appendix B.

- The levels of service for the non-core asset categories, as outlined in Appendix B, were developed in collaboration with staff or are based on the average condition which was informed through consultation with Municipality staff which developed high-level

assessments for these assets. Where information was not available, the age of the assets was used. The proposed level of service is to either maintain or exceed the current level of service.

Table 7 – Customer Levels of Service

Asset Category	Customer LOS	Community Level of Service	
Roads	Maintain safe and reliable roads and to meet reporting requirements of O. Reg. 588/17.	1. Description, which may include maps, of the road network in the municipality and its level of connectivity.	The Municipality's 2023 Roads Management Study provides maps of its road network under different classifications in Appendix B.
		2. Description or images that illustrate the different levels of road class pavement condition.	The Municipality's 2023 Roads Management Study provides a map of its road network by roads class.
Bridges and Culverts	Maintain safe and reliable culverts and to meet reporting requirements of O. Reg. 588/17	1. Description of the traffic that is supported by municipal bridges (e.g., heavy transport vehicles, motor vehicles, emergency vehicles, pedestrians, cyclists).	The Municipality's 2024 OSIM Inspection Report provides a full listing of the bridges and culverts maintained by the Municipality.
		2. Description or images of the condition of bridges and how this would affect use of the bridges.	The attached Inspections forms from the 2024 OSIM Inspection report presents descriptions and images of each individual bridge maintained by the Municipality.
		3. Description or images of the condition of culverts and how this would affect use of the culverts.	The attached Inspections forms from the 2024 OSIM Inspection report presents descriptions and images of each individual culvert maintained by the Municipality.
Storm Sewers	To provide reliable stormwater management services and meeting reporting requirements of O. Reg. 588/17.	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.	The Mitchell servicing area is protected from flooding by way of the Municipality's stormwater management system. Majority of the properties in this area are resilient to a 5-year storm.

Asset Category	Customer LOS	Community Level of Service	
Water Infrastructure	To provide safe drinking water to residents and to meet reporting requirements of O. Reg. 588/17	1. Description, which may include maps, of the user groups or areas of the municipality that are connected to the municipal water system.	The 2024 Annual Summary Report for the Mitchell Drinking Water System provides a description of the complete water system.
		2. Description, which may include maps, of the user groups or areas of the municipality that have fire flow.	
		3. Description of boil water advisories and service interruptions.	The Municipality experiences service interruptions only in the case of a Class 2 break. All other breaks are managed live on-site to avoid any boil advisories. In the case of service interruptions, it typically takes the Municipality staff 6-12 hours to fix the break and resume services.
Wastewater Infrastructure	To ensure the proper treatment of wastewater and to meet the reporting requirement of O. Reg. 588/17.	1. Description, which may include maps, of the user groups or areas of the municipality that are connected to the municipal wastewater system.	The 2024 Mitchell Wastewater Report provides a description of the wastewater system in the Municipality and offers a description of the operational issues encountered and the repair and maintenance activities conducted to combat these issues.
		2. 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.	The Municipality does not currently have any combined sewers.

Asset Category	Customer LOS	Community Level of Service	
		3. Description of the frequency and volume of overflows in combined sewers in the municipal wastewater system that occur in habitable areas or beaches.	The Municipality does not currently have any combined sewers.
		4. Description of how stormwater can get into sanitary sewers in the municipal wastewater system, causing sewage to overflow into streets or backup into homes.	The Municipality does not currently have any combined sewers.

Table 8 – Technical Levels of Service

Asset Category	Technical Level of Service	Source	Current LOS	Proposed LOS
Roads	Number of lane-kilometres of arterial roads as a proportion of square kilometres of land area of the municipality (O. Reg. 588/17).	2025 AMP based on 2023 Road Needs Study	1%	Maintain Current Level of Service
	Number of lane-kilometres of collector roads as a proportion of square kilometres of land area of the municipality (O. Reg. 588/17).	2025 AMP based on 2023 Road Needs Study	0%	Maintain Current Level of Service
	Number of lane-kilometres of local roads as a proportion of square kilometres of land area of the municipality (O. Reg. 588/17).	2025 AMP based on 2023 Road Needs Study	88%	Maintain Current Level of Service
	1. For paved roads in the municipality, the average pavement condition index value (O. Reg. 588/17).	2023 Road Needs Study	8.1	Maintain Current Level of Service
	2. For unpaved roads in the municipality, the average surface condition (O. Reg. 588/17).	2023 Road Needs Study	7.4	Maintain Current Level of Service
Bridges and Culverts	Percentage of bridges in the municipality with loading or dimensional restrictions (O. Reg. 588/17).	2024 OSIM Report	0%	0%
	For bridges in the municipality, the average bridge condition index value (O. Reg. 588/17).	2024 OSIM Report	66	Maintain Current or Exceed Current Level of Service
	For structural culverts in the municipality, the average bridge condition index value (O. Reg. 588/17).	2024 OSIM Report	56	Maintain Current or Exceed Current Level of Service
Stormwater Network	Percentage of properties in municipality resilient to a 100-year storm (O. Reg. 588/17).	2025 Staff Consultation	45% (Staff Estimate)	Maintain Current Level of Service

Asset Category	Technical Level of Service	Source	Current LOS	Proposed LOS
	Percentage of the municipal stormwater management system resilient to a 5-year storm (O. Reg. 588/17).	2025 Staff Consultation	99%	Maintain Current Level of Service
Water Infrastructure	Percentage of properties connected to the municipal water system (in the serviced area).	2025 Staff Consultation	100%	Maintain Current Level of Service
	Percentage of properties where fire flow is available.	2025 Staff Consultation	100% in Mitchell Serviced Area	Maintain Current Level of Service
	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.	2025 Staff Consultation	0	Maintain Current Level of Service
	Number of connection-days per year due to water main breaks compared to the total number of properties connected to the municipal water system	2025 Staff Consultation	0	Maintain Current Level of Service
Wastewater Infrastructure	Percentage of properties connected to the municipal wastewater system (in the serviced area).	2025 Staff Consultation	95%	Maintain Current Level of Service
	The 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 (O. Reg. 588/17).	2025 Staff Consultation	No combined sewers	No combined sewers
	The number of connection-days per year due to wastewater backups compared to the total number of properties connected to the municipal wastewater system (O. Reg. 588/17).	2025 Staff Consultation	0	Maintain Current Level of Service
	The number of effluent violations per year due to wastewater discharge compared to the total number of properties connected to the municipal wastewater system (O. Reg. 588/17).	2025 Staff Consultation	0	Maintain Current Level of Service

4. Asset Management Strategy

This section sets out an action plan that will assist the Municipality in maintaining assets to meet proposed level of service objectives. The asset management strategy includes current practices and potential future practices related to non-infrastructure solutions, maintenance activities, renewal/rehabilitation, disposal, and expansion activities. It outlines the lifecycle costs needed to meet proposed levels of service over the next 10-years for each lifecycle activity and the methodology used to develop the costs. The final component of this section includes a risk analysis, which outlines a summary of assets that can be prioritized for repair/replacement if needed.

A. OVERVIEW OF FULL LIFECYCLE COST MODEL

As part of the Asset Management Plan, the Municipality, along with Hemson, have identified the total full life cycle costs that corresponds to the requirements of the regulation. This would entail a cost estimation throughout the asset's life including planning, design, construction, acquisition, operation, maintenance, renewal (and disposal). In addition, the analysis also takes into consideration the inclusion of expansion related infrastructure into the lifecycle management strategy. This approach ensures that the additional lifecycle costs associated with newly constructed/acquired assets are accounted for in the long-term forecast, if any.

A "lifecycle management approach" in asset management planning not only includes estimating future lifecycle costs based on a set of lifecycle activities. These lifecycle activities can be segmented into six (6) categories: non-infrastructure solutions, operations/maintenance, renewal/rehabilitation, replacement, disposal, and expansion activities. Table 9 provides a description of each lifecycle category. The Municipality undertakes all the activities described in Table 9, however, the Municipality's budget generally accounts for these expenditures in different categories.

Table 9 - Overview of the Full Life Cycle Activities

Category	Description
Non-Infrastructure Solutions	Actions or policies that can lower costs or extend asset life (e.g., better integrated infrastructure planning and land use planning, demand management, insurance, process optimization, etc.). Associated to work needed to manage assets but not necessarily direct work on those assets.
Maintenance Activities	Servicing assets on a regular basis to fully realize the original service potential. Maintenance will not extend the life of an asset or add to its value. Not performing regular maintenance may reduce an asset's useful life.
Renewal/ Rehabilitation Activities	Mostly associated to significant repairs designed to extend the useful life of an asset. These types of activities are typically done at key points in the lifecycle of an asset to ensure the asset reaches it designed useful life.
Replacement Activities	Activities that are expected to occur once an asset has reached the end of its useful life and renewal/rehabilitation is no longer an option.
Disposal Activities	The activities associated with disposing of an asset once it has reached the end of its useful life or is otherwise no longer needed.
Expansion Activities	Planned activities required to extend or expand municipal services to accommodate the demands of growth.

As the Municipality's infrastructure assets are long-lived, the starting point for the lifecycle costs analysis covers a 40-year planning period. However, consistent with O. Reg. 588/17, the planning period focuses on the first 10-years to meet proposed levels of service. In this period, various methodologies have been utilized to determine the long-term lifecycle costs to maintain, repair and replace assets under an "ideal" investment scenario. This means that the recommendations from all engineering reports are considered, and assets are replaced at the end of their useful life with no adjustments or considerations for existing municipal asset practices or relationship to the target level of service. These costs are referred to as the "benchmark" lifecycle costs.

B. LIFECYCLE COSTS FOR TAX FUNDED SERVICES

Table 11 outlines the methodologies and 10-year costs to meet this ideal scenario. Over the 10-year period, the total lifecycle costs needed to maintain the infrastructure is estimated at $219.3 million (an average of about $21.9 million per year). Of the total lifecycle costs, most costs can be attributed to saving for the renewal, rehabilitation or replacement of infrastructure, making up about 79%. The 10-year average annual need specifically for renewal, rehabilitation or replacement of infrastructure is about $17.2 million per year (see Table 10).

To determine the total lifecycle costs to meet proposed levels of service over the next 10-years, consultations with Municipal staff were undertaken to determine the best approach. Table 11 outlines the 10-year lifecycle costs needed to meet the proposed level of service for tax-supported assets relative to the bechmark expenditure need. Over the 10-year period, a total need of about $107.5 million is identified (an average of about $10.8 million per year). Of the total lifecycle costs, most costs can be attributed to saving for the renewal, rehabilitation or replacement of infrastructure, making up about 56%. The 10-year average annual need specifically for renewal, rehabilitation or replacement of infrastructure is about $6.1 million per year (see Table 10).

Table 10 – Average 10-Year Annual Renewal/Rehabilitation/ Replacement Need by Asset Category for Tax-Supported Assets

Asset Category	10-Year Benchmark Annual Average	10-Year PLOS Annual Average
Information Technology	$111,000	$0
Furniture and Fixtures	$76,000	$57,000
Machinery and Equipment	$1,102,000	$826,000
Vehicles	$1,120,000	$840,000
Land Improvements	$558,000	$418,000
Buildings	$2,020,000	$1,010,000
Paved Roads	$1,974,000	$1,108,000
Gravel Roads	$0	$0
Traffic Lights and Streetlights	$149,000	$112,000
Sidewalks	$472,000	$236,000
Bridges and Culverts	$8,147,000	$940,000
Storm	$1,514,000	$515,000
Total	**$17,243,000**	**$6,062,000**

Table 11 - Overview of the Full Life Cycle Activities and AMP Approach for Tax-Supported Assets

Category	Lifecycle Cost Approach to Meet PLOS	10-Year Cumulative Benchmark Lifecycle Costs	10-Year Cumulative Lifecycle Costs to Meet PLOS
Non-Infrastructure Solutions	• Provision of $5,000 per year starting in 2026 to undertake activities to manage assets.	$50,000	$50,000
Operations and Maintenance Activities (Existing & Expansion Assets)	• Based on a review of recent budgets by service area. Includes costs that can be reasonably attributed to asset specific maintenance – estimated at $4.6 million on average per annum using the 2025 budget • Includes incremental costs of approximately $153,000 over the 10-year period to maintain new infrastructure outlined in the Municipality's 2024 Development Charges Background Study. • In most instances, does not include general operating costs associated to staffing (exp. staff that carry out recreational programs).	$46.1 million	$46.1 million

Renewal/ Rehabilitation/ Replacement Activities	• Renewal expenditures for paved roads are calculated based on those costs identified in the 2023 Road Needs Study totalling $19.7 million from 2025-2034:
	  ○ The Proposed Level of Service lifecycle costs consider works identified in the 2023 RNS relating to resurfacing, surface treatment, partial/full pulverize and pave, and rural paving (excludes reconstruction costs). These costs total $11.1 million over the 10-year period.
	• 10-year recommendations from 2024 OSIM report of about $9.4 million.
	  ○ Provisions for the long-term replacement of bridges and culverts beyond the 10-year period are included in the benchmark lifecycle costs but excluded from the PLOS lifecycle costs. Future updates to lifecycle costs should be based on OSIM recommendations.
	• Risk-based replacement schedule for all other asset categories.
	  ○ For the PLOS lifecycle costs for buildings, only 50% of the benchmark lifecycle costs has been used to recognize repair activities rather than full replacement.
	  ○ For furniture and fixtures, machinery and equipment, vehicles, traffic lights, streetlights, and land improvements, only 75% of the replacement value has been used to recognize repair activities rather than full replacement of some of the assets.
		$172.4 million	$60.6 million

Category	Lifecycle Cost Approach to Meet PLOS	10-Year Cumulative Benchmark Lifecycle Costs	10-Year Cumulative Lifecycle Costs to Meet PLOS
	○ The Municipality currently has an agreement with an external contractor to maintain their information technology, therefore, there are no PLOS costs associated with these assets. ○ For sidewalks, only 50% of the replacement value has been used to recognize repair activities rather than full replacement of some of the assets as the Municipality currently does not have a replacement program for these assets. ○ For storm assets, only 34% of the replacement value has been used to recognize repair activities rather than full replacement. Many of the assets in these categories are long-lived and are not management based on a set replacement schedule, rather on an "as needed" basis.		
Expansion Activities	• Annual provisions for the future replacement of infrastructure related to expansion activities, as identified in the 2024 Development Charges Background Study, amounts to a total of $691,000 over the ten-year period. • No additional allocation has been made for contributed assets in this analysis. However, as infrastructure is emplaced through the subdivision agreement process, the Municipality should calculate the long-term repair and replacement requirements of that infrastructure.	$691,000	$691,000
Cumulative Total		**$219.3 million**	**$107.5 million**
Average per Year		**$21.9 million**	**$10.8 million**
Average per Year (for Renewal/ Rehabilitation/ Replacement Activities)		**$17.2 million**	**$6.1 million**

Note: All costs expressed in constant 2025 dollars.

