Asset Management Plan – Phase 3

Village of Sundridge

Final

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

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List of Acronyms and Abbreviations

HCB	High-class Bituminous
IJPA	Infrastructure for Jobs and Prosperity Act
JBC	Joint Building Committee
LCB	Low-class Bituminous
O. Reg.	Ontario Regulation
PCI	Performance Condition Index
PSAB	Public Sector Accounting Board
RAP	Reclaimed Asphalt Pavement
SCI	Sidewalk Condition Index
SSJ	Sundridge Strong Joly
ULC%	Useful Life Consumed Percentage

Report

Chapter 1
Introduction

1. Introduction

1.1 Overview

The main objective of an asset management plan is to use a municipality's best available information to develop a comprehensive long-term plan for capital assets. In addition, the plan should provide a sufficiently documented framework that will enable continual improvement and updates of the plan, to ensure its relevancy over the long term.

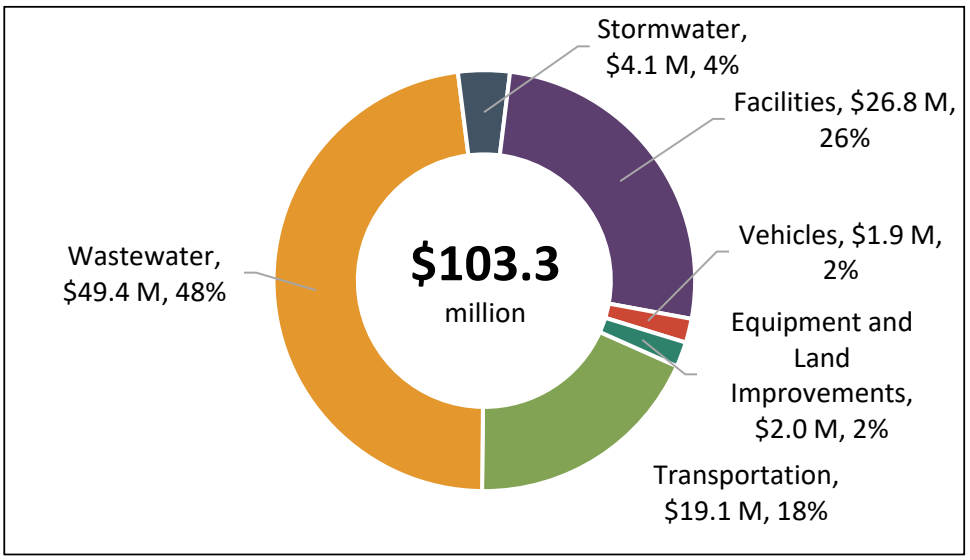
The Village of Sundridge (Village) retained Watson & Associates Economists Ltd. (Watson) to develop a new asset management plan to replace the Village's 2017 Asset Management Plan. The project is being completed in three phases. The first phase focused on complying with the July 1, 2022 requirements of O. Reg. 588/17 and was completed in 2022. The second phase focused on extending the asset management plan to include all the Village's assets and was completed early in 2023. The third phase of the project focused on addressing remaining gaps and developing a financial strategy that balances cost with levels of service. This report is the outcome of Phase 3.

The total replacement cost of the Village's assets has been estimated at $103.3 million. Some of these assets are owned and operated through shared service agreements with nearby municipalities. The Village's share of the total replacement cost is approximately $89.6 million. A breakdown of the total replacement cost by asset class is provided in Table 1-1 and is illustrated in Figure 1-1. Wastewater infrastructure accounts for just under half of the replacement cost (48%), followed by facilities (26%), and transportation (18%). The remaining 8% of replacement cost is accounted for by stormwater (4%), vehicles (2%), and equipment and land improvements (2%).

Table 1-1: Asset Classes and Replacement Cost

Service Area	Example of Assets in Service Area	Replacement Cost (2023$)	Village Share of Replacement Cost (2023$)
Transportation	roads, sidewalks, streetlights, and signs	$19,100,000	$19,100,000
Wastewater	mains and treatment	$49,400,000	$49,400,000
Stormwater	catch basins and mains	$4,100,000	$4,100,000
Facilities	municipal office, public works garage, and Lions Park picnic shelter	$26,800,000	$14,200,000
Vehicles	plow truck, pumper truck, Kubota tractor	$1,900,000	$1,100,000
Equipment and Land Improvements	electronic message board, wharf, generator, splash pad	$2,000,000	$1,700,000
Total		**$103,300,000**	**$89,600,000**

Figure 1-1: Distribution of Replacement Cost by Asset Class



1.2 Legislative Context for the Asset Management Plan

Asset management planning in Ontario has evolved significantly over the past decade.

Before 2009, capital assets were recorded by municipalities as expenditures in the year of acquisition or construction. The long-term issue with this approach was the lack of a capital asset inventory, both in the municipality's accounting system and financial statements. As a result of revisions to section 3150 of the Public Sector Accounting Board (PSAB) handbook, effective for the 2009 fiscal year, municipalities were required to capitalize tangible capital assets, thus creating an inventory of assets.

In 2012, the Province launched the municipal Infrastructure Strategy. As part of that initiative, municipalities and local service boards seeking provincial funding were required to demonstrate how any proposed project fits within a detailed asset management plan. In addition, asset management plans encompassing all municipal assets needed to be prepared by the end of 2016 to meet Federal Gas Tax (now the Canada Community-Building Fund) agreement requirements. To help define the components of an asset management plan, the Province produced a document entitled Building Together: Guide for Municipal Asset Management Plans. This guide documented the components, information, and analysis that were required to be included in municipal asset management plans under this initiative.

The Province's *Infrastructure for Jobs and Prosperity Act, 2015* (IJPA) was proclaimed on May 1, 2016. This legislation detailed principles for evidence-based and sustainable long-term infrastructure planning. The IJPA also gave the Province the authority to guide municipal asset management planning by way of regulation. In late 2017, the Province introduced O. Reg. 588/17 under the IJPA. The intent of O. Reg. 588/17 is to establish standard content for municipal asset management plans. Specifically, the regulation requires that asset management plans be developed that define the current levels of service, identify the lifecycle activities that will be undertaken to achieve these levels of service, and provide a financial strategy to support the levels of service and lifecycle activities.

An asset management plan for the Village's core infrastructure assets (i.e., roads, wastewater, and stormwater infrastructure) was completed in September of 2022 (2022 AMP). The 2022 AMP was updated earlier this year to include all of the Village's assets, resulting in a working draft. The asset management plan presented herein is an extension of the working draft which identifies level of service targets and contains a financial strategy. This final phase of the asset management plan brings the Village into full compliance with the 2025 requirements of O. Reg. 588/17.

1.3 Asset Management Plan Development

This asset management plan was developed using an approach that leverages the Village's asset management principles as identified within its strategic asset management policy, capital asset data, and staff input.

The development of the Village's asset management plan is based on the steps summarized below:

1. Compile available information pertaining to the Village's capital assets to be included in the plan, including attributes such as size, material type, useful life, age, and current replacement cost. Update the current replacement cost, where required, using benchmark costing data or applicable inflationary indices.

2. Define and assess current asset conditions, based on a combination of Village staff input, existing background reports and studies (e.g., 2022 Road and Sidewalk Condition Assessment).

3. Define and document current levels of service based on analysis of available data and consideration of various background reports.

4. Identify proposed levels of service for all performance measures.

5. Develop lifecycle management strategies that identify the activities required to sustain the proposed levels of service. The outputs of these strategies are summarized in the forecast of annual capital and operating expenditures required to achieve these levels of service outcomes.

6. Develop a financial strategy to support the lifecycle management strategy. The financial strategy informs how the capital and operating expenses arising from the asset management strategy will be funded over the forecast period, and how any existing funding gaps will be managed.

7. Document the comprehensive asset management plan in a formal report to inform future decision-making and to communicate planning to municipal stakeholders.

Chapter 2
State of Local Infrastructure and Levels of Service

2. State of Local Infrastructure and Levels of Service

2.1 Introduction

This chapter provides an analysis of the Village's assets and identifies the current and proposed service levels provided by those assets.

O. Reg. 588/17 requires that for each asset class included in the asset management plan, the following information must be identified:

- Summary of the assets;
- Replacement cost of the assets;
- Average age of the assets (it is noted that the regulation specifically requires average age to be determined by assessing the age of asset components);
- Information available on condition of assets; and
- Approach to condition assessments (based on recognized and generally accepted good engineering practices where appropriate).

Asset management plans must identify the current levels of service being provided for each asset class and to establish proposed levels of service. For core infrastructure assets, O. Reg. 588/17 prescribes several qualitative descriptions pertaining to community levels of service and metrics pertaining to technical levels of service that must be included in the asset management plan. O. Reg. 588/17 does not prescribe levels of service for non-core assets. The Village is expected to establish its own levels of service for these assets.

The rest of this chapter addresses the requirements identified above, with each section focusing on an individual asset class.