C. LIFECYCLE COSTS FOR RATE-SUPPORTED ASSETS

Table 13 outlines the methodologies and 10-year costs to meet the ideal benchmark scenario. Over the 10-year period, the total lifecycle costs needed to maintain the infrastructure is estimated at $34.9 million (an average of about $3.5 million per year). Of the total benchmark lifecycle costs, most costs can be attributed to saving for the renewal, rehabilitation or replacement of infrastructure, making up about 88%. The 10-year average annual need specifically for renewal, rehabilitation or replacement of infrastructure is about $3.1 million per year (see Table 12). For the case of water and wastewater related assets, the benchmark lifecycle costs are equal to the PLOS lifecycle costs which accounts solely for the long-term replacement of this infrastructure.

Table 12 – Average 10-Year Annual Renewal/Rehabilitation/ Replacement Need by Asset Category

Asset Category	10-Year Benchmark Annual Average	10-Year PLOS Annual Average
Water Linear	$616,000	$616,000
Water – Related	$1,061,000	$1,061,000
Wastewater Linear	$519,000	$519,000
Wastewater - Related	$871,000	$871,000
Total	**$3,067,000**	**$3,067,000**

Note: “Related” assets includes information technology, furniture and fixture, machinery and equipment, vehicles, land improvements, and buildings related to water and wastewater services.

Table 13 - Overview of the Full Life Cycle Activities and AMP Approach for Rate-Supported Assets

Category	Lifecycle Cost Approach to Meet PLOS	10-Year Cumulative Benchmark Lifecycle Costs	10-Year Cumulative Lifecycle Costs to Meet PLOS
Non-Infrastructure Solutions	• Provision of $5,000 per year starting in 2026 to undertake activities to manage assets.	$50,000	$50,000
Operations and Maintenance Activities (Existing & Expansion Assets)	• Based on a review of recent budgets by service area. Includes costs that can be reasonably attributed to asset specific maintenance – estimated at $348,000 on average per annum using the 2025 budget • Includes incremental costs of approximately $199,000 over the 10-year period to maintain new infrastructure outlined in the Municipality's 2024 Development Charges Background Study. • In most instances, does not include general operating costs associated to staffing	$3.7 million	$3.7 million
Renewal/ Rehabilitation/ Replacement Activities	• For both water and wastewater infrastructure, the risk-based replacement schedule is utilized to calculate both benchmark and PLOS lifecycle costs. ○ This amounts to $1.7 million per year on average for water infrastructure and $1.4 million per year on average for wastewater infrastructure.	$30.7 million	$30.7 million
Expansion Activities	• Annual provisions for the future replacement of infrastructure related to expansion activities, as identified in the 2024 Development Charges Background Study, amounts to a total of $540,000 over the 10-year period. • No additional allocation has been made for contributed assets in this analysis. However, as infrastructure is emplaced through the subdivision agreement process, the Municipality should calculate the long-term repair and replacement requirements of that infrastructure.	$540,000	$540,000
Cumulative Total		**$34.9 million**	**$34.9 million**
Average per Year		**$3.5 million**	**$3.5 million**
Average per Year (for Renewal/ Rehabilitation/ Replacement Activities)		**$3.1 million**	**$3.1 million**

D. RISK ANALYSIS

It is important to assess the risk associated with each asset and the likelihood of asset failure. Asset failure can occur as the asset reaches its limits and can affect the level of service. In addition, certain assets have a greater consequence of failure than others. A risk matrix can help prioritize which assets should be repaired/replaced, even those which the Municipality has already identified to be in Poor or Very Poor condition. The evaluation rating is then linked to the condition assessment parameter discussed in Section 2. The formula to determine asset risk is as follows:

(Likelihood of Failure) X (Consequence of Failure) = (Risk Rating)

Each of the components of the Risk Rating methodology is defined as follows:

Likelihood of Failure: is directly linked to the condition of an asset. For example, an asset in Very Poor condition would have the probability of asset failure in the short-term be high. This type of asset may be near the end of its useful life or has deteriorated significantly. Conversely, it would be considered rare for an asset to fail in the short-term if it is in Good or Very Good condition. Table 14 outlines the definition of likelihood of failure used for the Municipality's assets.

Table 14 - Probability of Failure

Condition	Probability of Failure	Description
Very Good	1	Rare
Good	2	Unlikely
Fair	3	Possible
Poor	4	Likely
Very Poor	5	Almost Certain

Note: Definitions are based on the MFOA Asset Management Framework.

Consequence of Failure: refers to the impact on the Municipality if an asset were to fail to provide the desired level of service. The consequence of failure has been determined separately for each asset category, as the impact to the Municipality differs greatly by asset type. For example, if a fire emergency vehicle was not available for service, the potential impact could be severe compared to a vehicle used for administrative purposes. For the purposes of this analysis, assets were assigned a consequence of failure based on a review of the assets and the service area they are attributed to. Table 15 below outlines the definition of consequence of failure used for the Municipality's assets. The consequence of

failure, rated on a 1-5 scale, was weighted relative to each category in Table 15 depending on how impactful the consequence may be to the Municipality.

Table 15 - Consequence of Failure

Consequence of Failure	Description
1 - Insignificant	No impact to operations.
2 - Minor	Minor impact to operations, all major operations can continue to function.
3 - Moderate	Moderate impact to operations some critical operations may need to stop functioning temporarily.
4 - Major	Major operations seize and some damage control necessary.
5 - Significant	All operations seize to function and major damage control is necessary.

Risk Rating: categorizes assets based on the level of risk to the Municipality. The risk rating provides a guide to prioritize assets by determining which assets require attention first and which capital works can be deferred. Higher risk assets should be prioritized for attention in the short term by determining which of the lifecycle actions is required to be performed on the asset. Table 16 below provides a summary of the risk matrix.

Table 16 - Risk Matrix

Evaluation Rating		Consequence of failure					Color Code
		1	2	3	4	5	
Likelihood of Failure	1	1	2	3	4	5	Very Low Risk
	2	2	4	6	8	10	Low Risk
	3	3	6	9	12	15	Moderate Risk
	4	4	8	12	16	20	High Risk
	5	5	10	15	20	25	Very High Risk

Table 17 presents the findings of the risk analysis and illustrates the Municipality's asset risk rating. Most of the Municipality's assets continue to have relatively low risk, an indication of good maintenance practices overall.

The risk of each asset and asset category has been determined with reference to the parameters outlined in Table 16. It is important to note, that the Municipality will need to continue regular maintenance activities and capital works to ensure that the proposed level of service can be met, or otherwise additional risk can be expected. Please note roads, bridges and culverts have been excluded from the risk analysis in Table 17 as the infrastructure needs and timing of repair and replacement has been informed based on detailed engineered assessments outlined through the 2023 RNS and 2024 OSIM reports respectively.

Table 17 - Summary Risk Assessment (excluding Roads, Buildings, Bridges and Culverts)

Asset Type	Replacement Cost 2025	Risk (Weighted Average)
Information Technology	$553,000	**Very Low**
Furniture and Fixtures	$938,000	**Very Low**
Machinery and Equipment	$8,629,000	**Low**
Vehicles	$10,323,000	**Low**
Land Improvements	$13,770,000	**Very Low**
Buildings	$51,349,000	**Low**
Traffic Lights and Streetlights	$2,067,000	**Low**
Sidewalks	$9,439,000	**Very Low**
Storm	$54,467,000	**Low**
Water Linear	$16,417,000	**High**
Water – Related	$15,407,000	**Low**
Wastewater Linear	$15,895,000	**High**
Wastewater - Related	$23,084,000	**Low**
Total	**$222,337,000**	**Low**

Note: Roads, Bridges and Culverts are excluded from the risk analysis as risk factors and prioritization have been addressed through the 2023 RNS and 2024 OSIM reports respectively.

Further to Table 17, the 2025 AMP includes an estimate of the timing for replacement of all assets. Using the risk assessment, a schedule for the replacement of assets has been developed on an asset-by-asset basis. Assets with a higher risk rating are prioritized earlier in the schedule to reflect a higher priority, while assets with lower risk ratings are moved further out into the future forecast to reflect a more "smoothed" expenditure outlook. The timing is based on a percentage of the useful life of the asset. Table 18 below provides a summary of the risk thresholds used to calculate timing of replacement needs. Section 5 discusses the results of the lifecycle cost analysis and financing strategy.

Table 18 - Risk Threshold for Asset Life Extension

Percentage of Useful Life Added					Color Code
100%	80%	60%	40%	20%	Very Low Risk
80%	65%	50%	30%	16%	Low Risk
60%	50%	35%	25%	10%	Moderate Risk
40%	30%	25%	15%	2%	High Risk
20%	16%	10%	2%	0%	Very High Risk

E. MANAGING RISK

It is important to recognize the risk associated with the Municipality's ability to deliver the plan while recognizing that any deviation may affect the overall ability to deliver service. Table 19 below provides a summary of the identified risks, potential impacts and mitigating actions associated with the asset management program. Table 19 is intended to provide the Municipality with a framework that can be continually updated. This framework can be used to track potential asset related risks and document mitigation actions so that they can be implemented into the Municipality's asset management practices.

Table 19 -Risk Associated to the Plan

Risk Associated to the Plan		
Identified Risk	**Potential Impact**	**Mitigating Action**
Failed Infrastructure *(Condition or Level of Service Needs)*	▪ Delivery of service ▪ Asset and equipment damage	▪ Repair and rehabilitate as necessary ▪ Increase investment
Inadequate Funding	▪ Delivery of service ▪ Increased risk of failure ▪ Shorten asset life ▪ Defer funding to future generations	▪ Reductions of service by reviewing the current level of service ▪ Find additional revenue sources
Regulatory Requirements	▪ Non-compliance ▪ Mandatory investments ▪ Increased costs	▪ Find additional revenue sources ▪ Lobby actions
Plan is not followed or not undertaking required lifecycle activities	▪ Shorten asset life ▪ Inefficient investments ▪ Prioritization process failure ▪ Failure to deliver service	▪ Monitor and review levels of service ▪ Implement process to implement AMP ▪ Investigate alternative lifecycle management options

F. FUTURE DEMAND

The 2025 Plan largely focuses on the assets that the Municipality currently owns and operates. According to Statistics Canada census, over the last 10 years (2011-2021) the Municipality's population has increased slightly (from 8,919 in 2011 to 9,038 people in 2021), representing little growth. However, the Municipality is expecting higher growth in the future which will create the need for additional infrastructure to service new development. Moving forward, by 2034, the Municipality's population is expected to increase to about 10,080 people with occupied households increasing to 3,900 over the same period. As per the

Municipality's 2024 Development Charges Background Study[2], the increase over the 10-year period from 2025 to 2034 is approximately 780 persons and 300 households. Lastly, Place of Work employment is projected to grow by about 280 employees over the period reaching about 2,980 by 2034[3].

G. CLIMATE CHANGE INTEGRATION

The management of a municipal assets plays a fundamental role in the delivery of services, which depends on the infrastructure available to deliver the service. Corporate asset management in municipalities largely relates to the management of existing assets to keep them in a state of good repair while planning for future repair and/or replacement of their assets across all service areas. Impacts of climate change are already being experienced around the world, including Canada. It is important for municipalities to begin considering and planning for future climates to ensure the delivery of services, especially as it pertains to the maintenance of key municipal infrastructure. As per *Ontario Regulation 588/17* s3(5), municipalities must include a commitment in their asset management planning to address the vulnerabilities of climate change with respect to operations, levels of service and lifecycle management. There must also be consideration for anticipated costs, mitigation and adaptation approaches and disaster planning to meet all regulatory requirements in Ontario municipal asset management. In response to the regulatory requirements, the Municipality adopted its first Strategic Asset Management Policy in 2019 and committed to integrating climate change as part of its asset management planning.

Expected climate change impacts include hotter, drier summers, warmer winters with increased precipitation, increased frequency and intensity of storms and increased intensity of extreme winds. These changes in climate will likely lead to increased risks associated with flooding, heatwaves, risk of infrastructure damage, health and safety of residents, the alteration or loss of habitats, etc.

Many of these risks are associated with municipal assets and may impact the levels of service. Climate change mitigation and adaptation planning is an important step for municipalities to take to begin managing risks associated with climate change. Therefore,

[2] The DC Background Study covers the planning period from 2024 to 2034. The development forecast has been prorated to align with the timing of this asset management plan to 2034.

[3] Employment figures referenced are from the DC Study which utilizes place of work employment values. Place of work employment considers where people work irrespective of their residence. Work at home employment is excluded from these figures.

the Municipality is taking steps towards the integration of climate change considerations into their asset management planning framework moving forward.

The table below considers municipal owned and operated assets, although, regional critical infrastructure related to roads or public health may also be impacted by the noted hazards. Table 20 provides a risk summary at this time for information purposes to help further propel climate change integration with asset management, although, recognizing the full utilization would still need to be applied and understood at the staff level. In asset management terms, this table shows the big picture effects that climate change hazards may have on the level of service for various service areas. The specific climate change impacts on levels of service could vary considerably and will need to be monitored over a longer time-period.

Through further understanding of the anticipated extent of climate change events, climate change adaptation projects at the Municipality will provide additional parameters as to the likelihood and severity of events. At its most simplistic form, the table below provides a range from a "rare" occurrence to "almost certain." A rare occurrence could be correlated to falling into the tenth percentile of probability, with an almost certain occurrence falling into the ninetieth percentile of probability.

Table 20 - Framework for Climate Change Integration with Risk

Hazards/Risks	Likelihood	Consequence	
		Asset Category	Possible Service Impacts
Freezing Rain / Ice Storm	Rare to almost certain	▪ Roads ▪ Bridges and Culverts ▪ Buildings ▪ Storm Sewer System ▪ Water and Wastewater	▪ Reduced road, bridge, and culvert conditions, potential for closures ▪ Potential impact to access to facilities or closures ▪ Strain on storm sewer capacity on thaw
Extreme Temperatures – Cold Wave	Rare to almost certain	▪ Roads ▪ Bridges and Culverts ▪ Buildings ▪ Land Improvements	▪ Closures of outdoor amenities due to extreme weather conditions ▪ Increased strain on indoor heating systems leading to reduced service life and functionality of components and systems
Tornado	Rare to almost certain	▪ All Services	▪ Potential damage to various municipal assets due to high winds

Hazards/Risks	Likelihood	Consequence	
		Asset Category	Possible Service Impacts
Intense Rain	Rare to almost certain	▪ Roads ▪ Bridges and Culverts ▪ Buildings ▪ Storm Sewer System ▪ Water and Wastewater	▪ Flooding of bridges, culverts and roadways leading to closures ▪ Disruptions to service due to flooding of roads, leading to decreased levels of service ▪ Potential impact to access to facilities or closures ▪ Strain on storm sewer capacity causing floods
Flood – Urban	Rare to almost certain	▪ Roads ▪ Bridges and Culverts ▪ Buildings ▪ Land Improvements ▪ Storm Sewer System ▪ Water and Wastewater	▪ Flooding of culverts and roadways leading to closures ▪ Disruptions to service due to flooding of roads, leading to decreased levels of service ▪ Potential impact to access to facilities or closures ▪ Flooding of parks leading to closures and reduced levels of service ▪ Strain on storm sewer capacity
Extreme Temperatures – Heat Wave	Rare to almost certain	▪ Buildings ▪ Land Improvements	▪ Potential closure/reduce used of outdoor amenities due to high temperatures (reduced levels of service). ▪ Lost habitats leading to reduced environmental diversity. ▪ Increased strain on indoor cooling systems leading to reduced service life and functionality of components and systems
Windstorm	Rare to almost certain	▪ Buildings ▪ Land Improvements	▪ Closure of outdoor assets due to potential hazards for residents ▪ Increased strain on facility assets leading to potential damages and reduced service life and functionality of components and systems

Source: https://www.assetmanagementbc.ca/wp-content/uploads/Climate-Change-and-Asset-Management.pdf

5. FINANCING STRATEGY

The Municipality has continually undertaken both operating and capital expenditures necessary to maintain tax and rate funded services, however, the investments made fall short of the required need to meet the proposed levels of services. The Municipality will need to monitor funding levels over the next few years in relationship to the levels of service. This section of the 2025 Plan is intended to help the Municipality build on the existing asset management practices already in place. The financing strategies presented provide the Municipality with feasible options to increase capital funding in a sustainable manner to meet proposed levels of service. It is noted that all values are presented in constant 2025 dollars.

A. ANALYSIS OF AVAILABLE REVENUES

The municipal revenue sources available to address the identified full lifecycle cost requirements outlined in Section 4 are limited. 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 in communities that impose DCs; replacement projects are predominantly funded through tax-based contributions for tax supported assets and water and wastewater rate revenues for rate-supported assets.

When assets require rehabilitation or are due for replacement, the source of funds are essentially limited to reserves or contributions from the operating budget regardless of how the initial first round capital asset was funded. Table 21 below provides a summary of the revenues assumed in this analysis for tax-supported assets and rate-supported assets.

Table 21 - Financing Strategy Key Assumptions for Tax and Rate Supported Assets

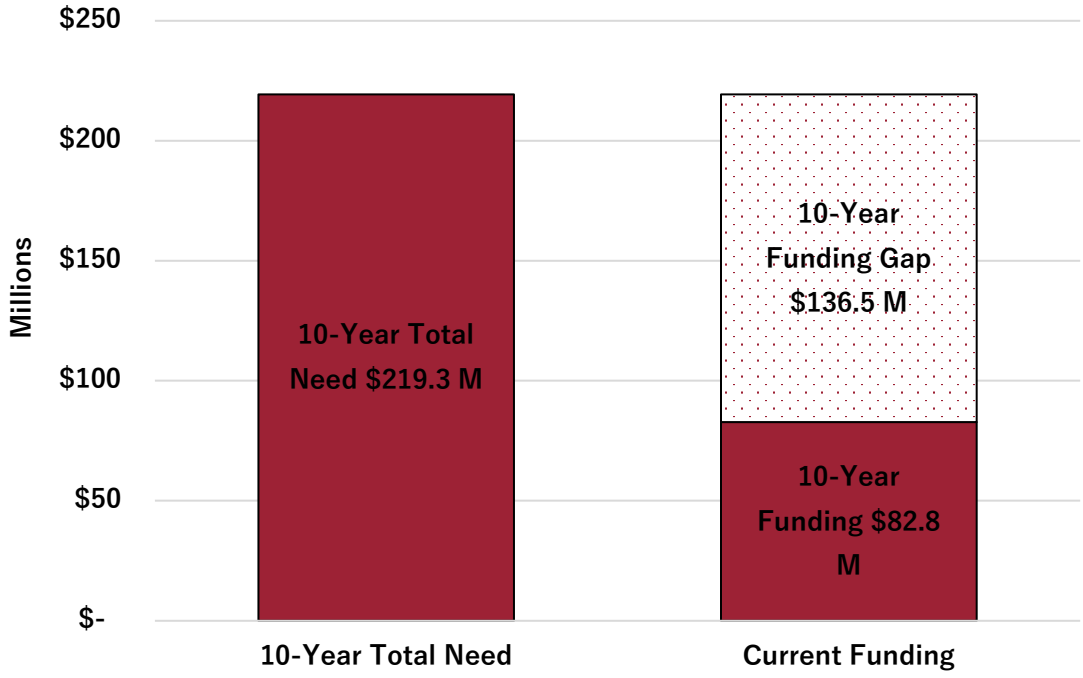
Category	Assumptions	10-Year Revenue for Tax-Funded Assets	10-Year Revenue for Rate-Funded Assets
Operations and Maintenance from Taxation/Rates	▪ The service areas provide ongoing maintenance and support activities that preserve the condition or performance of assets and ensures the longevity of assets in line with their design and operational requirements.	$46.1 million	$3.7 million

Category	Assumptions	10-Year Revenue for Tax-Funded Assets	10-Year Revenue for Rate-Funded Assets
	▪ These maintenance activities are funded through the Municipality's regular operating budget and it has been assumed that revenues from taxation/user fees will continue to fully fund existing asset maintenance needs.		
Capital from Taxation/Rates (including reserve contributions)	▪ Existing 2025 capital funding of about $1.5 million for tax supported assets and $1.7 million for rate supported assets is assumed to be the starting point and base case for increasing annual capital contributions. ▪ This includes the capital from operating funding and contributions to reserves net of transfers from reserves or capital related grant funding.	$14.7 million	$16.8 million
Canada Community Building Fund (CCBF)	▪ Gas tax funding for 2025 is equal to approximately $296,000. This amount has been assumed in 2025 and 2026. For the remainder of the ten-year period, gas tax funding of about $308,000 is assumed annually. These values are informed based on the AMO allocations.	$3.1 million	$0
Other Grants	▪ OCIF annual allocations of about $1.2 million are included only over the first 5 years	$6.0 million	$0
Existing Debt (Principal + Debt)	▪ Fiscal capacity added from debentures have been accounted for and are applied against the lifecycle cost expenditures over a 10-year period for the purposes of the analysis.	$5.5 million	$1.2 million
Existing Reserves	▪ Existing asset management related reserve funds have been accounted for and are applied against the lifecycle cost expenditures over a 10-year period for the purposes of the analysis. ▪ The reserves included in the analysis only capture funds available for capital and generally exclude operating reserves.	$7.4 million	$11.9 million
Total		**$82.8 million**	**$33.6 million**

B. BENCHMARK INFRASTRUCTURE FUNDING GAP FOR TAX-SUPPORTED ASSETS

To implement sustainable asset management practices the Municipality needs to understand the current "benchmark infrastructure funding gap" that would arise should the required full lifecycle costs related to capital be delayed. The funding gap shown in Figure 6 represents the difference between the benchmark lifecycle costs and the funding available for tax supported assets over the 10-year period from 2025 to 2034. The benchmark funding gap represents a measure of the "ideal" spending that would need to be undertaken if all assets were repaired or replaced as outlined in the engineered reports used to inform the 2025 AMP or on their design life, versus the case if funding levels were maintained at current levels (see Table 21). Figure 6 indicates that existing funding levels are insufficient to cover projected costs over the 10-year planning period, as a result, a notional gap of $136.5 million exists over the same period.

Figure 6 – 10-Year Need vs Funding (Benchmark Funding Gap for Tax Supported Assets)



If the Municipality were to implement a funding strategy to eliminate the benchmark funding gap, the Municipality would be required to increase capital contributions on an annual basis by an average of about $3.0 million for 10 years (plus annual inflation). For 2025, the increase would be in addition to the funding sources already identified in Table 21. The yearly revenue requirement is equivalent to about 25% of the Municipality's 2025 tax levy revenues of about $12.1 million. A detailed table of this strategy can be found in Appendix C.

It is unrealistic to expect the Municipality to address the total benchmark funding gap in the short-term. Eliminating the gap by 2034 is an aggressive objective - a few reasons include:

- The required capital contributions (to eliminate the gap) will necessitate an increase to property taxes beyond a reasonable measure;
- The Municipality would need to decrease or limit funding of other key services or initiatives in lieu for capital repair and replacement activity;
- Importantly, closing the benchmark funding gap would ultimately result in a service level increase beyond those targeted in this report over the long-term;
- Assets can remain in use past their engineered design life and can perform to meet the Municipality's level of service under these circumstances. Therefore, in such instances, the asset does not necessarily need to be replaced by virtue of exceeding their design life; and
- Prudent asset management strategies, which are currently employed by the Municipality can often extend the requirement of major repair or replacement of capital assets and may prolong the life of the asset.

Therefore, a long-term lifecycle cost and funding strategy that reflects the proposed level of service shown in Section 4 would need to be developed.

C. PROPOSED LEVEL OF SERVICE INFRASTRUCTURE FUNDING GAP FOR TAX-SUPPORTED ASSETS

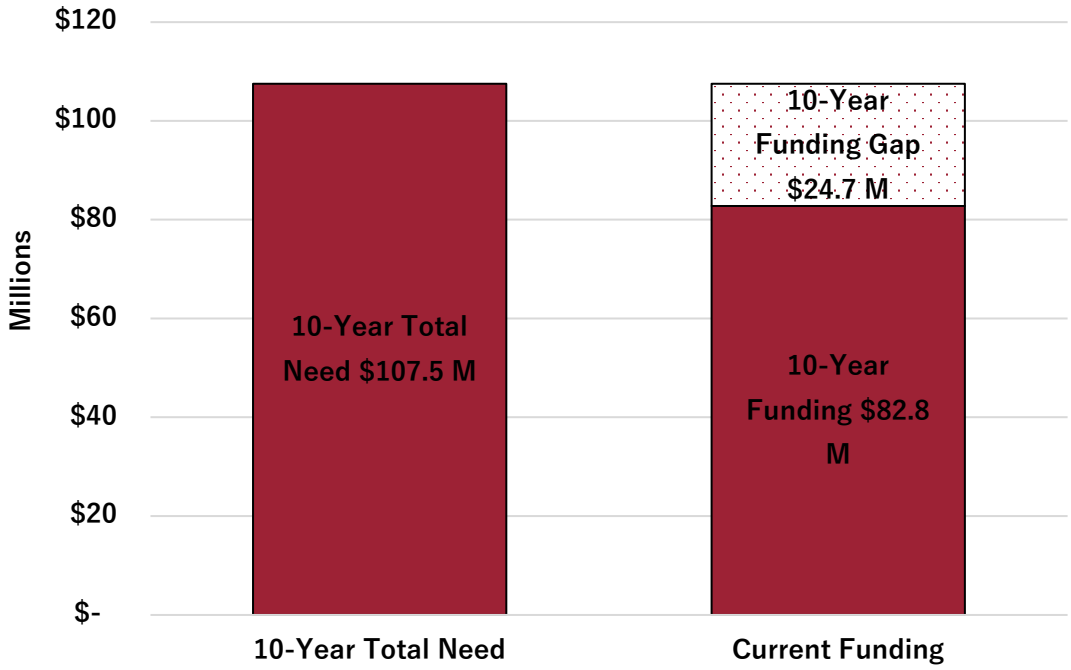
The 2025 AMP combines the analysis on proposed levels of service developed in Section 3 with the corresponding lifecycle costs in Section 4 to develop a 10-year adjusted funding gap analysis that considers a more manageable set of costs to meet proposed levels of service (PLOS funding gap). The funding gap shown in Figure 7 represents the difference between the lifecycle costs needed to meet proposed levels of service and the funding available for tax supported assets over the 10-year period from 2025 to 2034.

The PLOS funding gap represents a measure of the spending that would need to be undertaken to meet proposed levels of service as shown in Section 4 versus the case if funding levels were maintained at current levels. Figure 7 still indicates that existing funding levels are insufficient to cover projected costs over the 10-year planning period, as a result, a funding gap of $24.7 million exists over the same period. Notably, the funding gap under

the proposed level of service target is significantly reduced from the benchmark gap of $136.5 million over the planning period.

In order to fund this $24.7 million infrastructure funding gap over the 2025-2034 planning period, the Municipality would be required to increase capital contributions by approximately $550,000 (4.6% of 2025 tax levy of $12.1 million) per year in each of the next ten years, plus inflation.

Figure 7 – 10-Year Need vs Funding (Proposed Level of Service Funding Gap for Tax Supported Assets)



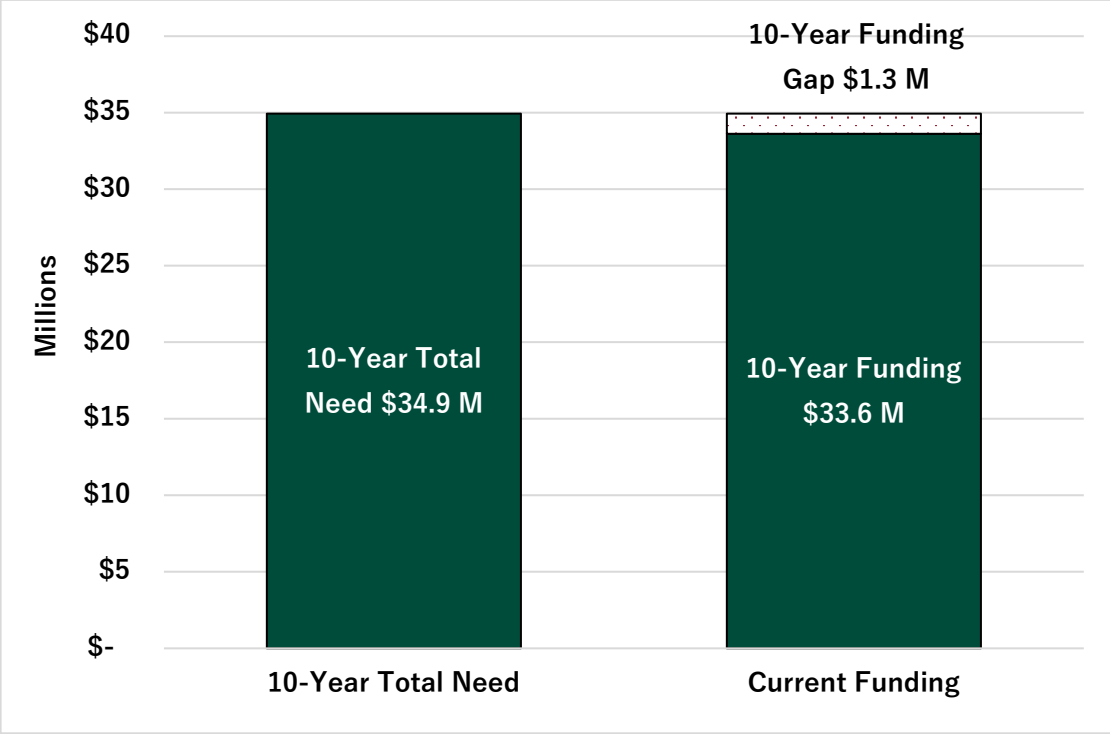
D. FUNDING GAP FOR RATE-SUPPORTED ASSETS

Given that the benchmark and PLOS lifecycle costs for water and wastewater infrastructure are the same, the benchmark scenario is synonymous to the PLOS scenario. The funding gap shown in Figure 8 represents the difference between the lifecycle costs needed to meet proposed levels of service and the funding available for rate supported assets over the 10-year period from 2025 to 2034.