2.2 Transportation

2.2.1 State of Local Infrastructure

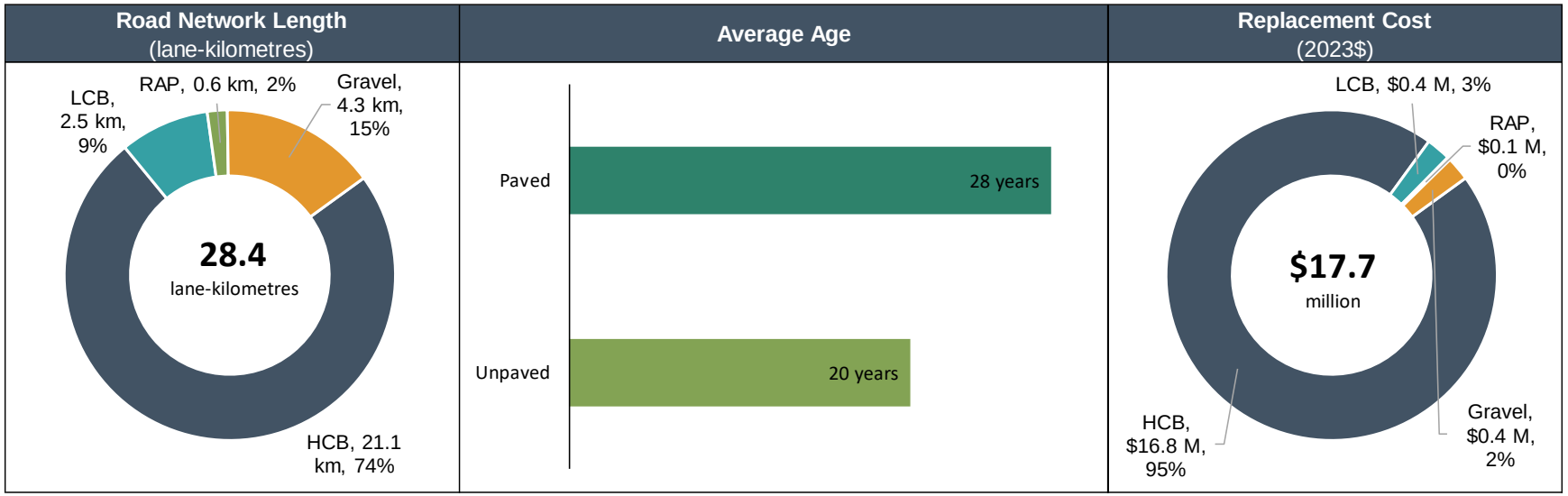
The Village owns and manages a variety of assets that support the provision of transportation services and that contribute to the overall level of service provided by the Village, including roads, non-structural culverts, sidewalks, streetlights, and street signs.

The road network consists of roads with various surface types, including high-class bituminous (HCB), low-class bituminous (LCB), reclaimed asphalt pavement (RAP), and gravel. The estimated replacement cost of roads is approximately $17.7 million. Table 2-1 provides a breakdown of the road network by surface type, showing the number of lane-kilometres, average age, and replacement cost. A visual rendering of the data presented in Table 2-1 is provided in Figure 2-1. A spatial illustration of the Village's road network and its extent is provided in Map 2-1.

Table 2-1: Road Length, Age, and Replacement Cost by Surface Type

Surface Type	Lane-kilometres	Average Age of Surface (years)	Replacement Cost (2023$)
HCB	21.1	28.3	$16,840,000
LCB	2.5		$420,000
RAP	0.6	20.0	$50,000
Gravel	4.3		$410,000
Total	**28.4**		**$17,720,000**

Figure 2-1: Road Length, Age, and Replacement Cost by Surface Type



Map 2-1: Roads by Surface Type

In addition to roads, the Village maintains roads-related assets comprising non-structural culverts, sidewalks, streetlights, and street signs. The estimated replacement cost of the roads-related assets is $1,400,000. Table 2-2 provides a breakdown of roads-related assets by asset category, showing quantity, average age, and replacement cost.

Table 2-2: Roads-related Asset Quantity, Age, and Replacement Cost by Asset Category

Asset Category	Quantity	Average Age (years)	Replacement Cost (2023$)
Non-structural Culverts	2	Not Available	$530,000
Sidewalks	2,482 m	10.7	$540,000
Streetlights	181	Not Available	$280,000
Street Signs	250	Not Available	$50,000
Total			**$1,400,000**

2.2.2 Condition

The Village periodically has the condition of its paved roads assessed by external consultants. The most recent condition assessment was completed in 2022 by StreetScan. The condition of paved roads is reported using the Pavement Condition Index (PCI)[1]. The PCI is measured on a scale from 0 to 100, with 100 corresponding to an asset in as-new condition and 0 corresponding to a failed asset.

To better communicate the condition of the road network, the numeric condition ratings for roads have been segmented into qualitative condition states as shown in Table 2-3. Moreover, descriptions of roads in these condition states are provided to better communicate the condition to the reader.

[1] PCI is calculated based on the methodology in SP-024 Manual for Condition Rating of Flexible Pavements (Ontario Ministry of Transportation, 2016)

Table 2-3: Road Condition States Defined with Respect to Pavement Condition Index

PCI Range	Condition State	Description[1]
85 ≤ PCI ≤ 100	**Excellent**	A very smooth ride. Pavement has a few cracks.
70 ≤ PCI < 85	**Good**	A smooth ride with just a few bumps or depressions. The pavement has frequent very slight or slight cracking.
55 ≤ PCI < 70	**Fair**	A comfortable ride with intermittent bumps or depressions. The pavement has intermittent moderate and frequent slight cracking and intermittent slight or moderate alligatoring and distortion.
40 ≤ PCI < 55	**Poor**	An uncomfortable ride with frequent to extensive bumps or depressions. Cannot maintain the posted speed at lower end of the scale. The pavement has frequent moderate cracking and distortion and intermittent moderate alligatoring.
25 ≤ PCI < 40	**Very Poor**	A very uncomfortable ride with constant jarring bumps and depressions. Cannot maintain the posted speed and must steer constantly to avoid bumps and depressions. The pavement has moderate alligatoring and extensive severe cracking and distortion.
10 ≤ PCI < 25	**Serious**	The pavement has extensive severe cracking, alligatoring and distortion.
0 ≤ PCI < 10	**Failed**	

[1] Descriptions are adapted from SP-024 Manual for Condition Rating of Flexible Pavements (Ontario Ministry of Transportation, 2016)

RAP and gravel roads are maintained in a condition state described as Good by regravelling them on an as-needed basis and grading them annually.

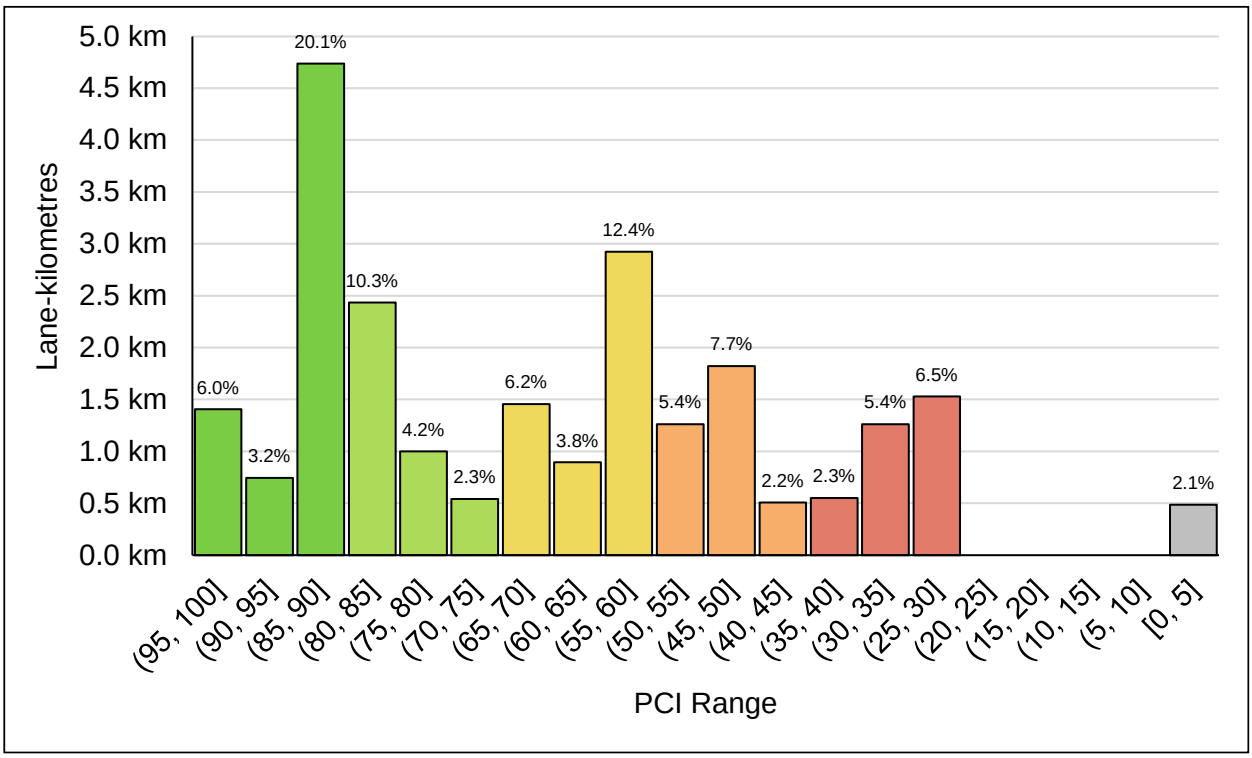
Table 2-4 shows the average condition of roads by surface type. On average, HCB roads are in the Fair condition state and RAP and gravel roads are in the Good condition state. The distribution of paved roads by condition (as measured by PCI) is presented in Figure 2-2. As can be seen in Figure 2-2, while the average condition state of paved roads is Fair, almost one-third of paved roads (7.4 km) are in a condition state of Poor or worse.

Table 2-4: Average Condition of Roads by Surface Type

Surface Type	Lane-kilometres	Average PCI	Average Condition State
HCB	21.1	65.8	**Fair**
LCB	2.5	67.7[1]	**Fair**
RAP	0.6	Not Applicable	**Good**
Gravel	4.3	Not Applicable	**Good**

[1] The only roads with an LCB surface are boundary roads shared with the Township of Strong. Condition for these roads was assessed by the Township of Strong in 2020.

Figure 2-2: Distribution of Paved Roads by PCI Range



Condition data for roads-related assets is currently only available for sidewalks and street signs. Both of these were assessed by StreetScan as part of the 2022 road condition assessment. The condition of non-structural culverts and streetlights will be reported in the next iteration of the asset management plan (see Action Item 1 below). The condition of sidewalks is reported using the Sidewalk Condition Index (SCI). As with PCI, SCI is measured on a scale from 0 to 100, with 100 corresponding to an asset in as-new condition and 0 corresponding to a failed asset.

To better communicate the condition of sidewalks, the numeric condition ratings for sidewalks have been segmented into qualitative condition states as shown in Table 2-5. Descriptions of sidewalks in these condition states will be provided in a future update of the asset management plan to better communicate the condition to the reader (see Action Item 2 below).

Table 2-5: Sidewalk Condition States Defined with Respect to Sidewalk Condition Index

SCI Range	Condition State	Description
85 ≤ SCI ≤ 100	**Excellent**	Not Available[1]
70 ≤ SCI < 85	**Good**	Not Available[1]
55 ≤ SCI < 70	**Fair**	Not Available[1]
40 ≤ SCI < 55	**Poor**	Not Available[1]
25 ≤ SCI < 40	**Very Poor**	Not Available[1]
10 ≤ SCI < 25	**Serious**	Not Available[1]
0 ≤ SCI < 10	**Failed**	

The condition of street signs is reported on a three-point scale as shown in Table 2-6 and Figure 2-3.

[1] See Action Item 2

Table 2-6: Street Sign Condition States

Condition State	Description
Good (3)	Brand new. Text is pristine, as is the condition of the sign itself. Pole is in good shape (not bent).
Fair (2)	Older. Text is somewhat faded, harder to read, and borders can look aged. Pole can be in decent shape.
Critical (1)	Incredibly old, broken, and/or heavily obscured. Can have severe damage/holes. Text is illegible. Pole can be broken/bent. This condition is uncommon.

Figure 2-3: Examples of Signs in Each Condition State[1]

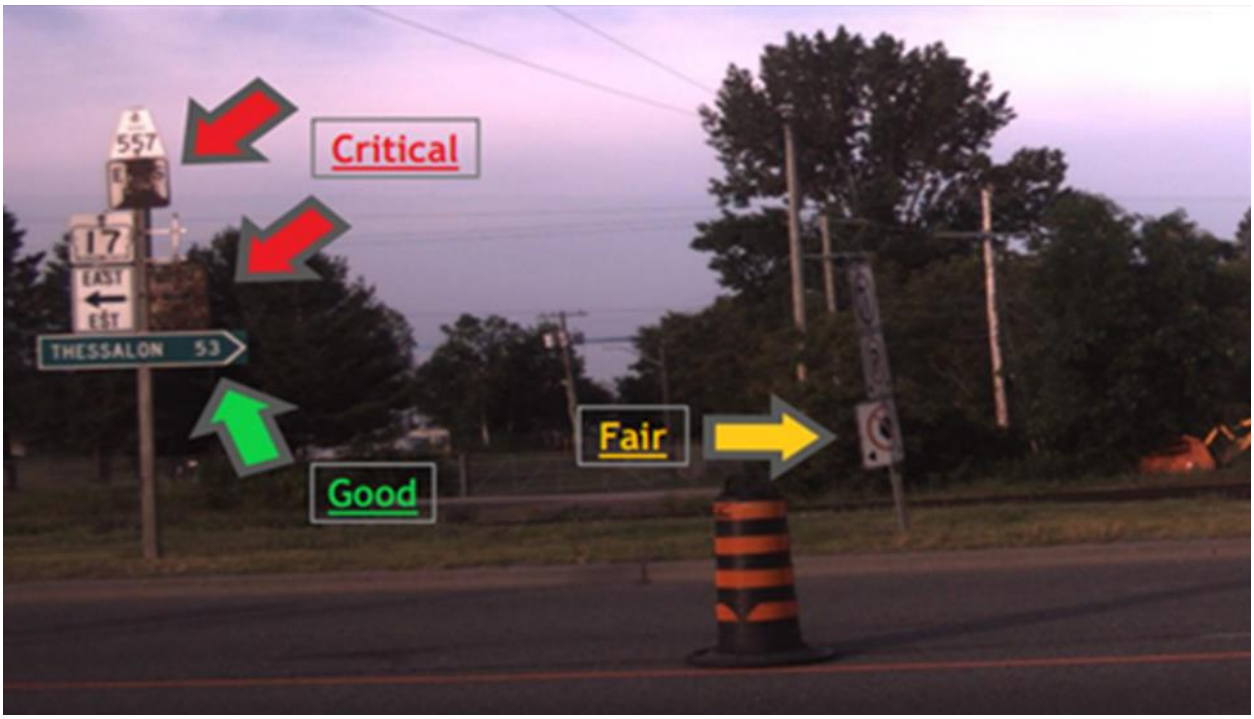


Table 2-7 shows the average condition of roads-related assets by asset category where data is available. The distribution of sidewalk length by condition (as measured by SCI) is presented in Figure 2-4. As can be seen in Figure 2-4, while the average condition

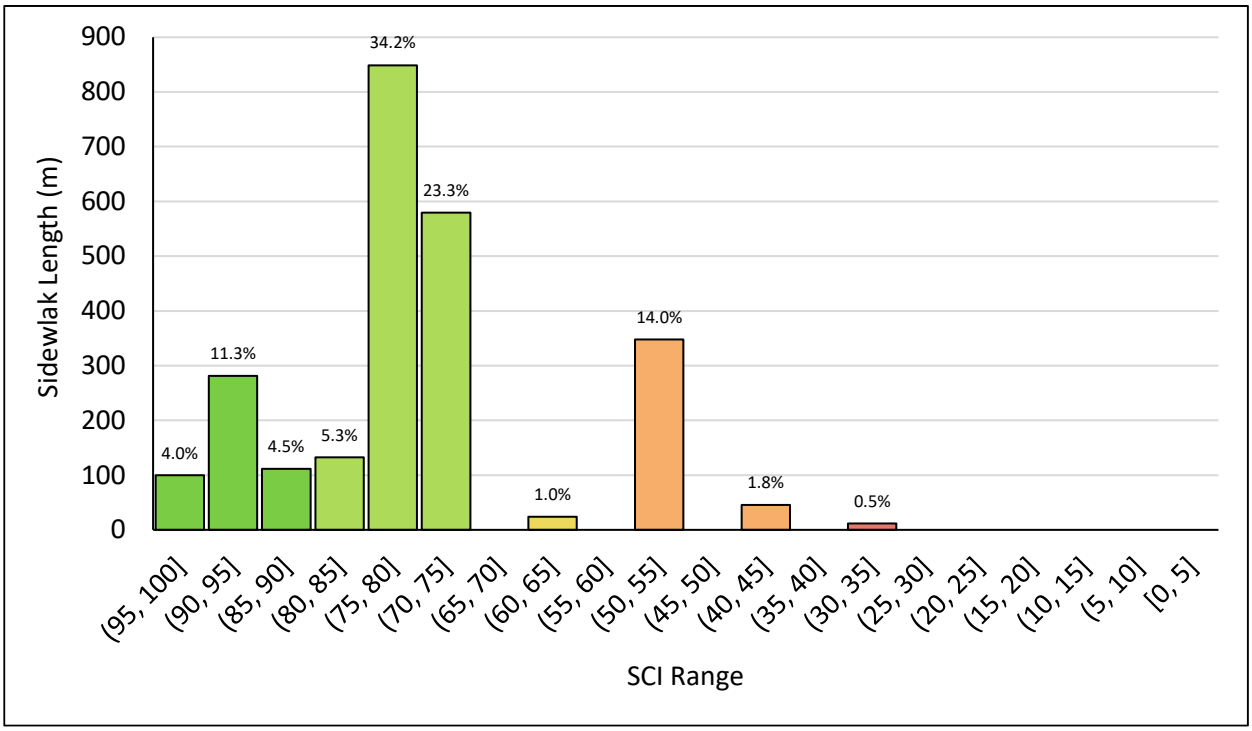
[1] Image Source: Village of Sundridge staff.

state of sidewalks is an SCI of 76, there are sections with significantly lower SCI. Of the Village's 250 street signs, 246 are in good condition and 4 are in fair condition.

Table 2-7: Average Condition of Roads-related Assets by Asset Category

Asset Category	Quantity	Average Condition
Non-structural Culverts	2	Not Available[1]
Sidewalks	2,482 m	76.0
Streetlights	181	Not Available[1]
Street Signs	250	2.98 (Good)

Figure 2-4: Distribution of Sidewalks by SCI Range



[1] See Action Item 1

Action Item 1

Determine condition of non-structural culverts and streetlights through direct assessment or a desktop exercise.

Action Item 2

Add descriptions for sidewalk condition states to Table 2-5.

2.2.3 Levels of Service

The levels of service currently provided by the Village's transportation assets are, in part, a result of the state of local infrastructure identified above. The levels of service framework defines the current levels of service that will be tracked over time. For roads, there are prescribed levels of service reporting requirements under O. Reg. 588/17. For roads-related assets, there are no prescribed levels of service. Levels of service for these assets were developed with input from Village staff. Table 2-8 and Table 2-9 include the prescribed community and technical levels of service and additional levels of service for roads-related assets. The Village plans to maintain current levels of service and have set the targets to reflect this.

The tables are structured as follows:

- The Service Attribute columns indicate the high-level attribute being addressed;
- The Community Levels of Service column in Table 2-8 explains the Village's intent in plain language and provides additional information about the service being provided;
- The Performance Measure column in Table 2-9 describes the performance measure(s) connected to the identified service attribute;
- The 2021 Performance column in Table 2-9 reports current performance for the performance measure; and
- The Target column in Table 2-9 identifies the level of service the Village plans to maintain going forward.

Table 2-8: Transportation Community Levels of Service

Service Attribute	Community Levels of Service
Scope	The Village's transportation network enables the movement of people and goods within the Village and provide connectivity to provincial roads. The Village's transportation assets are used by pedestrians, cyclists, passenger, commercial, and emergency vehicles.
	The scope of the Village's transportation network is illustrated by Map 2-1. The map shows the geographical distribution of the Village's roads.
Quality	The Village strives to maintain road surfaces to a level that provides an adequate travel experience to road users. The Village maintains roads-related assets so that they can be relied upon to perform as intended.
	To aid in interpreting condition states, Table 2-3, Table 2-5, Table 2-6, and Figure 2-3 provide descriptions of how each condition state may affect the use of these assets.