Figure 8 still indicates that existing funding levels are insufficient to cover projected costs over the 10-year planning period, as a result, a funding gap of $1.3 million exists over the same period.

In order to fund this $1.3 million infrastructure funding gap over the 2025-2034 planning period, the Municipality would be required to increase capital contributions by approximately $29,000 (0.8% of 2025 rate requirement of $3.6 million) per year in each of the next ten years, plus inflation.

Figure 8 - 10-Year Needs vs Funding (Proposed Level of Service Funding Gap for Rate Supported Assets



E. FINANCING STRATEGIES AND THE RELATIONSHIP TO THE PROPOSED LEVEL OF SERVICE

The information illustrated previously emphasizes the need for the Municipality to continue the utilization of these funding programs to meet service levels over the long-term. However, as the Municipal asset management program further advances, it can be expected that the cost analysis be improved to better reflect asset risks, levels of service and a better understanding of the condition of the infrastructure. Overall, the funding allocations in both Figure 7 and Figure 8 are required to ensure the Municipality delivers the proposed levels of service identified in Section 3 of the AMP for its infrastructure assets which represent the lifecycle activities outlined in Section 4. Should an alternative strategy be adopted which does not align with the funding needed to meet the proposed level of services, other

qualitative improvements and other financial solutions need to be explored. Table 22 outlines several approaches to closing the funding gap.

Table 22 - Approaches to Closing the Infrastructure Gap

Category	Description
Improved Data Quality	As the Municipality matures its asset management practices, improving data quality across service areas will help to achieve a proper assessment of the condition of assets. Improved lifecycle cost data will facilitate evidence-based decision making and support in achieving lowest lifecycle costing through prioritization of repair and replacement activities.
Levels of Service Measures	As part of the 2025 AMP, levels of services measures by asset category have been established. Tracking LOS measures may identify areas where funding needs could be recalibrated based on performance.
Assessing Risk Tolerance	Further detailed risk analysis including defining risk tolerance level for individual asset classes will help to further refine prioritization of the investment needs and levels of service. Although not always desirable, it may be possible to accept a higher degree of asset risk to help lower ongoing asset costs.
Seek Funding Support from Upper Levels of Government	The Municipality continues to demonstrate a significant commitment to asset management and developing a set of renewal practices to ensure that services are delivered in the most cost-efficient manner. Despite the efforts, upper level of government support is required to supplement the Municipality's practices to balance affordability. For long-term financial planning and accurately assessing the infrastructure gap, it is equally important that upper-level government funding is stable and predictable.
Continued Project Co-ordination with the County Infrastructure Projects	In exploring opportunities with the Perth County, overall cost efficiencies may be achieved during linear asset rehabilitation and replacement (e.g. storm sewers, roads, bridges, culverts) by better aligning capital ventures (if applicable).

6. MONITORING AND IMPROVEMENT PLAN

The major premise of a comprehensive asset management plan is that a municipality will seldom have perfect processes and data to manage the asset portfolio. Instead, the underlying culture of continuous improvement and reliability is its key to success. The monitoring and improvement plan forms part of the Municipality's evolving asset management planning moving forward. It has been developed using an asset management maturity scale to assess areas for improvement.

A. ASSET MANAGEMENT MATURITY ASSESSMENT

The purpose of an asset management maturity assessment is to identify a municipality's current maturity and to establish a target maturity that can be reasonably achieved in the near future. Using the International Infrastructure Management Manual (IIMM) tool, information on asset maturity was assessed under three categories:

1. Understanding and Defining the Requirements
2. Development of Asset Management Lifecycle Strategies
3. Asset Management Enablers

The three maturity categories are broken down into 16 elements that are assessed in the individual Asset Maturity Radar Graph in Figure 9. The elements in each maturity category are outlined in Table 23.

Table 23 – Asset Management Maturity Assessment Elements

Category	AM Element
Understanding and Defining the Requirements	Analysing the Strategic Initiatives (AM Policy and Objectives)
	Levels of Service Framework
	Demand Forecasting and Management
	Resilience to Climate Change
	Asset Condition and Performance
	The Strategic Asset Management Plan
Developing Asset Management Lifecycle Strategies	Managing Risk and Resilience
	Operational Planning
	Capital Works Planning
	Asset Financial Planning and Management

Category	AM Element
	AM Plans (for the Asset Portfolio Assets)
Asset Management Enablers	AM People and Leaders
	Asset Data and Information
	Asset Information Management Systems (AIMS)
	AM Process Management
	Outsourcing and Procurement
	Continual Improvement

Each element is assessed independently and assigned a score based on criteria outlined in Table 24 which scores each criteria between 0 and 100 for each element. In general, a municipality in the "Aware" category recognizes that there are regulatory or service requirements that need to be met to maintain levels of service. However, no formal plans are in place to meet these objectives and asset management planning may be done on an ad hoc basis. A municipality in the "Advanced" category has integrated the asset management plan into its budget process and budget planning is well informed by the asset management plan. In general, most municipalities would fall in the "Core" or better category, for this reason the target score would be to achieve an "Intermediate" score over the longer-term.

Table 24 – Maturity Assessment Scoring Scale

Maturity Level	Score
Aware	0-20
Basic	21-40
Core	41-60
Intermediate	61-80
Advanced	81-100

Figure 9 outlines the results of the Asset Maturity Rating. The Current Score accounts for all advancements in individual maturity as part of this 2025 AMP. Overall, the following were achieved:

- Understanding of levels of service focused on the condition of assets which is appropriate for the size and services provided by the Municipality;
- Enhancement in understanding the Municipality's asset management practices and general alignment with other key planning documents like the RNS and OSIM reports; and

- General understanding of the Municipality's assets and the data available through consolidation of various data sources into the AMP financial model.

Figure 9 – Asset Maturity Rating

B. IMPROVEMENT PLAN

Continuous improvement is a fundamental aspect of municipal asset management. This process involves systematically identifying areas for enhancement, implementing changes, monitoring outcomes, and adjusting strategies based on feedback and new insights. The goal of the municipal asset management planning regulation (O. Reg. 588/17) is to promote municipalities to take incremental steps to maximize benefits, manage risk and provide satisfactory levels of service to the public in a cost-effective manner.

Improvement initiatives have been identified that will enhance the effectiveness of the Municipality's asset management program. The following table provides recommended improvement initiatives with associated priorities and timelines. While some areas for improvement can be addressed more immediately, others could be undertaken over the long-term.

Table 25 – Improvement Plan Initiatives

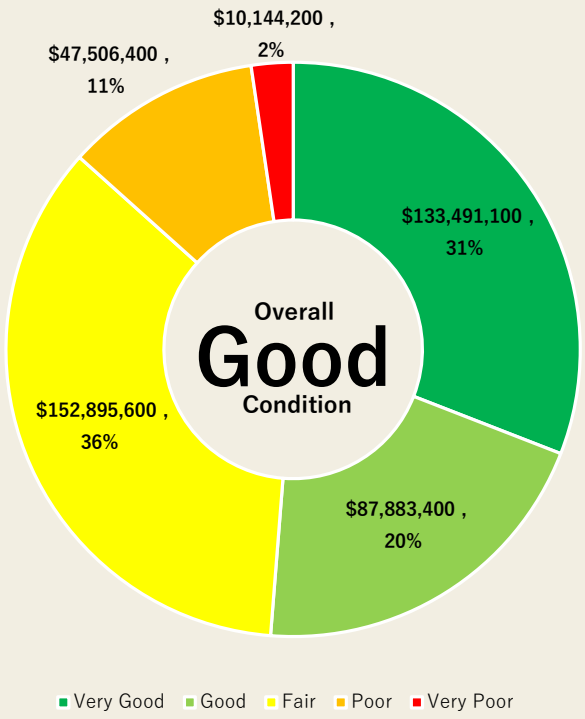
Area of Improvement	Action	Outcome	Timeline	Priority	Comments
Levels of Service	Align AMP with budget process	Determine capital contributions	Medium	Medium	Ensuring that the AMP remains up today will help guide tax funded capital contributions needs to meet long-term asset management needs
Climate Change Integration	Further development of mitigation and adaptation strategies into asset management	Further understanding of climate change risks on Municipality's delivery of services and support informed prioritization of strategies.	Long	Medium	The Strategic Asset Management Policy requires a commitment to integrate climate change considerations through capital planning.
Asset Data	Continually update the asset inventory	More informed decision making for capital budget purposes	Medium	Medium	The AMP needs to be updated every 5-years as per regulation after 2025, this is an opportunity to ensure asset data including conditions remains up to date.

Area of Improvement	Action	Outcome	Timeline	Priority	Comments
Financing Strategy	Continue to monitor infrastructure gap	Continue to monitor funding needs to meet proposed level of service	Medium	Medium	While infrastructure gap has been monitored as part of this plan, it will need to be updated along with regular reviews of the AMP in the future.
	Seek funding support from upper levels of government	Continue bridging of funding gap for improved financial sustainability.	Long	High	The Municipality expects to continue to rely on grant funding for capital projects.

APPENDIX A

STATE OF LOCAL INFRASTRUCTURE

Roads



Current Replacement Value

$431.9 Million

Asset Inventory

519.5 KM

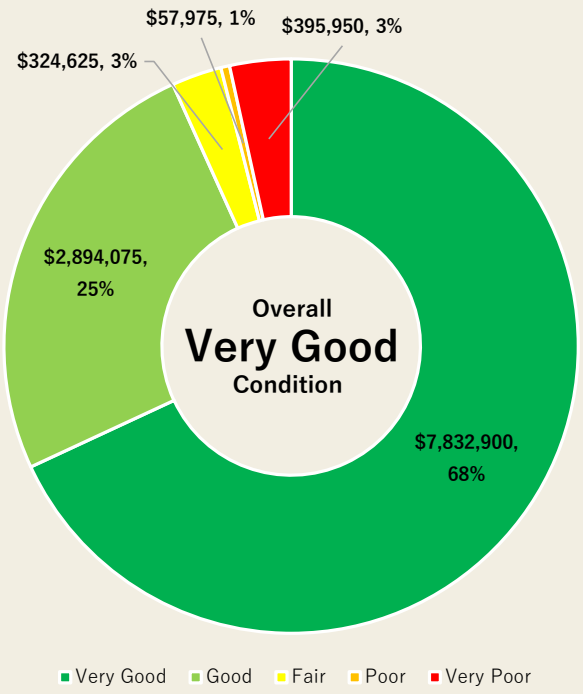
Data Confidence & Reliability

Level 4 (Reliable)

Dataset is complete and estimated to be accurate +/- 10%

Note: For the purposes of the AMP, adjustments to the full replacement value of unpaved roads have been made to recognize that the Municipality only performs maintenance work on these roads rather than full reconstruction. This approach is consistent with the approach used for forecasting and budgeting by the Municipality. This approach differs from the value that is reported to the Ministry of Infrastructure through the annual Current Replacement Value (CRV) template, where the full reconstruction replacement cost is submitted.

Roads Related



Current Replacement Value

$11.5 Million

Asset Inventory

772
Street Lights
2
Traffic Lights
37,755m
Sidewalks

Data Confidence & Reliability

Level 4 (Reliable)

Dataset is complete and estimated to be accurate +/- 10%

Average Remaining Useful Life

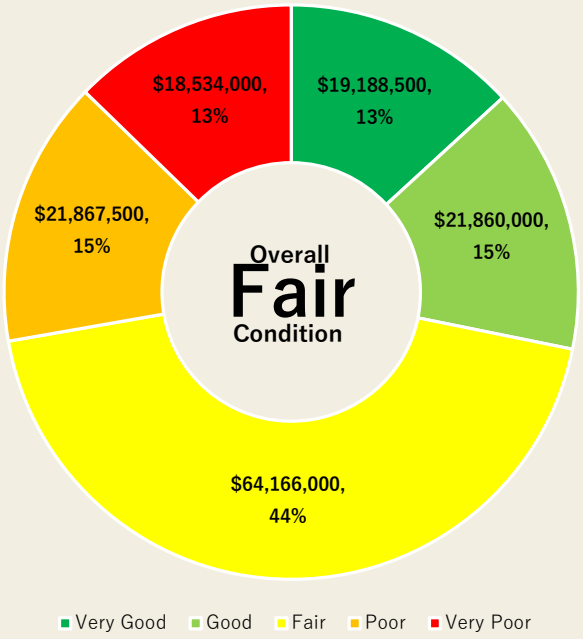
17 Years

Estimated Useful Life

13-50 Years

Includes traffic lights, streetlights and sidewalks

Bridges and Culverts



Current Replacement Value
$145.6 Million

Asset Inventory
116 Units

Data Confidence & Reliability

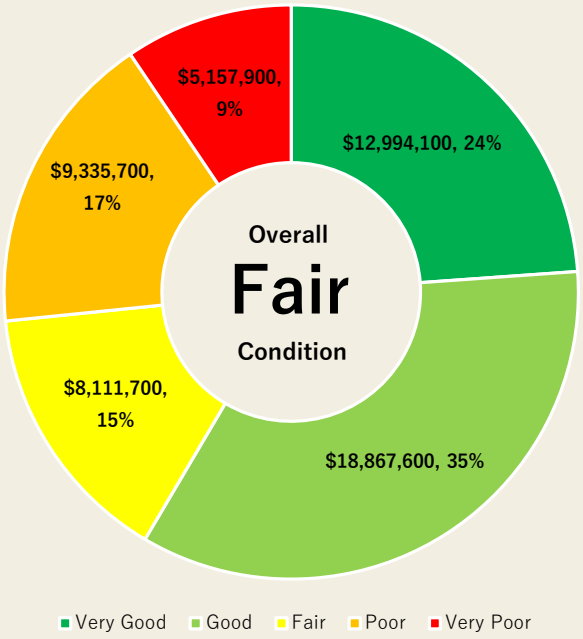
Level 4 (Reliable)