Table 2-9: Transportation Technical Levels of Service

Service Attribute	Performance Measure	2021 Performance	Target
Scope	Number of lane-kilometres of arterial roads as a proportion of square kilometres of land area of the Village.	Not Applicable	Not Applicable
	Number of lane-kilometres of collector roads as a proportion of square kilometres of land area of the Village.	Not Applicable	Not Applicable
	Number of lane-kilometres of local roads as a proportion of square kilometres of land area of the Village.	12.4 lane-km/sq-km (based on 28.4 total lane-km of roads and 2.3sq-km of land area)	12.4 lane-km/sq-km
Quality	For paved roads in the Village, the average pavement condition index value.	66 (Fair)	66 (Fair)
	For unpaved roads in the Village, the average surface condition (good, fair, poor).	Good	Good
	For non-structural culverts in the Village, the average condition (good, fair, poor)	Not Available	To Be Determined
	For sidewalks in the Village, the average Sidewalk Condition Index	76 (Good)	76 (Good)
	For streetlights in the Village, the average condition (good, fair, poor)	Not Available	To Be Determined
	For signs in the Village, the average condition (good, fair, critical)	Good	Good

2.3 Wastewater

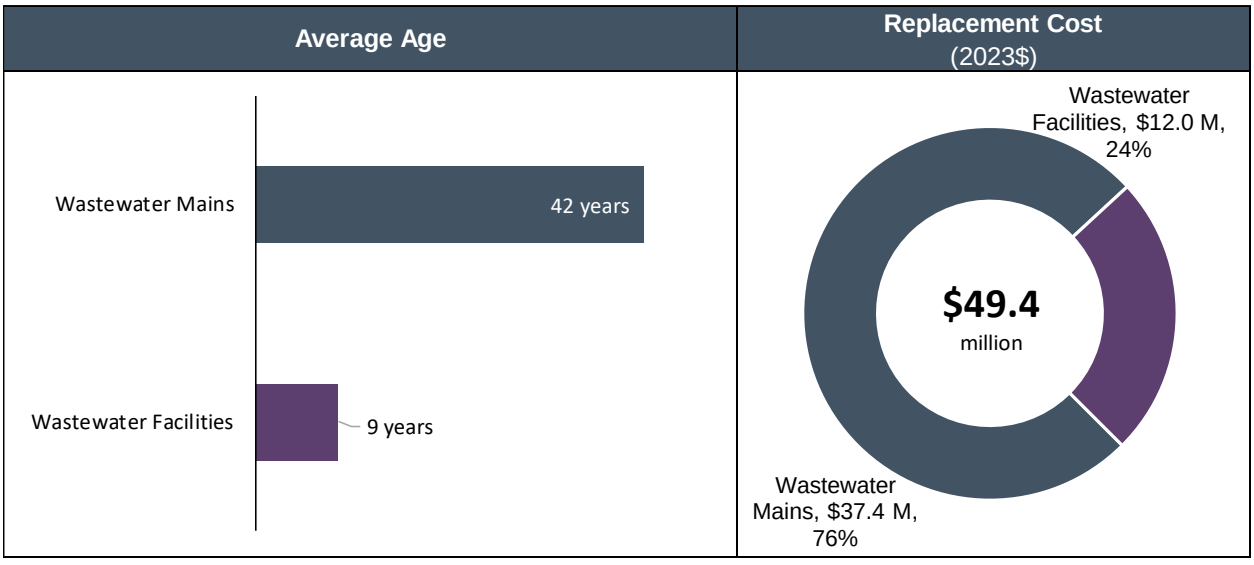
2.3.1 State of Local Infrastructure

The Village provides wastewater service to all properties except those on Commerce Court, Victoria Street (Private Road), Highway 124 from Paget to Tower Road and some waterfront properties that do not have access to Main Street. Table 2-10 shows summary information for the Village's wastewater system, including quantities, average ages, and replacement costs by asset type. A visual rendering of the data presented in Table 2-10 is provided in Figure 2-5.

Table 2-10: Wastewater Asset Quantity, Age, and Replacement Cost by Asset Type

Asset Type	Quantity	Average Age (Years)	Replacement Cost (2023$)
Wastewater Mains	31 kilometres	45	$37,360,000
Wastewater Facilities	2 Pumping Stations 1 Treatment Facility 1 Treatment Lagoon	8	$12,040,000
Total			**$49,400,000**

Figure 2-5: Wastewater Asset Age and Replacement Cost by Asset Type



2.3.2 Condition

The condition of the Village's wastewater assets was assessed by staff qualitatively on a five-point scale – Very Good, Good, Fair, Poor, and Very Poor. All wastewater mains were assessed as being in Fair condition. 49% of treatment facilities were assessed as being in Good condition and 51% were assessed as being in Fair condition.[1]

Table 2-11: Average Condition of Wastewater Assets by Asset Type

Asset Type	Quantity	Average Condition State
Wastewater Mains	31 kilometres	**Fair**
Wastewater Facilities	2 Pumping Stations 1 Treatment Facility 1 Treatment Lagoon	**Fair**

2.3.3 Levels of Service

This subsection provides an overview of the Village's level of service framework for wastewater service.

[1] Percentages calculated based on replacement cost of assets assessed in each condition category.

Table 2-12: Wastewater Community Levels of Service

Service Attribute	Community Levels of Service
Scope	The Village provides wastewater service to all properties except those on Commerce Court, Victoria Street (Private Road), Highway 124 from Paget to Tower Road and some waterfront properties that do not have access to Main Street.
Reliability	The Village strives to minimize disruption to wastewater service.
	The Village does not have combined sewers (sewers designed to carry both sanitary and storm water in a single pipe). Historical construction practices and the aging of existing infrastructure has resulted in degradation of the system over time, allowing storm and groundwater to enter the sanitary sewers (also referred to as inflow and infiltration) reducing available capacity in the sewer and treatment facilities.
	Several strategies are used to prevent sewage from overflowing into streets and backing up into homes when there are wet weather events. 90% of manholes have rain stops to prevent stormwater from entering the wastewater system. The system also has capacity to handle flows significantly higher than average daily flows to help address peak flows. If a facility is overwhelmed by excess flows, partial or full bypasses, and/or overflow procedures are used to relieve pressure on overwhelmed facility. This is done in accordance with the related Environmental Compliance Approval and the operating design of the facility.
	In accordance with O. Reg. 588/17, a description of the effluent that is discharged from the Village's wastewater treatment facility is provided in the treatment plant's Environmental Compliance Approval (ECA # 5728-B6QQ5E).

Table 2-13: Wastewater Technical Levels of Service

Service Attribute	Performance Measure	2021 Performance	Target
Scope	Percentage of properties connected to the municipal wastewater system.	88%	88%
Reliability	The number of connection-days per year lost due to wastewater backups compared to the total number of properties connected to the municipal wastewater system.	0 connection days / connection	0 connection days / connection
	The number of effluent violations per year due to wastewater discharge compared to the total number of properties connected to the municipal wastewater system.	0 violations / connection	0 violations / connection

2.4 Stormwater

2.4.1 State of Local Infrastructure

The stormwater management system provides for the collection of stormwater in order to protect properties and roads from flooding. The Village's stormwater infrastructure comprises approximately 3.4 kilometres of stormwater mains with a replacement cost of approximately $4.1 million. Table 2-14 shows length, average age, and replacement cost for stormwater mains. A spatial illustration of the Village's stormwater system and its extent is provided in Map 2-2[1].

Table 2-14: Stormwater Infrastructure – Quantity, Age, and Replacement Cost by Asset Category

Asset Category	Quantity	Average Age	Replacement Cost (2023$)
Stormwater Mains	3.4 km	30 years	$4,090,000

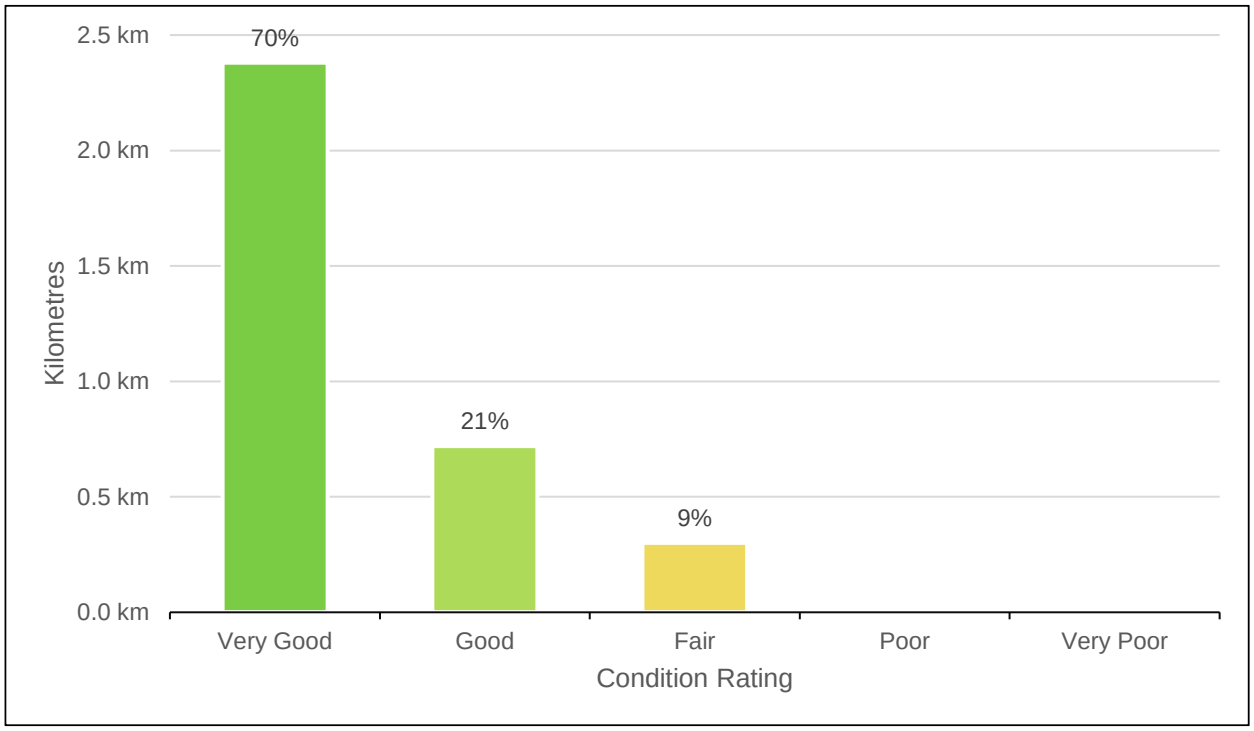
[1] Ditches are included in the map of the stormwater system, but for the purposes of lifecycle planning they are considered to be part of the road network.

Map 2-2: Stormwater System

2.4.2 Condition

As with wastewater assets, the condition of the Village's stormwater mains was assessed by staff qualitatively on a five-point scale – Very Good, Good, Fair, Poor, and Very Poor. Figure 2-6 shows the distribution of stormwater mains by condition. On average, they are in Very Good condition.

Figure 2-6: Distribution of Stormwater Mains by Condition Rating



2.4.3 Levels of Service

This section provides an overview of the Village's level of service framework for stormwater service.

Table 2-15: Community Levels of Service – Stormwater

Service Attribute	Community Levels of Service
Scope	Map 2-2 shows the extent of the Village's stormwater system.

Table 2-16: Technical Levels of Service – Stormwater

Service Attribute	Performance Measure	2021 Performance	Target
Scope	Percentage of properties in municipality resilient to a 100-year storm.	100%	100%
	Percentage of the municipal stormwater management system resilient to a 5-year storm.	100%	100%

2.5 Facilities

2.5.1 State of Local Infrastructure

The various services available to the Village's residents, businesses, and visitors, are supported by 12 facilities with a total replacement cost of approximately $26.8 million. Some of the facilities are owned and operated through shared service agreements with nearby municipalities. The Village's share of the total replacement cost is approximately $13.7 million. Table 2-17 shows summary information for the Village's facilities, including service areas, ages, replacement costs, and ownership shares.

Table 2-17: Facility Age, Replacement Cost, and Ownership Share

Service Area	Building Name	Age	Replacement Cost (2022$)	Village Ownership Share	Village Share of Replacement Cost (2023$)
General Government	Municipal Building	40	$3,020,000	100%	$3,020,000
Public Works	Sand Salt Shed	28	$270,000	100%	$270,000
Public Works	Garage	37	$1,050,000	100%	$1,050,000
Public Works	Office Building – Younge Street	29	$160,000	100%	$160,000
Public Works	Shed 1 – Younge Street	90	$220,000	100%	$220,000
Public Works	Shed 2 – Younge Street	17	$220,000	100%	$220,000
Parks	Lions Park Band shell	14	$110,000	100%	$110,000
Parks	Lions Park Picnic Shelter	12	$90,000	100%	$90,000
Parks	Community Well Shelter	2	$30,000	100%	$30,000
Shared Services – Arena	Sundridge Strong Joly (SSJ) Arena	42	$13,840,000	40%	$5,530,000
Shared Services – Fire	Fire Hall	22	$4,010,000	50%	$2,000,000
Shared Services – Medical Centre	Medical Centre	48	$3,810,000	40%	$1,520,000
Total			**$26,810,000**		**$14,220,000**

2.5.2 Condition

Village staff assessed the condition of facility components that are expected to eventually need replacing for all facilities except the SSJ Arena. In completing the condition assessment, staff used a qualitative 5-point scale: Excellent (5), Good (4), Average (3), Fair (2), Poor (1). The Township of Strong, who manages the SSJ Arena, hired WalterFedy to do a component-level condition assessment of the Arena in 2021. WalterFedy used the four-point component rating scale shown in Table 2-18.

Table 2-18: SSJ Arena Condition Assessment Component Rating Scale

Condition	Description
Excellent (4)	Element(s) collectively are in a condition indistinguishable from new.
Good (3)	Element(s) are in a condition to have a collective remaining life span in excess of five years.
Fair (2)	Element(s) collectively require some level of immediate attention within the short term (less than five years) of either repair, replacement, or upgrade. Individual life spans may vary.
Poor (1)	Element(s) collectively require some level of immediate action of either repair, replacement, or upgrade. Individual life spans may vary.

Figure 2-7 and Figure 2-8 show the distributions of components by condition rating. Information for the SSJ arena is shown separately because it was assessed by WalterFedy using a different methodology and rating scale. There are four components assessed as being in poor condition by Village staff, one at the municipal garage, one at Lions Park, and two at one of the sheds at the Younge Street site. Nine components were assessed as being in poor condition at the SSJ Arena. The Township of Strong has a plan to address them in its 2021 Asset Management Plan.

Figure 2-7: Distribution of Assessed Components by Condition Rating – All Facilities Except the SSJ Arena

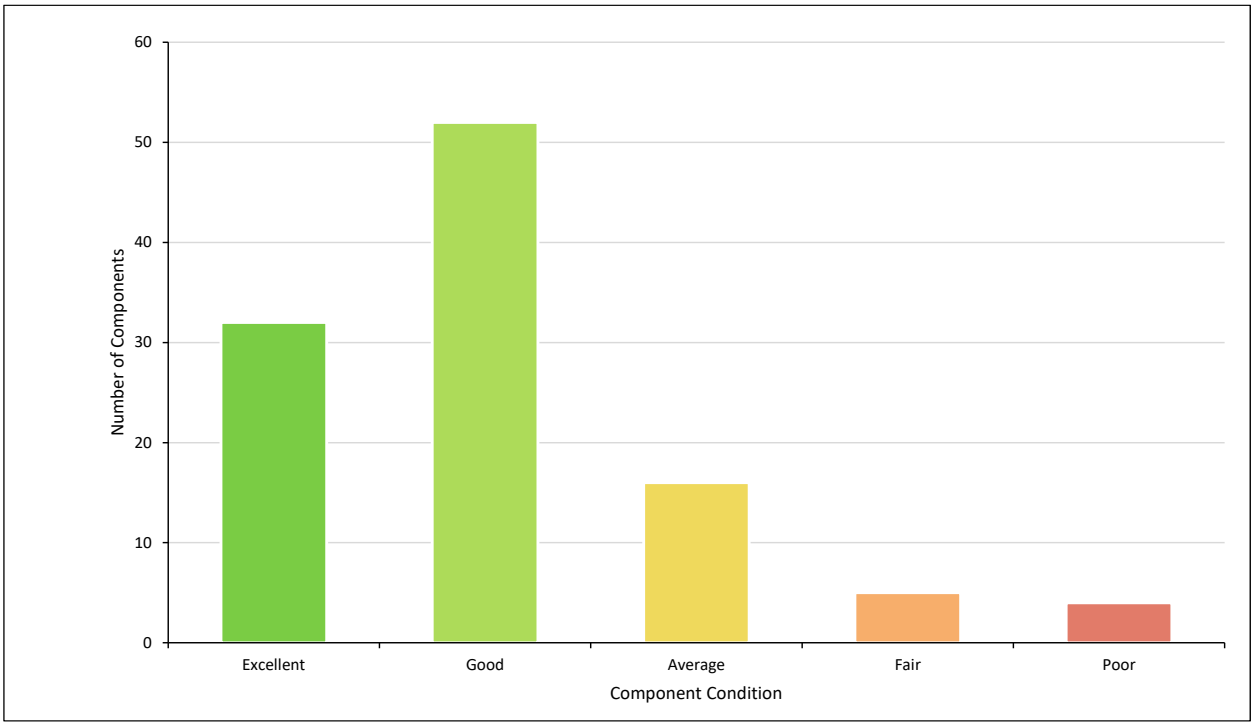
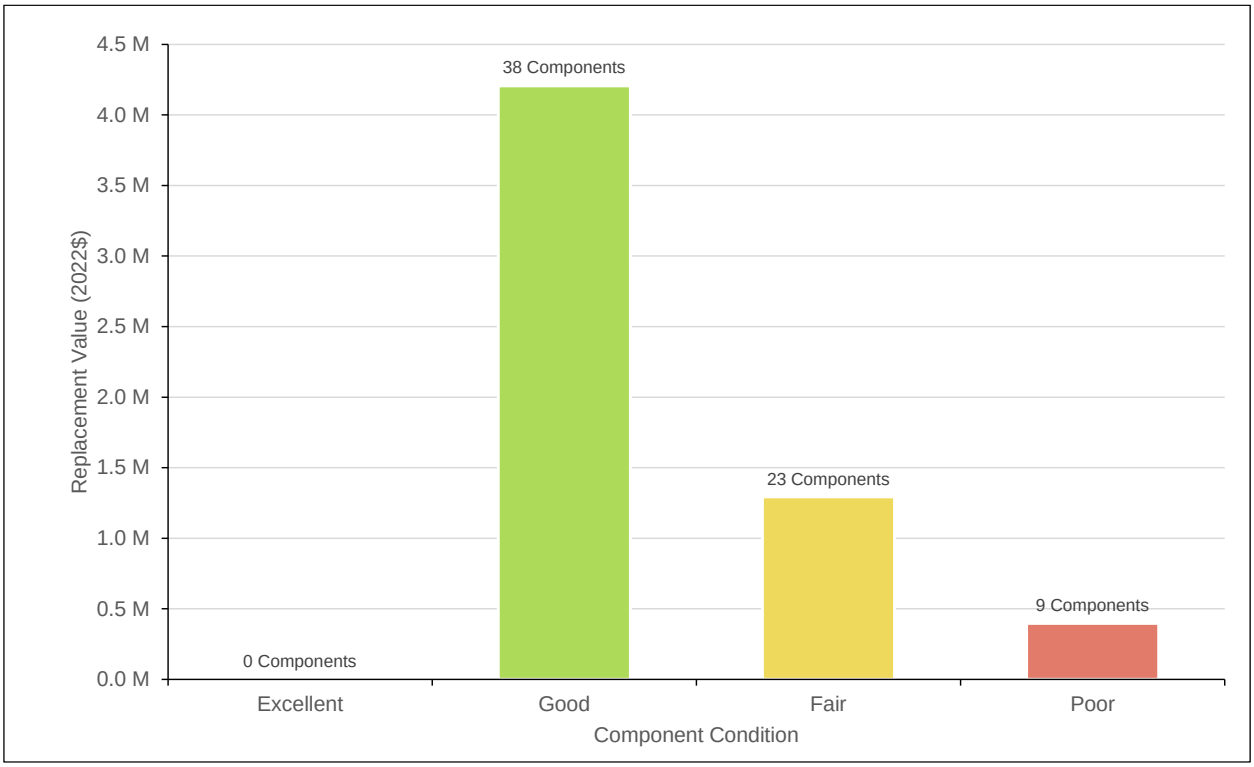


Figure 2-8: Distribution of Replacement Cost of Assessed Components by Condition Rating – SSJ Arena



To produce a facility-level summary of the condition data, the component condition ratings were averaged for each facility. The results are shown in Table 2-19. No facilities are in the Poor condition state.