Dataset is complete and estimated to be accurate +/- 10%

Average Remaining Useful Life
-15 Years

Estimated Useful Life
40-80 Years

Storm



Current Replacement Value
$54.5
Million

Asset Inventory
Pooled
Assets

Data Confidence & Reliability

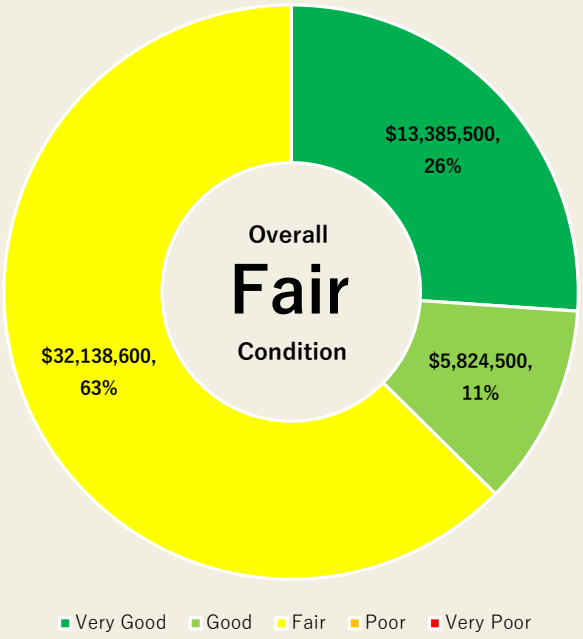
Level 4 (Reliable)

Dataset is complete and estimated to be accurate +/- 10%

Average Remaining Useful Life
45
Years

Estimated Useful Life
30-100
Years

Buildings



Current Replacement Value
$51.3
Million

Asset Inventory
Pooled
Assets

Data Confidence & Reliability

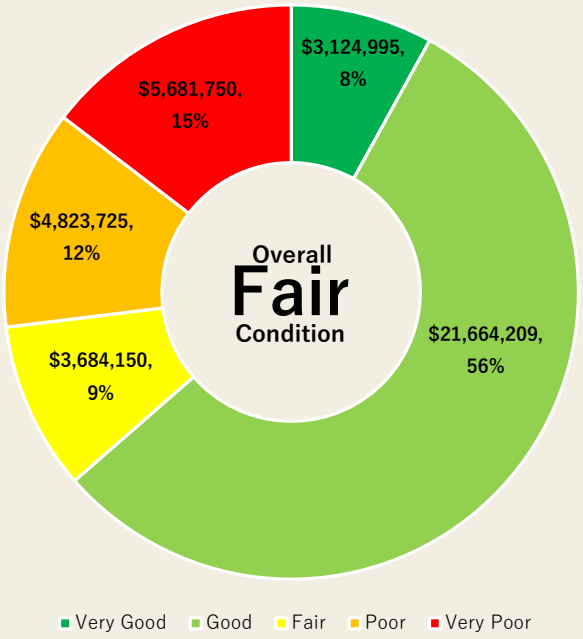
Level 4 (Reliable)

Dataset is complete and estimated to be accurate +/- 10%

Average Remaining Useful Life
11
Years

Estimated Useful Life
5-75
Years

Wastewater and Related



Current Replacement Value
$39.0
Million

Asset Inventory
Pooled
Assets

Data Confidence & Reliability

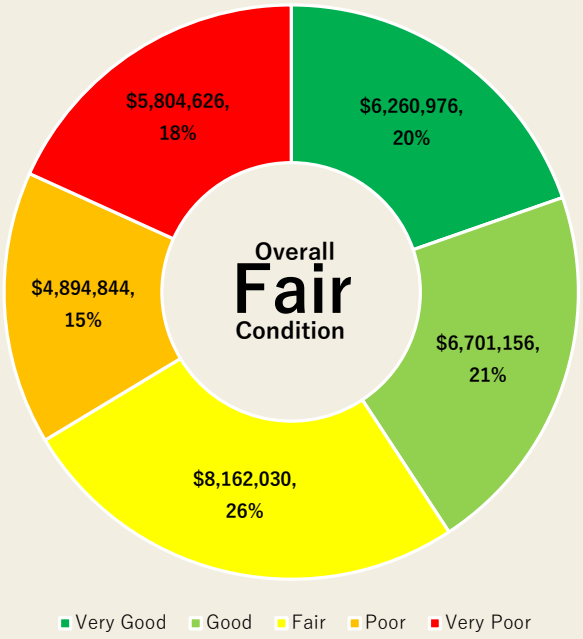
Level 4 (Reliable)

Dataset is complete and estimated to be accurate +/- 10%

Average Remaining Useful Life
42
Years

Estimated Useful Life
5-100
Years

Water and Related



Current Replacement Value
$31.8
Million

Asset Inventory
Pooled
Units

Data Confidence & Reliability

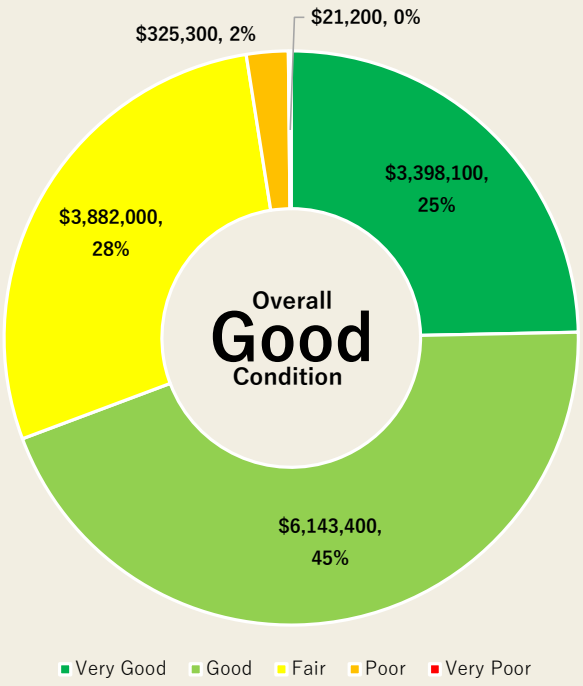
Level 4 (Reliable)

Dataset is complete and estimated to be accurate +/- 10%

Average Remaining Useful Life
36
Years

Estimated Useful Life
1-100
Years

Land Improvements



Current Replacement Value

$13.8

Million

Asset Inventory

Pooled

Units

Data Confidence & Reliability

Level 4 (Reliable)

Dataset is complete and estimated to be accurate +/- 10%

Average Remaining Useful Life

27

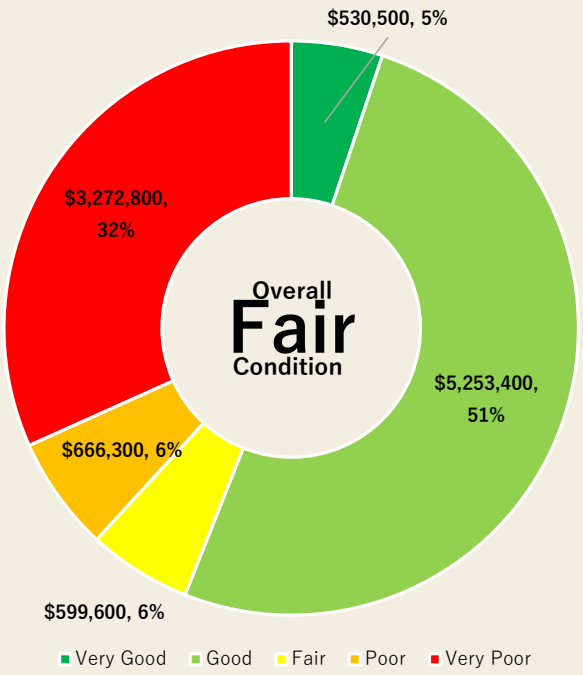
Years

Estimated Useful Life

10-100

Years

Vehicles



Current Replacement Value
$10.3
Million

Asset Inventory
37
Units

Data Confidence & Reliability

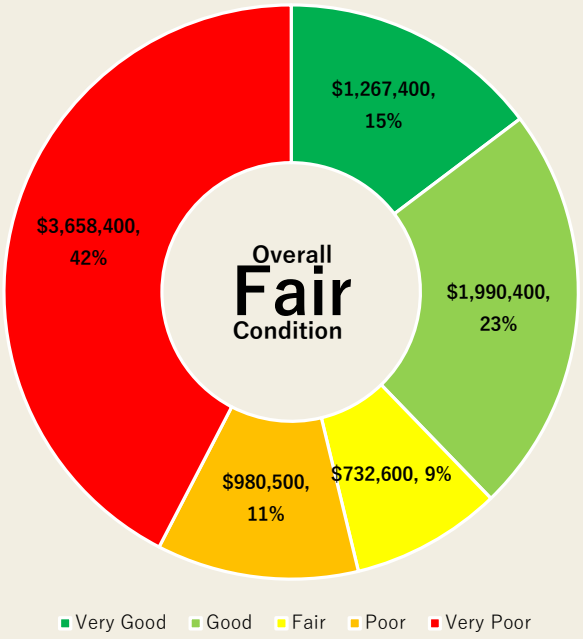
Level 4 (Reliable)

Dataset is complete and estimated to be accurate +/- 10%

Average Remaining Useful Life
4
Years

Estimated Useful Life
10-25
Years

Machinery & Equipment



Current Replacement Value

$8.6 Million

Asset Inventory

205 Units

Data Confidence & Reliability

Level 4 (Reliable)

Dataset is complete and estimated to be accurate +/- 10%

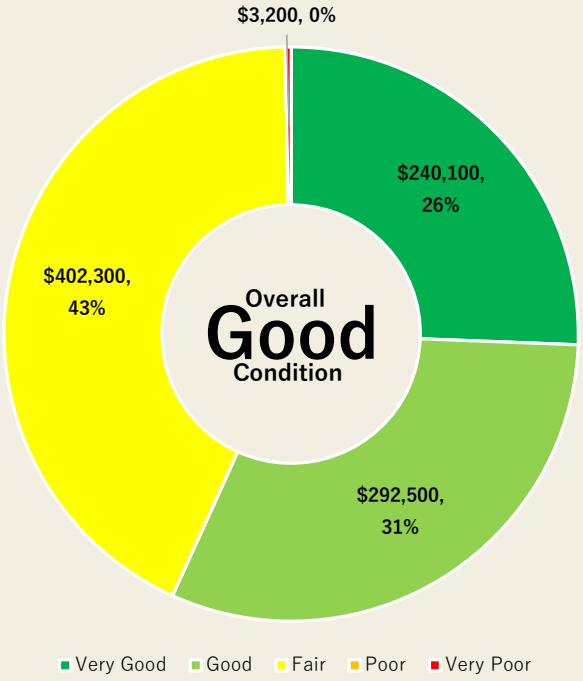
Average Remaining Useful Life

3 Years

Estimated Useful Life

1-50 Years

Furniture & Fixtures



Current Replacement Value
$0.9
Million

Asset Inventory
Pooled
Units

Data Confidence & Reliability

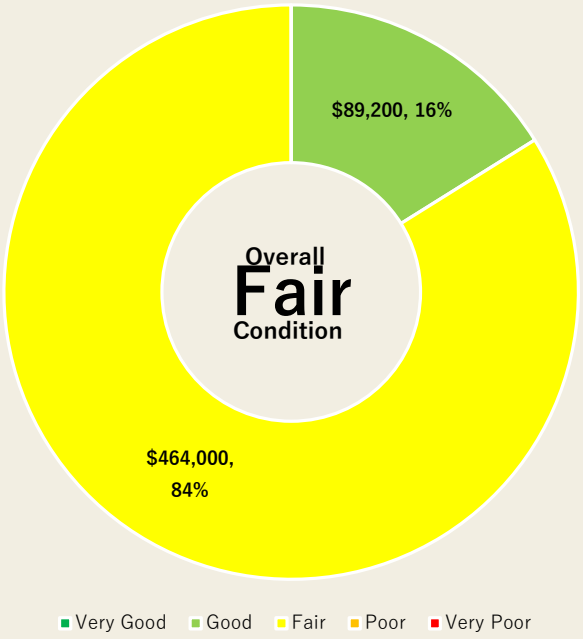
Level 4 (Reliable)

Dataset is complete and estimated to be accurate +/- 10%

Average Remaining Useful Life
7
Years

Estimated Useful Life
5-25
Years

Information Technology



Current Replacement Value

$0.6

Million

Asset Inventory

Pooled

Units

Data Confidence & Reliability

Level 4 (Reliable)

Dataset is complete and estimated to be accurate +/- 10%

Average Remaining Useful Life

2

Years

Estimated Useful Life

5-15

Years

APPENDIX B

LEVELS OF SERVICE TRACKER

Table B.1
Municipality of West Perth
Asset Management Plan
Level of Service Tracker

Service Area	Asset Category	Customer LOS	Community Level of Service (as per O. Reg. 588/17)		Technical Level of Service	Source of Information	Current LOS	Proposed LOS
Roads and Related	**Roads**	Maintain safe and reliable roads and to meet reporting requirements of O. Reg. 588/17.	1. Description, which may include maps, of the road network in the municipality and its level of connectivity.	The Municipality's 2023 Roads Management Study provides maps of its road network under different classifications in Appendix B.	Number of lane-kilometres of arterial roads as a proportion of square kilometres of land area of the municipality (O. Reg. 588/17).	2025 AMP and 2023 RNS	1%	Maintain Current Level of Service
					Number of lane-kilometres of collector roads as a proportion of square kilometres of land area of the municipality (O. Reg. 588/17).	2025 AMP and 2023 RNS	0.0%	Maintain Current Level of Service
					Number of lane-kilometres of local roads as a proportion of square kilometres of land area of the municipality (O. Reg. 588/17).	2025 AMP and 2023 RNS	88%	Maintain Current Level of Service
			2. Description or images that illustrate the different levels of road class pavement condition.	The Municipality's 2023 Roads Management Study provides a map of its road network by roads class.	1. For paved roads in the municipality, the average pavement condition index value (O. Reg. 588/17).	2023 RNS	8.1	Maintain Current Level of Service
							Good	Maintain Current Level of Service
					2. For unpaved roads in the municipality, the average surface condition (O. Reg. 588/17).	2023 RNS	7.4	Maintain Current Level of Service
							Fair	Maintain Current Level of Service
					Frequency of road inspections	Staff Consultation	Daily and Weekly Inspections Performed based on policy	Daily and Weekly Inspections Performed based on policy
					Review of the Road Needs Study	Staff Consultation	Every 5 Years	Every 5 Years
					Response rate for road complaints	Staff Consultation	100% all roads complaints verified by an inspector	100% all roads complaints verified by an inspector
					Percentage of road network where minimum maintenance standards are met (excludes roads with no winter maintenance)	Staff Consultation	100%	100%
	Bridges and Culverts	Maintain safe and reliable bridges and culverts and to meet reporting requirements of O. Reg. 588/17	1. Description of the traffic that is supported by municipal bridges (e.g., heavy transport vehicles, motor vehicles, emergency vehicles, pedestrians, cyclists).	The Municipality's 2024 OSIM Inspection Report provides a full listing of the bridges and culverts maintained by the Municipality.	Percentage of bridges in the municipality with loading or dimensional restrictions (O. Reg. 588/17).	2024 OSIM	0% No Restrictions	0% No Restrictions
			2. Description or images of the condition of bridges and how this would affect use of the bridges.	The attached Inspections forms from the 2024 OSIM Inspection report presents descriptions and images of each individual bridge maintained by the Municipality.	For bridges in the municipality, the average bridge condition index value (O. Reg. 588/17).	2024 OSIM	66	Maintain or Exceed Current Level of Service
							Fair	Maintain or Exceed Current Level of Service
			3. Description or images of the condition of culverts and how this would affect use of the culverts.	The attached Inspections forms from the 2024 OSIM Inspection report presents descriptions and images of each individual culvert maintained by the Municipality.	For structural culverts in the municipality, the average bridge condition index value (O. Reg. 588/17).	2024 OSIM	56	Maintain or Exceed Current Level of Service
							Fair	Maintain or Exceed Current Level of Service
					Frequency of legislated inspections (OSIM)	Staff Consultation	Every 2 years	Every 2 years
	Sidewalks	Maintain safe and reliable sidewalks.		The 2024 Sidewalk Assessment Report provides images of the sidewalk inventory maintained by the Municipality, along with a map of sidewalk segments by condition.	Average weighted condition assessment	2025 AMP	**Very Good**	Maintain Current Level of Service
					Percentage of assets at or above Fair condition	2025 AMP	95%	Maintain Current Level of Service
					Sidewalks that meet AODA standards	Staff Consultation	All new sidewalks to meet AODA standards	All new sidewalks to meet AODA standards