Table 2-19: Condition Rating by Facility

Service Area	Building Name	Condition
General Government	Municipal Building	Good (4.3)
Public Works	Sand Salt Shed	Good (4.2)
Public Works	Garage	Average (3.4)
Public Works	Office Building – Younge Street	Good (3.7)
Public Works	Shed 1 – Younge Street	Good (3.9)
Public Works	Shed 2 – Younge Street	Fair (2.3)
Parks	Lions Park Band shell	Good (4.0)
Parks	Lions Park Picnic Shelter	Excellent (5.0)
Parks	Community Well Shelter	Excellent (4.8)
Shared Services – Arena	SSJ Arena	Average (3.3[1])
Shared Services – Fire	Fire Hall	Average (3.2)
Shared Services – Medical Centre	Medical Centre	Excellent (4.9)
Average		Good (4.0)

2.5.3 Levels of Service

This subsection provides an overview of the Village's level of service framework for facilities.

Table 2-20: Facilities Community Levels of Service

Service Attribute	Community Levels of Service
Quality	The Village maintains facilities at a level that provides a reasonable user experience.

[1] The average on the four point scale for the SSJ Arena was 2.64. It has been scaled by a factor of 1.2 to make it comparable to the ratings on a five-point scale.

Table 2-21: Facilities Technical Levels of Service

Service Attribute	Performance Measure	2023 Performance	Target
Quality	Average condition of facilities	Good (4.0)	Good

2.6 Vehicles

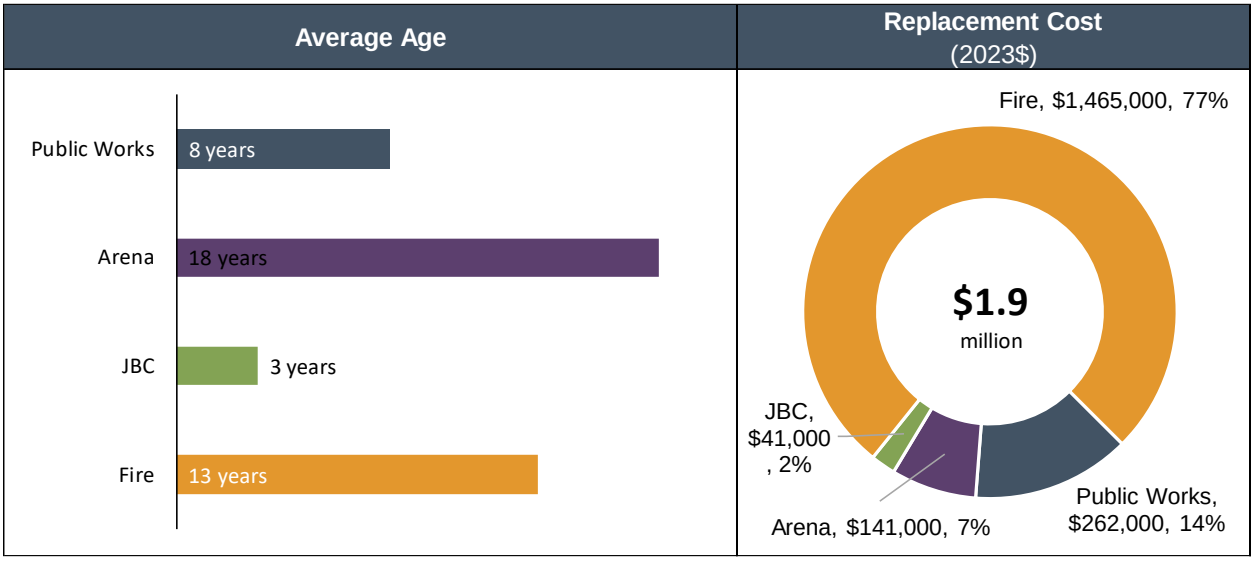
2.6.1 State of Local Infrastructure

Some of the services available to the Village's residents, businesses, and visitors, including Public Works, the Arena, Joint Building Committee, and Fire protection are supported by a variety of rolling stock and associated equipment/attachments (vehicles). The combined replacement cost of these assets is $1.9 million. As with facilities, many of these vehicles are owned and operated through shared service agreements with nearby municipalities. The Village's share of the total replacement cost is approximately $1.1 million. Table 2-22 shows service area, vehicle description, age, ownership share, and replacement cost. A visual rendering of the data presented in Table 2-22 is provided in Figure 2-9.

Table 2-22: Vehicle Description, Age, Ownership Share, and Replacement Cost

Service Area	Vehicle Description	Age (years)	Current Replacement Value (2023$)	Village Ownership Share	Replacement Value - Village Share (2023$)
Public Works	2014 Freightliner (Plow Truck)	10	$151,300	100%	$151,300
	Chevy 1/2 Ton (still in service in 2021)	15	$25,900	100%	$25,900
	2021 Chev Silverado pickup	2	$70,300	100%	$70,300
	Dump box and cab shield installed in 2021 Chev Silverado	2	$14,500	100%	$14,500
Shared Services - Arena	Zamboni	23	$103,200	40%	$41,300
	2019 Kubota 18hp tractor/loader	4	$14,600	40%	$5,800
	Zamboni Edger (model EZ III)	3	$7,100	40%	$2,900
	Snowblower attachment (5354.32) for 2019 Kubota tractor/loader	4	$6,700	40%	$2,700
	Bucket for 2019 Kubota tractor/loader	4	$5,300	40%	$2,100
	2019 Kubota mower attachment	4	$2,700	40%	$1,100
	2019 Kubota landscape rake attachment	4	$1,200	40%	$500
Shared Services - JBC	2020 Chev Silverado	3	$40,900	6%	$2,600
Shared Services - Fire	FL80 Pumper	20	$621,500	50%	$310,700
	Freightliner M2 Tanker	17	$160,700	50%	$80,300
	Honda FRX 500 AATV	16	$9,300	50%	$4,600
	Wells Cargo Fast Trac Trailer	8	$16,200	50%	$8,100
	Rescue Sled	37	$3,000	50%	$1,500
	Freightliner Pumper/Tanker	7	$450,000	50%	$225,100
	Dodge Ram 5500 Hemi - Rescue Vehicle #2	5	$140,500	50%	$70,200
	Chevrolet 2500 Silverado	4	$64,200	50%	$32,100
Total			**$1,909,100**		**$1,053,600**

Figure 2-9: Vehicle Age and Replacement Cost by Service Area



2.6.2 Condition

The condition of the Village's vehicles is evaluated based on age relative to the expected useful life (i.e., based on the percentage of useful life consumed (ULC%)). A brand-new vehicle would have a ULC% of 0%, indicating that zero percent of the vehicle's life expectancy has been utilized. On the other hand, a vehicle that has reached its life expectancy would have a ULC% of 100%. It is possible for vehicles to have a ULC% greater than 100%, which occurs if a vehicle has exceeded its typical life expectancy but continues to be in service. This is not necessarily a cause for concern; however, it must be recognized that vehicles that are near or beyond their typical life expectancy are likely to require replacement or rehabilitation in the near term.

To better communicate the condition of vehicles and other assets where ULC% will be used, the ULC% ratings have been segmented into qualitative condition states as summarized in Table 2-23. The scale is set to show that if assets are replaced at the expected useful life, they would be in the Fair condition state. Beyond 100% of useful life, the probability of failure is assumed to have increased to a point where performance would be characterized as Poor or Very Poor.