Table B.1 Municipality of West Perth Asset Management Plan Level of Service Tracker								
Service Area	**Asset Category**	**Customer LOS**	**Community Level of Service (as per O. Reg. 588/17)**		**Technical Level of Service**	**Source of Information**	**Current LOS**	**Proposed LOS**
					Response rate for sidewalk complaints	Staff Consultation	100% all sidewalk complaints verified by an inspector	100% all sidewalk complaints verified by an inspector
					Frequency of sidewalk inspections	Staff Consultation	Once per Year	Once per Year

Table B.1 Municipality of West Perth Asset Management Plan Level of Service Tracker								
Service Area	**Asset Category**	**Customer LOS**	**Community Level of Service (as per O. Reg. 588/17)**		**Technical Level of Service**	**Source of Information**	**Current LOS**	**Proposed LOS**
	Street Lights	To provide reliable streelights.		The Municipality maintains 772 streetlights.	Average weighted condition assessment	2025 AMP	**Good**	Maintain Current Level of Service
					Percentage of assets at or above Fair condition	2025 AMP	100%	Maintain Current Level of Service
					Frequency of inspections	Staff Consultation	Weekly and Annual Inspections	Weekly and Annual Inspections
	Traffic Lights	To provide safe and reliable traffic lights.		The Municipality maintains 2 sets of traffic lights.	Average weighted condition assessment	2025 AMP	**Good**	Maintain Current Level of Service
					Percentage of assets at or above Fair condition	2025 AMP	100%	Maintain Current Level of Service
					Frequency of inspections	Staff Consultation	Remote Monitoring	Remote Monitoring
	Buildings *Admin, Public Works, Waste Management*	Provide reliable buildings to facilitate roads/transportation services.		The Municipality maintains transportation-related facilities including public works buildings, work shops,wasate management faclities, and municipal office buildings.	Average weighted condition assessment	2025 AMP	**Good**	Maintain Current Level of Service
					Percentage of assets at or above Fair condition	2025 AMP	100%	Maintain Current Level of Service
					Frequency of inspections	Staff Consultation	Annual Inspections (Fire, HVAC, Maintenance, Back Flow)	Maintain Current Level of Service
					GHG Emissions Reduction Target	Staff Consultation	N/A	35%-40% Reduction by 2030
	Vehicles *Admin, Public Works*	Reliable vehicles available to provide roads/transportation services.		The Municipality maintains 25 vehicles related to roads/transportation services.	Average weighted condition assessment	2025 AMP	**Poor**	Maintain or Exceed Current Level of Service
					Percentage of assets at or above Fair condition	2025 AMP	26%	Maintain or Exceed Current Level of Service
					Frequency of vehicle replacement	Staff Consultation	No Formal Policy	Municipality looking to implement formal polic over the next 10-Year period
					Percentage of legislated MTO safety inspections completed (per year)	Staff Consultation	N/A Do not currently track	Implement Daily Vehicles Inspections
					Percentage of legislated MTO safety inspections passed (per year)	Staff Consultation	N/A Do not currently track	100%
	Machinery & Equipment *Admin, Public Works, Waste Management*	Provide reliable machinery and equipment for roads/transportation services.		The Municipality maintains pooled units of machinery and equipment that supports roads/transportation services.	Average weighted condition assessment	2025 AMP	**Poor**	Maintain or Exceed Current Level of Service
					Percentage of assets at or above Fair condition	2025 AMP	28%	Maintain or Exceed Current Level of Service
					Frequency of inspections	Staff Consultation	N/A Do not currently track	Implement Daily Machinery and Equipment Inspections
	Furniture and Fixtures	Provide reliable furniture and fixtures.		The Municipality maintains pooled units of furniture and equipment that supports roads/transportation services.	Average weighted condition assessment	2025 AMP	**Good**	Maintain Current Level of Service
					Percentage of assets at or above Fair condition	2025 AMP	100%	Maintain Current Level of Service

Table B.1 Municipality of West Perth Asset Management Plan Level of Service Tracker								
Service Area	**Asset Category**	**Customer LOS**	**Community Level of Service (as per O. Reg. 588/17)**		**Technical Level of Service**	**Source of Information**	**Current LOS**	**Proposed LOS**
Water	**Water System**	To provide safe drinking water to residents and to meet reporting requirements of O. Reg. 588/17	1. Description, which may include maps, of the user groups or areas of the municipality that are connected to the municipal water system.	The 2024 Annual Summary Report for the Mitchell Drinking Water System provides a description of the complete water system.	1. Percentage of properties connected to the municipal water system (O. Reg. 588/17).	Staff Consultation	100%	Maintain Current Level of Service
			2. Description, which may include maps, of the user groups or areas of the municipality that have fire flow.		2. Percentage of properties where fire flow is available (O. Reg. 588/17).	Staff Consultation	Fire flow only in the Mitchell serviced area (100%)	Maintain Current Level of Service
			Description of boil water advisories and service interruptions.	The Municipality experiences service interruptions only in the case of a Class 2 break. All other breaks are managed live on-site to avoid any boil advisories. In the case of service interruptions, it typically takes the Municipality staff 6-12 hours to fix the break and resume services.	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.	Staff Consultation	0	Maintain Current Level of Service
					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.	Staff Consultation	0 (Class 2 Interruptions)	Maintain Current Level of Service
					Average weighted condition assessment (Water Linear)	2025 AMP	**Fair**	Maintain Current Level of Service
					Percentage of assets at or above Fair condition (Water Linear)	2025 AMP	68%	Maintain Current Level of Service
					Average weighted condition assessment (Water Related)	2025 AMP	**Fair**	Maintain Current Level of Service
					Percentage of assets at or above Fair condition (Water Related)	2025 AMP	65%	Maintain Current Level of Service
					Percentage of unaccounted for water (water billed vs. water produced)	Staff Consultation	0.5% (5,849 m^3)	Maintain Current Level of Service
					Frequency of dead end flushing	Staff Consultation	Quarterly	Quarterly
					Percentage of water facilities with backup power	Staff Consultation	100%	100%
					Number of inspections per year (facilities, linear, fire hydrants, etc).	Staff Consultation	1/4 of Infrastructure Inspected Annually	1/4 of Infrastructure Inspected Annually
					Inspections (elevated storage tanks, standpipes, water tower, reservoir)	Staff Consultation	Every 5-years	Every 5-years

Table B.1
Municipality of West Perth
Asset Management Plan
Level of Service Tracker

Service Area	Asset Category	Customer LOS	Community Level of Service (as per O. Reg. 588/17)		Technical Level of Service	Source of Information	Current LOS	Proposed LOS
Wastewater	**Sewer System**	To ensure the proper treatment of wastewater and to meet the reporting requirement of O. Reg. 588/17.	Description, which may include maps, of the user groups or areas of the municipality that are connected to the municipal wastewater system.	The 2024 Mitchell Wastewater Report provides a description of the wastewater system in the Municipality and offers a description of the operational issues encountered and the repair and maintenance activities conducted to combat these issues.	Percentage of properties connected to the municipal wastewater system (O. Reg. 588/17).	Staff Consultation	95%	Maintain Current Level of Service
			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.	The Municipality does not currently have any combined sewers.	1. The 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 (O. Reg. 588/17).	Staff Consultation	No Combined Sewers	No Combined Sewers
			2. Description of the frequency and volume of overflows in combined sewers in the municipal wastewater system that occur in habitable areas or beaches.	The Municipality does not currently have any combined sewers.	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 (O. Reg. 588/17).	Staff Consultation	0	0
			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.	The Municipality does not currently have any combined sewers.	3. The number of effluent violations per year due to wastewater discharge compared to the total number of properties connected to the municipal wastewater system (O. Reg. 588/17).	Staff Consultation	0	Maintain at minimum
					Average weighted condition assessment (Wastewater Linear)	2025 AMP	**Fair**	Maintain Current Level of Service
					Percentage of assets at or above Fair condition (Wastewater Linear)	2025 AMP	68%	Maintain Current Level of Service
					Average weighted condition assessment (Wastewater Related)	2025 AMP	**Fair**	Maintain Current Level of Service
					Percentage of assets at or above Fair condition (Wastewater Related)	2025 AMP	77%	Maintain Current Level of Service
					Camera inspection program	Staff Consultation	Not Applicable	Implement Camera Inspection Program
Storm	**Storm System**	To provide reliable stormwater management services and meeting reporting requirements of O. Reg. 588/17.	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.	The Mitchell servicing area is protected from flooding by way of the Municipality's stormwater management system. Majority of the properties in this area are resilient to a 5-year storm.	1. Percentage of properties in municipality resilient to a 100-year storm (O. Reg. 588/17).	Staff Consultation	45% (Staff Estimate)	Maintain Current Level of Service
					2. Percentage of the municipal stormwater management system resilient to a 5-year storm (O. Reg. 588/17).	Staff Consultation	99% (Majority resilient to 5-year storms)	Maintain Current Level of Service
		Provide reliable Stormwater services.			Average weighted condition assessment	2025 AMP	**Fair**	Maintain Current Level of Service
					Percentage of assets at or above Fair condition	2025 AMP	73%	Maintain Current Level of Service
		Providing Storm Water services with minimal impact.			Frequency of catch basin cleaning	Staff Consultation	Every Spring	Every Spring
					Stormwater inspection program	Staff Consultation	None Today	Implement Program within 10-years

Table B.1 Municipality of West Perth Asset Management Plan Level of Service Tracker								
Service Area	**Asset Category**	**Customer LOS**	**Community Level of Service (as per O. Reg. 588/17)**		**Technical Level of Service**	**Source of Information**	**Current LOS**	**Proposed LOS**
Parks and Recreation	**Recreation and Parks Services**	To provide well maintained recreation and parks facilities.		As informed by the 2024 Development Charges Background Study, the Municipality maintains indoor and outdoor recreation and parks facilities including arena, community centres/halls, youth centres, pavilions, ball diamonds, soccer fields, playgrounds, outdoor pools, splash pads, tennis/pickle ball courts, basketball courts, all-wheel parks, off-leash dog parks, community gardens, animal farms, and seasonal facilities like outdoor ice rinks.	**Number of Facilities:**			
					Arenas	Recreation, Parks and Trails Master Plan	1	1
					Community Centres and Halls	Recreation, Parks and Trails Master Plan	3	3
					Youth Centres	Recreation, Parks and Trails Master Plan	1	1
					Pavilions	Recreation, Parks and Trails Master Plan	5	5
					Ball Diamonds	Recreation, Parks and Trails Master Plan	8 lit/ 3 unlit	8 lit/ 3 unlit
					Soccer Fields	Recreation, Parks and Trails Master Plan	2	2
					Playgrounds	Recreation, Parks and Trails Master Plan	8 locations	8 locations
					Outdoor Pools	Recreation, Parks and Trails Master Plan	1	1
					Splash Pads	Recreation, Parks and Trails Master Plan	1	1
					Tennis Courts/Pickle Ball Courts	Recreation, Parks and Trails Master Plan	2	2
					Basketball Courts	Recreation, Parks and Trails Master Plan	0	1 Develop an outdoor basketball court (half or full) within a future park, such as the one proposed for southwest Mitchell. (Master Plan pg 84)
					All-wheels Parks	Recreation, Parks and Trails Master Plan	1	1
					Off-leash Dog Parks	Recreation, Parks and Trails Master Plan	1	1
					Community Gardens	Recreation, Parks and Trails Master Plan	1	1
					Animal Farm	Recreation, Parks and Trails Master Plan	1	1
					Seasonal Facility (Outdoor Rink)	Staff Consultation	0	1 (4 months per year)

Table B.1 Municipality of West Perth Asset Management Plan Level of Service Tracker								
Service Area	**Asset Category**	**Customer LOS**	**Community Level of Service (as per O. Reg. 588/17)**		**Technical Level of Service**	**Source of Information**	**Current LOS**	**Proposed LOS**
	Buildings *Recreation Facilities*	Provide reliable buildings to facilitate parks and recreation services.		The Municipality maintains recreational buildings including arenas, pavilions, and pool filtration buildings.	Average weighted condition assessment	2025 AMP	**Fair**	Maintain or Exceed Current Level of Service
					Percentage of assets at or above Fair condition	2025 AMP	100%	Maintain Current Level of Service
					Frequency of inspections	Staff Consultation	Annual Inspections (Fire, HVAC, Maintenance, Back Flow)	Maintain Current Level of Service
					Percentage of public buildings that meet AODA standards	Staff Consultation	< 100%	100%
					GHG Emissions Reduction Target	Staff Consultation	N/A	35%-40% Reduction by 2030
	Vehicles *Parks and Recreation Vehicles*	Reliable vehicles available to provide parks and recreation services.		The Municipality maintains 3 vehicles related to parks and recreation services.	Average weighted condition assessment	2025 AMP	**Fair**	Maintain or Exceed Current Level of Service
					Percentage of assets at or above Fair condition	2025 AMP	100%	Maintain Current Level of Service
					Frequency of vehicle replacement	Staff Consultation	No Formal Policy	Municipality looking to implement formal polic over the next 10-Year period
					Percentage of legislated MTO safety inspections completed (per year)	Staff Consultation	N/A Do not currently track	Implement Daily Vehicles Inspections
					Percentage of legislated MTO safety inspections passed (per year)	Staff Consultation	100%	100%
	Machinery & Equipment *Parks and Recreation Equipment*	Provide reliable machinery and equipment for parks and recreation services.		The Municipality maintains pooled units of machinery and equipment that supports parks and recreation services.	Average weighted condition assessment	2025 AMP	**Fair**	Maintain or Exceed Current Level of Service
					Percentage of assets at or above Fair condition	2025 AMP	52%	Maintain or Exceed Current Level of Service
					Frequency of inspections		N/A Do not currently track	Implement Daily Machinery and Equipment Inspections
	Furniture and Fixtures	Provide reliable furniture and fixtures.		The Municipality maintains pooled units of furniture and equipment that supports parks and recreation services.	Average weighted condition assessment	2025 AMP	**Fair**	Maintain or Exceed Current Level of Service
					Percentage of assets at or above "Good" or "Very Good" condition	2025 AMP	23%	Maintain or Exceed Current Level of Service