Table 2-23: Condition States Defined with Respect to ULC%

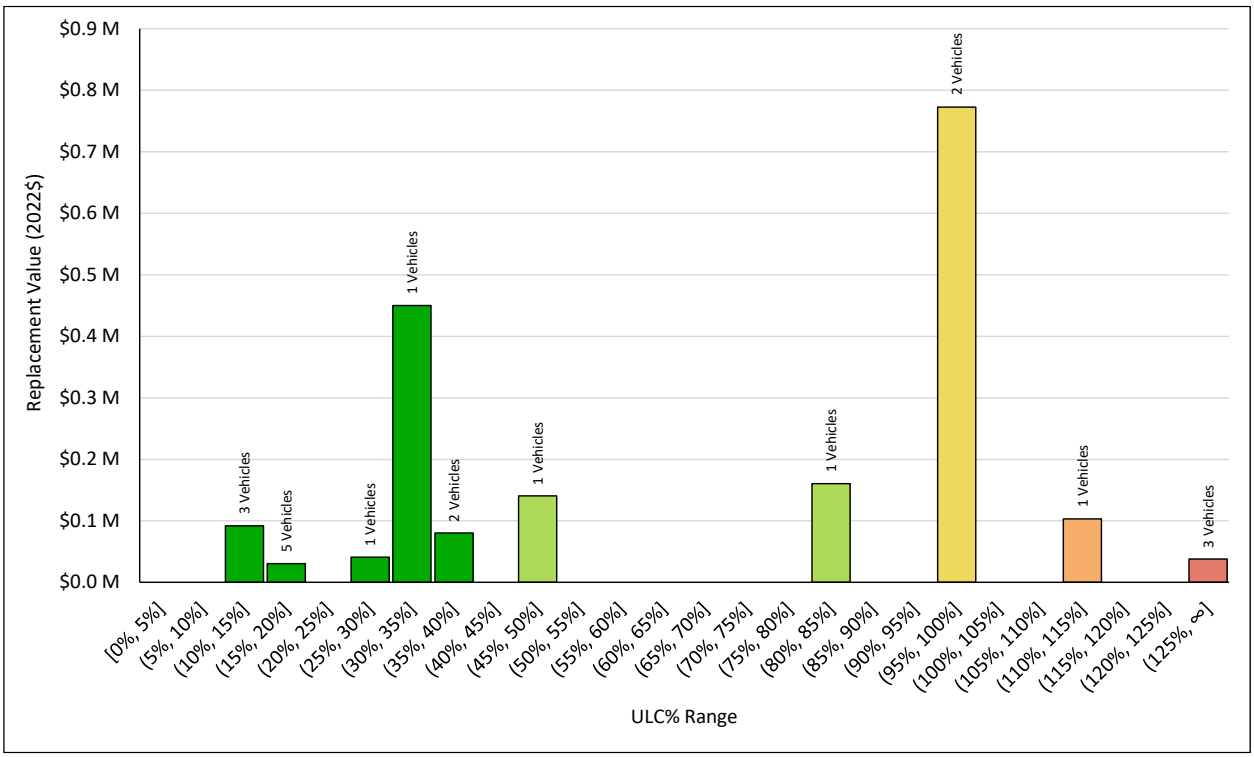
Condition State	ULC%
Very Good	0% ≤ ULC% ≤ 45%
Good	45% < ULC% ≤ 90%
Fair	90% < ULC% ≤ 100%
Poor	100% < ULC% ≤ 125%
Very Poor	125% < ULC%

Table 2-24 shows a summary of the age-based condition of vehicles along with the corresponding condition state. Figure 2-10 shows the distribution of vehicle replacement cost by condition (as measured by ULC%).

Table 2-24: Average Condition of Vehicles by Service Area

Service Area	Quantity	Average ULC%	Average Condition State
Public Works	4	83%	Good
Shared Services - Arena	7	89%	Good
Shared Services - JBC	1	30%	Very Good
Shared Services - Fire	8	71%	Good
Total	**20**	**73%**	**Good**

Figure 2-10: Distribution of Vehicles by ULC% Range



2.6.3 Levels of Service

This subsection provides an overview of the Village's level of service framework for vehicles.

Table 2-25: Vehicle Community Levels of Service

Service Attribute	Community Levels of Service
Reliability	The Village maintains vehicles so that they can be relied upon to perform as intended.

Table 2-26: Vehicle Technical Levels of Service

Service Attribute	Performance Measure	2021 Performance	Target
Reliability	Average condition of vehicles (ULC%)	Good (73%)	Good

2.7 Equipment and Land Improvements

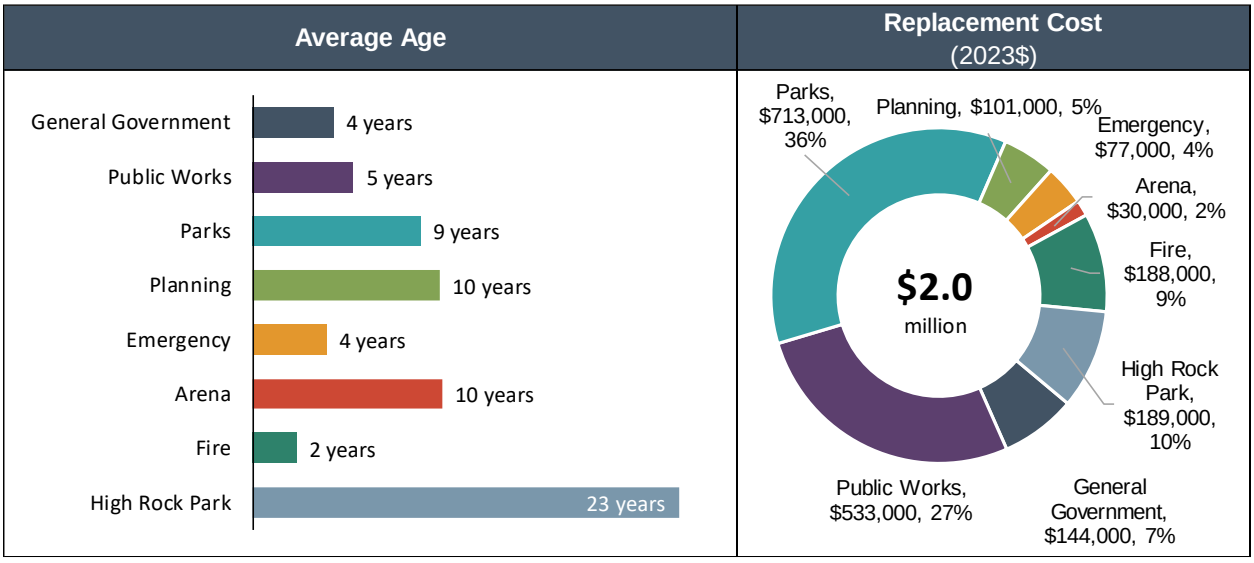
2.7.1 State of Local Infrastructure

The various services available to the Village's residents, businesses, and visitors, are supported by equipment and land improvement assets with a combined replacement cost of $2.0 million. As with facilities and vehicles, some of these assets are owned and operated through shared service agreements with nearby municipalities. The village's share of the total replacement cost is approximately $1.7 million. Table 2-27 shows service area, number of assets, average age, ownership share, and replacement cost. A visual rendering of the data presented in Table 2-27 is provided in Figure 2-11.

Table 2-27: Equipment and Land Improvements Quantity, Age, and Replacement Cost by Service Area

Service Area	Number of Assets	Average Age (years)	Total Replacement Cost (2023$)	Village Ownership Share	Replacement Cost - Village Share (2023$)
General Government (e.g., electronic message board, office shelving)	7	4	$144,000	100%	$144,000
Public Works (e.g., asphalt heater, slow-down radar signs)	12	5	$533,000	100%	$533,000
Parks (e.g., splash pad, wharf)	23	9	$713,000	100%	$713,000
Planning (signs)	4	10	$101,000	100%	$101,000
Emergency (generators and radios)	3	4	$77,000	100%	$77,000
Shared Services – Arena (e.g., floor scrubber, defibrillator)	4	10	$30,000	40%	$12,000
Shared Services – Fire (e.g., portable pumps, firefighter gear)	5	2	$188,000	50%	$93,000
Shared Services - High Rock Park (e.g., picnic shelter, path)	5	23	$189,000	40%	$76,000
Total	**63**	**8.8**	**$1,975,000**	**88%**	**$1,749,000**

Figure 2-11: Equipment and Land Improvement Age and Replacement Cost by Service Area



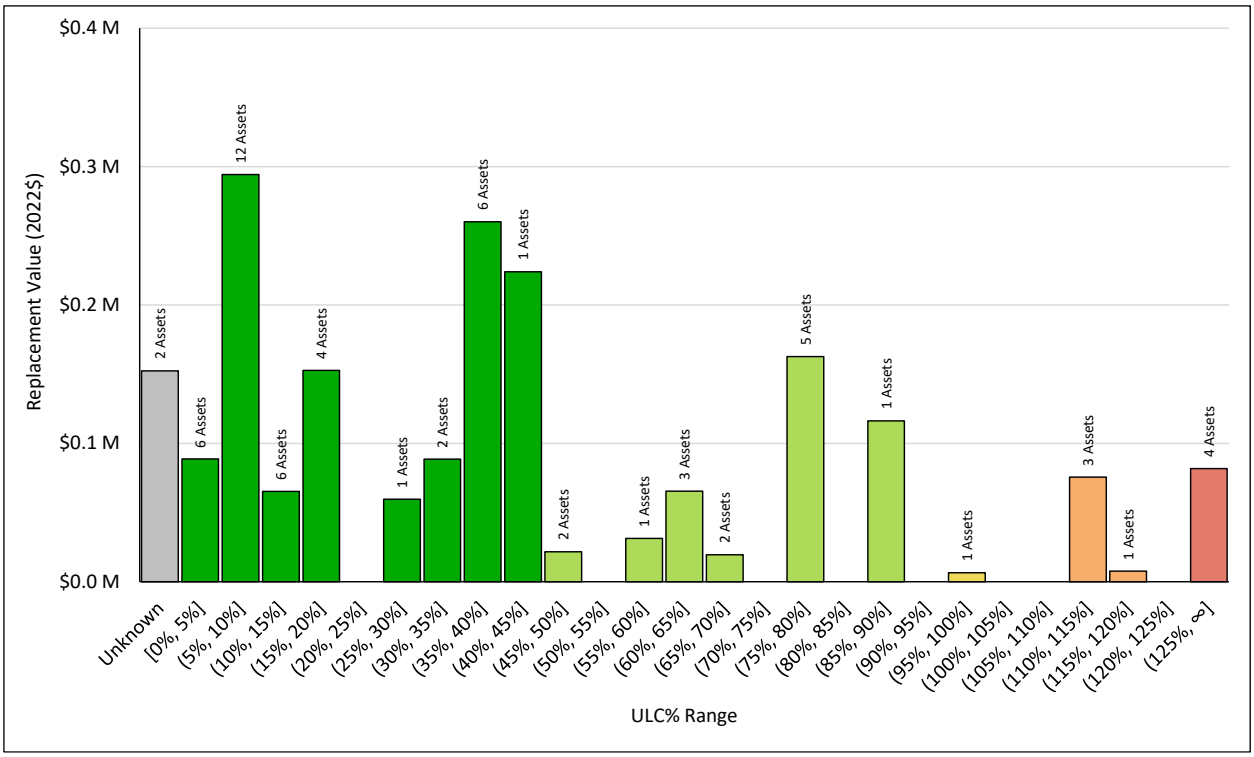
2.7.2 Condition

The condition of the Village's equipment and land improvement assets was evaluated based on age relative to the expected useful life as was done with vehicles. Table 2-28 shows a summary of the age-based condition of equipment and land improvement assets along with the corresponding condition state. Figure 2-12 shows the distribution of equipment and land improvement asset replacement cost by condition (as measured by ULC%).