Table B.1 Municipality of West Perth Asset Management Plan Level of Service Tracker								
Service Area	**Asset Category**	**Customer LOS**	**Community Level of Service (as per O. Reg. 588/17)**		**Technical Level of Service**	**Source of Information**	**Current LOS**	**Proposed LOS**
Library	**Buildings** Library Facilities	Provide reliable buildings to facilitate library services.		The West Perth Public Library is the sole library in the Municipality. The following measures considers the structure of the library building along with its components.	Average weighted condition assessment	2025 AMP	**Fair**	Maintain or Exceed Current Level of Service
					Percentage of assets at or above Fair condition	2025 AMP	100%	Maintain Current Level of Service
					Frequency of inspections	Staff Consultation	Annual Inspections (Fire, HVAC, Maintenance, Back Flow)	Maintain Current Level of Service
					GHG Emissions Reduction Target	Staff Consultation	N/A	35%-40% Reduction by 2030
	Machinery & Equipment	Provide reliable machinery and equipment for library services.		The Municipality maintains pooled units of machinery and equipment that supports library services.	Average weighted condition assessment	2025 AMP	**Poor**	Maintain or Exceed Current Level of Service
					Percentage of assets at or above Fair condition	2025 AMP	41%	Maintain or Exceed Current Level of Service
	Furniture and Fixtures	Provide reliable furniture and fixtures.		The Municipality maintains pooled units of furniture and equipment that supports library services.	Average weighted condition assessment	2025 AMP	**Fair**	Maintain or Exceed Current Level of Service
					Percentage of assets at or above Fair condition	2025 AMP	100%	Maintain Current Level of Service
Fire	**General**	To be provide efficient and reliable fire services.			Average Response Time (All alarms)	West Perth Fire Dept 2024 Year in Review	10 m 37 s	Maintain Current Level of Service
					Average Response Time (Fires)	West Perth Fire Dept 2024 Year in Review	10 m 16 s	Maintain Current Level of Service
	Buildings *Fire Facilities*	Provide reliable buildings to facilitate fire services.		The Mitchell Fire Hall is the sole fire station in the Municipality. The following measures considers the structure of the library building along with its components.	Average weighted condition assessment	2025 AMP	**Very Good**	Maintain Current Level of Service
					Percentage of assets at or above Fair condition	2025 AMP	100%	Maintain Current Level of Service
					Frequency of health and safety inspections	Staff Consultation	Monthly	Monthly
					Frequency of fire inspections	Staff Consultation	Annual	Annual
					Frequency of detailed inspection	Staff Consultation	Every 10 Years	Every 10 Years
					Frequency of fire extinguisher inspection	Staff Consultation	Monthly	Monthly
					Frequency of emergency light inspection	Staff Consultation	Monthly	Monthly
	Vehicles *Fire Vehicles*	Reliable vehicles available to provide fire services.		The Municipality maintains 9 vehicles relating to fire services.	Average weighted condition assessment	2025 AMP	**Good**	Maintain Current Level of Service
					Percentage of assets at or above Fair condition	2025 AMP	99%	Maintain Current Level of Service
					Frequency of vehicle large replacement (design life, mileage, other)	Staff Consultation	Every 7 Years (NFPA Standard)	Every 7 Years (NFPA Standard)
					Frequency of MTO safety inspections	Staff Consultation	Annual	Annual
					Frequency of routine inspections	Staff Consultation	Weekly	Weekly
					Maintenance Schedule	Staff Consultation	Based on Inspections	Based on Inspections
	Machinery & Equipment *Fire Equipment*	Provide reliable machinery and equipment for fire services.		The Municipality maintains pooled units of machinery and equipment that supports fire services.	Average weighted condition assessment	2025 AMP	**Good**	Maintain Current Level of Service
					Percentage of assets at or above Fair condition	2025 AMP	100%	Maintain Current Level of Service
					Replacement cycle for bunker gear	Staff Consultation	10 Years	10 Years
					Frequency of bunker gear inspection/cleaning/testing/repairs	Staff Consultation	Twice per Year	Twice per Year
					Frequency of breathing apparatus inspection	Staff Consultation	Every 6 months	Every 6 months
					Frequency of bottle inspections	Staff Consultation	Every 5 years	Every 5 years
					Frequency of extraction gear inspections	Staff Consultation	Annual	Annual
					Frequency of hose inspections	Staff Consultation	Annual	Annual
	Furniture and Fixtures	Provide reliable furniture and fixtures.		The Municipality maintains pooled units of furniture and equipment that supports fire services.	Average weighted condition assessment	2025 AMP	**Good**	Maintain Current Level of Service

Table B.1 Municipality of West Perth Asset Management Plan Level of Service Tracker								
Service Area	**Asset Category**	**Customer LOS**	**Community Level of Service (as per O. Reg. 588/17)**		**Technical Level of Service**	**Source of Information**	**Current LOS**	**Proposed LOS**
					Percentage of assets at or above Fair condition	2025 AMP	100%	Maintain Current Level of Service
IT	**Information Technology**	To provide reliable IT Equipment.		The Municipality maintains pooled assets of information technology that supports its operations. For example, these assets include printers, tablets, computers, laptops, and monitors.	Average weighted condition assessment	2025 AMP	**Fair**	Maintain Current Level of Service
					Percentage of assets at or above Fair condition	2025 AMP	100%	Maintain Current Level of Service
					Inspection program for IT assets and infrastructure	Staff Consultation	Third Party Inspects every 2 weeks	Third Party Inspects every 2 weeks
					Server Up Time	Staff Consultation	99%	99%
Land Improvements	**Land Improvements**	To provide reliable land improvement assets.		The Municipality maintains pooled units of land improvement assets. For example, fencing, lighting, pathways, walkways, and parking lots.	Average weighted condition assessment	2025 AMP	**Good**	Maintain Current Level of Service
					Percentage of assets at or above Fair condition	2025 AMP	97%	Maintain Current Level of Service

APPENDIX C

FINANCING STRATEGY

Table C.1
Municipality of West Perth
Asset Management Plan Financing Strategy
Benchmark Lifecycle Costs: 10-Year Benchmark Gap with No Additional Funding

Legend	1. Lifecycle Costs				2. Forecast of Revenues							3. Funding Gap Calculation		
Year	Non-Infrastructure Solutions	Total Operations & Maintenance	Total Capital Renewal/ Replacement	Total Lifecycle Costs	O&M from Taxation	Capital from Taxation (Including Transfers to Reserves)	Yearly Increase in Tax Funding ($)	Canada Community Building Fund CCBF	Other Grants (OCIF)	Existing Debt (Principal + Interest)	Existing Reserves	Total Funding	Annual Funding Gap	Cumulative Infrastructure Deficit
2025	$ 5,000	$ 4,598,146	$ 21,491,550	$ 26,094,696	$ 4,598,146	$ 1,473,340		$ 295,996	$ 1,190,456	$ 550,136	$ 7,390,507	$ 15,498,581	$ 10,596,115	$ 10,596,115
2026	$ 5,000	$ 4,601,536	$ 21,173,857	$ 25,780,393	$ 4,601,536	$ 1,473,340		$ 295,996	$ 1,190,456	$ 550,136	$ -	$ 8,111,464	$ 17,668,930	$ 28,265,045
2027	$ 5,000	$ 4,604,926	$ 19,560,018	$ 24,169,944	$ 4,604,926	$ 1,473,340	$ -	$ 307,835	$ 1,190,456	$ 550,136	$ -	$ 8,126,693	$ 16,043,252	$ 44,308,297
2028	$ 5,000	$ 4,608,316	$ 19,145,886	$ 23,759,202	$ 4,608,316	$ 1,473,340	$ -	$ 307,835	$ 1,190,456	$ 550,136	$ -	$ 8,130,083	$ 15,629,119	$ 59,937,416
2029	$ 5,000	$ 4,611,706	$ 19,200,966	$ 23,817,672	$ 4,611,706	$ 1,473,340	$ -	$ 307,835	$ 1,190,456	$ 550,136	$ -	$ 8,133,473	$ 15,684,199	$ 75,621,615
2030	$ 5,000	$ 4,615,096	$ 17,778,794	$ 22,398,890	$ 4,615,096	$ 1,473,340	$ -	$ 307,835	$ -	$ 550,136	$ -	$ 6,946,407	$ 15,452,483	$ 91,074,097
2031	$ 5,000	$ 4,618,486	$ 14,306,359	$ 18,929,845	$ 4,618,486	$ 1,473,340	$ -	$ 307,835	$ -	$ 550,136	$ -	$ 6,949,797	$ 11,980,048	$ 103,054,145
2032	$ 5,000	$ 4,621,876	$ 14,710,001	$ 19,336,877	$ 4,621,876	$ 1,473,340	$ -	$ 307,835	$ -	$ 550,136	$ -	$ 6,953,187	$ 12,383,690	$ 115,437,835
2033	$ 5,000	$ 4,625,266	$ 14,304,693	$ 18,934,959	$ 4,625,266	$ 1,473,340	$ -	$ 307,835	$ -	$ 550,136	$ -	$ 6,956,577	$ 11,978,382	$ 127,416,217
2034	$ 5,000	$ 4,628,656	$ 11,451,077	$ 16,084,733	$ 4,628,656	$ 1,473,340	$ -	$ 307,835	$ -	$ 550,136	$ -	$ 6,959,967	$ 9,124,766	$ 136,540,983
Total	**$ 50,000**	**$ 46,134,010**	**$ 173,123,200**	**$ 219,307,210**	**$ 46,134,010**	**$ 14,733,400**		**$ 3,054,672**	**$ 5,952,278**	**$ 5,501,360**	**$ 7,390,507**	**$ 82,766,227**	**$ 136,540,983**	

Summary Tax Increase	
Annual Increase	$ -
2025 Total Tax Levy	$ 12,069,073
Inc. as % of Tax Levy	0.00%

Table C.2
Municipality of West Perth
Asset Management Plan Financing Strategy
Benchmark Lifecycle Costs: Funding Needed to Close 10-Year Benchmark Gap

Legend	1. Lifecycle Costs				2. Forecast of Revenues							3. Funding Gap Calculation		
Year	Non-Infrastructure Solutions	Total Operations & Maintenance	Total Capital Renewal/ Replacement	Total Lifecycle Costs	O&M from Taxation	Capital from Taxation (Including Transfers to Reserves)	Yearly Increase in Tax Funding ($)	Canada Community Building Fund CCBF	Other Grants (OCIF)	Existing Debt (Principal + Interest)	Existing Reserves	Total Funding	Annual Funding Gap	Cumulative Infrastructure Deficit
2025	$ 5,000	$ 4,598,146	$ 21,491,550	$ 26,094,696	$ 4,598,146	$ 1,473,340		$ 295,996	$ 1,190,456	$ 550,136	$ 7,390,507	$ 15,498,581	$ 10,596,115	$ 10,596,115
2026	$ 5,000	$ 4,601,536	$ 21,173,857	$ 25,780,393	$ 4,601,536	$ 4,507,584	$ 3,034,244	$ 295,996	$ 1,190,456	$ 550,136		$ 11,145,708	$ 14,634,686	$ 25,230,801
2027	$ 5,000	$ 4,604,926	$ 19,560,018	$ 24,169,944	$ 4,604,926	$ 7,541,828	$ 3,034,244	$ 307,835	$ 1,190,456	$ 550,136		$ 14,195,181	$ 9,974,764	$ 35,205,565
2028	$ 5,000	$ 4,608,316	$ 19,145,886	$ 23,759,202	$ 4,608,316	$ 10,576,072	$ 3,034,244	$ 307,835	$ 1,190,456	$ 550,136		$ 17,232,815	$ 6,526,387	$ 41,731,951
2029	$ 5,000	$ 4,611,706	$ 19,200,966	$ 23,817,672	$ 4,611,706	$ 13,610,316	$ 3,034,244	$ 307,835	$ 1,190,456	$ 550,136		$ 20,270,449	$ 3,547,223	$ 45,279,174
2030	$ 5,000	$ 4,615,096	$ 17,778,794	$ 22,398,890	$ 4,615,096	$ 16,644,560	$ 3,034,244	$ 307,835		$ 550,136		$ 22,117,627	$ 281,262	$ 45,560,436
2031	$ 5,000	$ 4,618,486	$ 14,306,359	$ 18,929,845	$ 4,618,486	$ 19,678,804	$ 3,034,244	$ 307,835		$ 550,136		$ 25,155,261	$ (6,225,416)	$ 39,335,020
2032	$ 5,000	$ 4,621,876	$ 14,710,001	$ 19,336,877	$ 4,621,876	$ 22,713,048	$ 3,034,244	$ 307,835		$ 550,136		$ 28,192,895	$ (8,856,019)	$ 30,479,001
2033	$ 5,000	$ 4,625,266	$ 14,304,693	$ 18,934,959	$ 4,625,266	$ 25,747,292	$ 3,034,244	$ 307,835		$ 550,136		$ 31,230,529	$ (12,295,570)	$ 18,183,431
2034	$ 5,000	$ 4,628,656	$ 11,451,077	$ 16,084,733	$ 4,628,656	$ 28,781,537	$ 3,034,244	$ 307,835		$ 550,136		$ 34,268,164	$ (18,183,431)	$ (0)
Total	**$ 50,000**	**$ 46,134,010**	**$ 173,123,200**	**$ 219,307,210**	**$ 46,134,010**	**$ 151,274,383**		**$ 3,054,672**	**$ 5,952,278**	**$ 5,501,360**	**$ 7,390,507**	**$ 219,307,210**	**$ (0)**	

Summary Tax Increase	
Annual Increase	$ 3,034,244
2025 Total Tax Levy	$ 12,069,073
Inc. as % of Tax Levy	25.14%

Table C.3
Municipality of West Perth
Asset Management Plan Financing Strategy
Proposed Level of Service Lifecycle Costs: 10-Year PLOS Gap with No Additional Funding

Legend	1. Lifecycle Costs				2. Forecast of Revenues								3. Funding Gap Calculation		
Year	Non-Infrastructure Solutions	Total Operations & Maintenance	Total Capital Renewal/ Replacement	Total Lifecycle Costs	O&M from Taxation	Capital from Taxation (Including Transfers to Reserves)	Yearly Increase in Tax Funding ($)	Yearly Increase in Tax Funding (%)	Canada Community Building Fund CCBF	Other Grants (OCIF)	Existing Debt (Principal + Interest)	Existing Reserves	Total Funding	Annual Funding Gap	Cumulative Infrastructure Deficit
2025	$ 5,000	$ 4,598,146	$ 8,684,354	$ 13,287,500	$ 4,598,146	$ 1,473,340			$ 295,996	$ 1,190,456	$ 550,136	$ 7,390,507	$ 15,498,581	$ (2,211,081)	$ (2,211,081)
2026	$ 5,000	$ 4,601,536	$ 7,033,586	$ 11,640,122	$ 4,601,536	$ 1,473,340		0.0%	$ 295,996	$ 1,190,456	$ 550,136	$ -	$ 8,111,464	$ 3,528,658	$ 1,317,577
2027	$ 5,000	$ 4,604,926	$ 6,892,238	$ 11,502,164	$ 4,604,926	$ 1,473,340	$ -	0.0%	$ 307,835	$ 1,190,456	$ 550,136	$ -	$ 8,126,693	$ 3,375,471	$ 4,693,048
2028	$ 5,000	$ 4,608,316	$ 6,025,715	$ 10,639,031	$ 4,608,316	$ 1,473,340	$ -	0.0%	$ 307,835	$ 1,190,456	$ 550,136	$ -	$ 8,130,083	$ 2,508,948	$ 7,201,997
2029	$ 5,000	$ 4,611,706	$ 5,890,182	$ 10,506,888	$ 4,611,706	$ 1,473,340	$ -	0.0%	$ 307,835	$ 1,190,456	$ 550,136	$ -	$ 8,133,473	$ 2,373,415	$ 9,575,412
2030	$ 5,000	$ 4,615,096	$ 5,834,239	$ 10,454,335	$ 4,615,096	$ 1,473,340	$ -	0.0%	$ 307,835	$ -	$ 550,136	$ -	$ 6,946,407	$ 3,507,928	$ 13,083,340
2031	$ 5,000	$ 4,618,486	$ 5,286,908	$ 9,910,394	$ 4,618,486	$ 1,473,340	$ -	0.0%	$ 307,835	$ -	$ 550,136	$ -	$ 6,949,797	$ 2,960,597	$ 16,043,937
2032	$ 5,000	$ 4,621,876	$ 5,233,704	$ 9,860,580	$ 4,621,876	$ 1,473,340	$ -	0.0%	$ 307,835	$ -	$ 550,136	$ -	$ 6,953,187	$ 2,907,393	$ 18,951,330
2033	$ 5,000	$ 4,625,266	$ 5,243,837	$ 9,874,103	$ 4,625,266	$ 1,473,340	$ -	0.0%	$ 307,835	$ -	$ 550,136	$ -	$ 6,956,577	$ 2,917,526	$ 21,868,856
2034	$ 5,000	$ 4,628,656	$ 5,192,965	$ 9,826,621	$ 4,628,656	$ 1,473,340	$ -	0.0%	$ 307,835	$ -	$ 550,136	$ -	$ 6,959,967	$ 2,866,654	$ 24,735,510
Total	**$ 50,000**	**$ 46,134,010**	**$ 61,317,727**	**$ 107,501,737**	**$ 46,134,010**	**$ 14,733,400**			**$ 3,054,672**	**$ 5,952,278**	**$ 5,501,360**	**$ 7,390,507**	**$ 82,766,227**	**$ 24,735,510**	

Summary Tax Increase	
Annual Increase	$ -
2025 Total Tax Levy	$ 12,069,073
Inc. as % of Tax Levy	0.00%

Table C.4
Municipality of West Perth
Asset Management Plan Financing Strategy
Proposed Level of Service Lifecycle Costs: Funding Needed to Close 10-Year PLOS Gap

Legend	1. Lifecycle Costs				2. Forecast of Revenues								3. Funding Gap Calculation		
Year	Non-Infrastructure Solutions	Total Operations & Maintenance	Total Capital Renewal/ Replacement	Total Lifecycle Costs	O&M from Taxation	Capital from Taxation (Including Transfers to Reserves)	Yearly Increase in Tax Funding ($)	Yearly Increase in Tax Funding (%)	Canada Community Building Fund CCBF	Other Grants (OCIF)	Existing Debt (Principal + Interest)	Existing Reserves	Total Funding	Annual Funding Gap	Cumulative Infrastructure Deficit
2025	$ 5,000	$ 4,598,146	$ 8,684,354	$ 13,287,500	$ 4,598,146	$ 1,473,340			$ 295,996	$ 1,190,456	$ 550,136	$ 7,390,507	$ 15,498,581	$ (2,211,081)	$ (2,211,081)
2026	$ 5,000	$ 4,601,536	$ 7,033,586	$ 11,640,122	$ 4,601,536	$ 2,023,018	$ 549,678	37.3%	$ 295,996	$ 1,190,456	$ 550,136		$ 8,661,142	$ 2,978,980	$ 767,899
2027	$ 5,000	$ 4,604,926	$ 6,892,238	$ 11,502,164	$ 4,604,926	$ 2,572,696	$ 549,678	27.2%	$ 307,835	$ 1,190,456	$ 550,136		$ 9,226,049	$ 2,276,115	$ 3,044,014
2028	$ 5,000	$ 4,608,316	$ 6,025,715	$ 10,639,031	$ 4,608,316	$ 3,122,374	$ 549,678	21.4%	$ 307,835	$ 1,190,456	$ 550,136		$ 9,779,117	$ 859,914	$ 3,903,929
2029	$ 5,000	$ 4,611,706	$ 5,890,182	$ 10,506,888	$ 4,611,706	$ 3,672,052	$ 549,678	17.6%	$ 307,835	$ 1,190,456	$ 550,136		$ 10,332,185	$ 174,703	$ 4,078,632
2030	$ 5,000	$ 4,615,096	$ 5,834,239	$ 10,454,335	$ 4,615,096	$ 4,221,730	$ 549,678	15.0%	$ 307,835	$ -	$ 550,136		$ 9,694,797	$ 759,538	$ 4,838,170
2031	$ 5,000	$ 4,618,486	$ 5,286,908	$ 9,910,394	$ 4,618,486	$ 4,771,408	$ 549,678	13.0%	$ 307,835	$ -	$ 550,136		$ 10,247,865	$ (337,471)	$ 4,500,699
2032	$ 5,000	$ 4,621,876	$ 5,233,704	$ 9,860,580	$ 4,621,876	$ 5,321,086	$ 549,678	11.5%	$ 307,835	$ -	$ 550,136		$ 10,800,933	$ (940,353)	$ 3,560,346
2033	$ 5,000	$ 4,625,266	$ 5,243,837	$ 9,874,103	$ 4,625,266	$ 5,870,764	$ 549,678	10.3%	$ 307,835	$ -	$ 550,136		$ 11,354,001	$ (1,479,898)	$ 2,080,448
2034	$ 5,000	$ 4,628,656	$ 5,192,965	$ 9,826,621	$ 4,628,656	$ 6,420,442	$ 549,678	9.4%	$ 307,835	$ -	$ 550,136		$ 11,907,069	$ (2,080,448)	$ 0
Total	**$ 50,000**	**$ 46,134,010**	**$ 61,317,727**	**$ 107,501,737**	**$ 46,134,010**	**$ 39,468,910**			**$ 3,054,672**	**$ 5,952,278**	**$ 5,501,360**	**$ 7,390,507**	**$ 107,501,737**	**$ 0**	

Summary Tax Increase	
Annual Increase	$ 549,678
2025 Total Tax Levy	$ 12,069,073
Inc. as % of Tax Levy	4.55%

Table C.5
Municipality of West Perth
Asset Management Plan Financing Strategy
Proposed Level of Service Lifecycle Costs: 10-Year PLOS Gap with No Additional Funding

Legend	1. Lifecycle Costs				2. Forecast of Revenues					3. Funding Gap Calculation		
Year	Non-Infrastructure Solutions	Total Operations & Maintenance	Total Capital Renewal/ Replacement	Total Lifecycle Costs	O&M from Rates	Capital from Rates (Including Transfers to Reserves)	Yearly Increase in Rate Funding ($)	Existing Debt (Principal + Interest)	Existing Reserves	Total Funding	Annual Funding Gap	Cumulative Infrastructure Deficit
2025	$ 5,000	$ 347,600	$ 4,517,334	$ 4,869,934	$ 347,600	$ 1,684,091		$ 119,663	$ 11,899,775	$ 14,051,129	$ (9,181,196)	$ (9,181,196)
2026	$ 5,000	$ 352,017	$ 4,126,871	$ 4,483,888	$ 352,017	$ 1,684,091		$ 119,663	$ -	$ 2,155,771	$ 2,328,117	$ (6,853,079)
2027	$ 5,000	$ 356,434	$ 3,643,169	$ 4,004,603	$ 356,434	$ 1,684,091	$ -	$ 119,663	$ -	$ 2,160,188	$ 1,844,415	$ (5,008,664)
2028	$ 5,000	$ 360,851	$ 3,062,638	$ 3,428,489	$ 360,851	$ 1,684,091	$ -	$ 119,663	$ -	$ 2,164,605	$ 1,263,884	$ (3,744,780)
2029	$ 5,000	$ 365,268	$ 3,035,985	$ 3,406,253	$ 365,268	$ 1,684,091	$ -	$ 119,663	$ -	$ 2,169,022	$ 1,237,231	$ (2,507,549)
2030	$ 5,000	$ 369,685	$ 2,625,199	$ 2,999,884	$ 369,685	$ 1,684,091	$ -	$ 119,663	$ -	$ 2,173,439	$ 826,445	$ (1,681,104)
2031	$ 5,000	$ 374,102	$ 2,592,863	$ 2,971,965	$ 374,102	$ 1,684,091	$ -	$ 119,663	$ -	$ 2,177,856	$ 794,109	$ (886,995)
2032	$ 5,000	$ 378,519	$ 2,551,509	$ 2,935,028	$ 378,519	$ 1,684,091	$ -	$ 119,663	$ -	$ 2,182,273	$ 752,755	$ (134,240)
2033	$ 5,000	$ 382,936	$ 2,541,813	$ 2,929,749	$ 382,936	$ 1,684,091	$ -	$ 119,663	$ -	$ 2,186,690	$ 743,059	$ 608,819
2034	$ 5,000	$ 387,353	$ 2,514,322	$ 2,906,675	$ 387,353	$ 1,684,091	$ -	$ 119,663	$ -	$ 2,191,107	$ 715,568	$ 1,324,387
Total	**$ 50,000**	**$ 3,674,765**	**$ 31,211,702**	**$ 34,936,467**	**$ 3,674,765**	**$ 16,840,910**		**$ 1,196,630**	**$ 11,899,775**	**$ 33,612,080**	**$ 1,324,387**	

Summary Rate Increase		
Annual Increase	$	-
2025 Total Rate Req.	$	3,619,106
Inc. as % of Rate Req.		0.00%

Table C.6
Municipality of West Perth
Asset Management Plan Financing Strategy
Proposed Level of Service Lifecycle Costs: Funding Needed to Close 10-Year PLOS Gap

Legend	1. Lifecycle Costs				2. Forecast of Revenues					3. Funding Gap Calculation		
Year	Non-Infrastructure Solutions	Total Operations & Maintenance	Total Capital Renewal/ Replacement	Total Lifecycle Costs	O&M from Rates	Capital from Rates (Including Transfers to Reserves)	Yearly Increase in Rate Funding ($)	Existing Debt (Principal + Interest)	Existing Reserves	Total Funding	Annual Funding Gap	Cumulative Infrastructure Deficit
2025	$ 5,000	$ 347,600	$ 4,517,334	$ 4,869,934	$ 347,600	$ 1,684,091		$ 119,663	$ 11,899,775	$ 14,051,129	$ (9,181,196)	$ (9,181,196)
2026	$ 5,000	$ 352,017	$ 4,126,871	$ 4,483,888	$ 352,017	$ 1,713,522	$ 29,431	$ 119,663		$ 2,185,202	$ 2,298,686	$ (6,882,510)
2027	$ 5,000	$ 356,434	$ 3,643,169	$ 4,004,603	$ 356,434	$ 1,742,953	$ 29,431	$ 119,663		$ 2,219,050	$ 1,785,554	$ (5,096,956)
2028	$ 5,000	$ 360,851	$ 3,062,638	$ 3,428,489	$ 360,851	$ 1,772,383	$ 29,431	$ 119,663		$ 2,252,897	$ 1,175,591	$ (3,921,365)
2029	$ 5,000	$ 365,268	$ 3,035,985	$ 3,406,253	$ 365,268	$ 1,801,814	$ 29,431	$ 119,663		$ 2,286,745	$ 1,119,507	$ (2,801,857)
2030	$ 5,000	$ 369,685	$ 2,625,199	$ 2,999,884	$ 369,685	$ 1,831,245	$ 29,431	$ 119,663		$ 2,320,593	$ 679,291	$ (2,122,566)
2031	$ 5,000	$ 374,102	$ 2,592,863	$ 2,971,965	$ 374,102	$ 1,860,676	$ 29,431	$ 119,663		$ 2,354,441	$ 617,524	$ (1,505,042)
2032	$ 5,000	$ 378,519	$ 2,551,509	$ 2,935,028	$ 378,519	$ 1,890,107	$ 29,431	$ 119,663		$ 2,388,289	$ 546,739	$ (958,303)
2033	$ 5,000	$ 382,936	$ 2,541,813	$ 2,929,749	$ 382,936	$ 1,919,538	$ 29,431	$ 119,663		$ 2,422,137	$ 507,613	$ (450,691)
2034	$ 5,000	$ 387,353	$ 2,514,322	$ 2,906,675	$ 387,353	$ 1,948,968	$ 29,431	$ 119,663		$ 2,455,984	$ 450,691	$ 0
Total	**$ 50,000**	**$ 3,674,765**	**$ 31,211,702**	**$ 34,936,467**	**$ 3,674,765**	**$ 18,165,297**		**$ 1,196,630**	**$ 11,899,775**	**$ 34,936,467**	**$ 0**	

Summary Rate Increase	
Annual Increase	$ 29,431
2025 Total Rate Req.	$ 3,619,106
Inc. as % of Rate Req.	0.81%