Table 2-28: Average Condition of Equipment and Land Improvement Assets by Service Area

Service Area	Quantity	Average ULC%	Average Condition State
General Government	7	30%	Very Good
Public Works	12	44%	Very Good
Parks	23	46%	Good
Planning	4	51%	Good
Emergency	3	22%	Very Good
Shared Services - Arena	4	94%	Fair
Shared Services - Fire	5	19%	Very Good
Shared Services - High Rock Park	5	115%	Poor
Total	**63**	**51%**	**Very Good**

Figure 2-12: Distribution of Equipment and Land Improvement by ULC% Range



2.7.3 Levels of Service

This subsection provides an overview of the Village's level of service framework for equipment and land improvements.

Table 2-29: Equipment and Land Improvements Community Levels of Service

Service Attribute	Community Levels of Service
Reliability	The Village maintains equipment and land improvements so that they can be relied upon to perform as intended.

Table 2-30: Equipment and Land Improvements Technical Levels of Service

Service Attribute	Performance Measure	2023 Performance	Target
Reliability	Average condition of equipment and land improvements (ULC%)	Good (51%)	Good

2.8 Population and Employment Growth

Based on the 2021 census, the Village had a population of 938 in 2021. The Village's draft Official Plan released for public review and consultation in May 2022 anticipates population being sustained or growing to 1,200 over the next 20 years.

Continued population growth may result in incremental service demands that would impact levels of service. If needed, the Village would address these pressures through established planning processes such as development of master plans for specific services. If future master planning studies identify the need for new infrastructure and/or upgrades of existing infrastructure to accommodate future population growth, the Village should consider the option of imposing development charges. Utilizing development charges would ensure that the effects of future population growth do not increase the cost of maintaining levels of service for existing taxpayers.

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Chapter 3
Lifecycle Management Strategies

3. Lifecycle Management Strategy

3.1 Introduction

The lifecycle management strategy in this asset management plan identifies the lifecycle activities that would need to be undertaken to maintain the proposed levels of service presented in Chapter 2. Within the context of this asset management plan, lifecycle activities are the specified actions that can be performed on an asset in order to ensure it is performing at an appropriate level, and/or to extend its service life.[1] These actions can be carried out on a planned schedule in a prescriptive manner, or through a dynamic approach where the lifecycle activities are only carried out when specified conditions are met.

O. Reg. 588/17 requires that all potential lifecycle activity options be assessed, with the aim of identifying the set of lifecycle activities that can be undertaken at the lowest cost to achieve the proposed levels of service. Asset management plans must include a ten-year capital forecast, identifying the lifecycle activities resulting from the lifecycle management strategy.

The following sections show summaries of the lifecycle models developed for the Village's assets and detail the ten-year forecasts of lifecycle activities and associated costs that would be required for the Village to achieve the proposed levels of service.

3.2 Transportation Services

This section presents an estimate of the costs associated with achieving the proposed level of service for transportation assets. The estimate is based on the following assumptions. For roads, lifecycle models were developed with input from Village staff and condition data from the 2022 Road and Sidewalk Condition Assessment. The lifecycle models for HCB and LCB roads are shown in Table 3-1, Table 3-2, and Table 3-3. Gravel roads are periodically regravelled at an estimated cost of $4,500 per lane-

[1] The full lifecycle of an asset includes activities such as initial planning and maintenance which are typically addressed through master planning studies and maintenance management, respectively.

kilometre. Gravel boundary roads are regravelled approximately every 5 years. Other gravel roads in the Village are regravelled approximately every 8 years.

Table 3-1: Lifecycle Model for HCB Collector[1] Roads

Activity Description	Cost per Lane-kilometre	Age
Micro surfacing/slurry coat	$15,400	10
Micro surfacing/slurry coat	$15,400	20
Reconstruction	$799,000	35
Total	**$829,800**	

Table 3-2: Lifecycle Model for HCB Local[2] Roads

Activity Description	Cost per Lane-kilometre	Age
Micro surfacing/slurry coat	$15,400	10
Micro surfacing/slurry coat	$15,400	20
Micro surfacing/slurry coat	$15,400	30
Micro surfacing/slurry coat	$15,400	35
Micro surfacing/slurry coat	$15,400	40
Reconstruction	$799,000	45
Total	**$876,000**	

[1] Main Street is the only Village road classified as Collector.
[2] All Village roads other than Main Street are classified as Local.

Table 3-3: Lifecycle Model for LCB Roads

Activity Description	Cost per Lane-kilometre	Age
Microseal	$18,900	5
Ditching, brushing, and driveway culvert replacement	$19,600	9
Pulverize and double surface treatment	$36,900	10
Total	**$75,400**	

For roads-related assets, the assumptions on replacement costs and expected useful lives are shown in Table 3-4.

Table 3-4: Replacement Costs and Expected Useful Lives for Roads-related Assets

Asset	Replacement Cost (2023$)	Expected Useful Life
Non-structural culverts	$530,000	50
Sidewalks	$217/m	20
Streetlights	$1,555 each	20
Street signs	$216 each	20

Based on these lifecycle models and the Village's inventory of transportation assets, the average annual lifecycle cost to achieve the proposed levels of service in the long-run is estimated to be $506,000.

The 10-year lifecycle expenditure forecast for transportation assets is summarized in Figure 3-1 and provided in tabular form in Table 3-5. Average annual expenditures over the forecast period have been estimated at approximately $609,000.

The lifecycle models developed for transportation assets ware used to forecast lifecycle activities by first estimating where a road segment is in its lifecycle (typically based on age and/or condition) and then forecasting lifecycle activities and costs using the lifecycle model applicable to the road segment based on road surface and classification.

This method of forecasting lifecycle activities initially identified a large amount of HCB road reconstruction needs for 2024. These theoretical reconstruction needs were reviewed with Village staff to prioritize them and to determine which projects could be deferred beyond 2024. Based on this input, the projects have been spread out over the 10-year forecast period to balance the workload associated with managing such a high volume of capital works and to mitigate financial impacts. It is important to note that this could result in the proposed levels of service not being achieved over the next several years. The Village will need to continue monitoring the condition of its road network and adjust the lifecycle activity forecast if needed.

Figure 3-1: Lifecycle Expenditure Forecast for Transportation Assets (2023$)

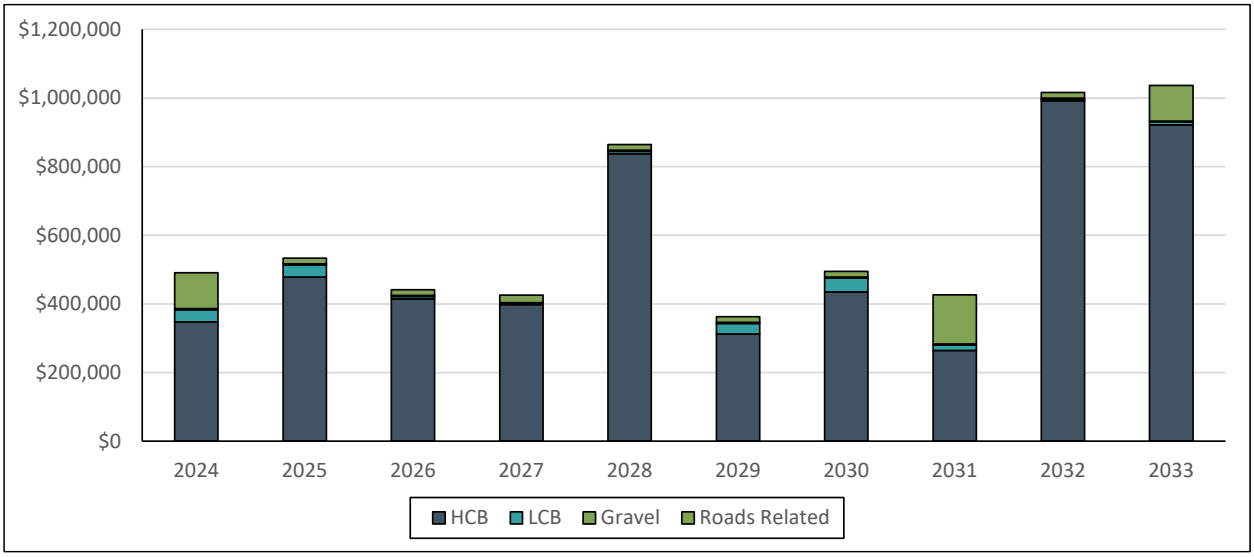


Table 3-5: Lifecycle Expenditure Forecast for Transportation Assets (2023$)

Asset Class	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
HCB	$347,545	$478,058	$414,691	$398,375	$837,836	$312,545	$435,390	$264,292	$991,518	$921,671
LCB	$35,672	$35,759	$6,996	$2,576	$6,759	$30,725	$39,652	$16,312	$5,022	$8,157
Gravel	$3,026	$3,026	$3,026	$3,026	$3,026	$3,026	$3,026	$3,026	$3,026	$3,026
Roads Related	$104,728	$16,779	$16,779	$22,041	$16,779	$16,779	$16,779	$142,501	$16,779	$103,540
Total	**$490,971**	**$533,621**	**$441,492**	**$426,018**	**$864,399**	**$363,075**	**$494,847**	**$426,131**	**$1,016,345**	**$1,036,394**

3.3 Wastewater Services

This section presents an estimate of the costs associated with achieving the proposed levels of service for wastewater infrastructure. The estimate for wastewater facilities is based on a six-year forecast from OCWA (2022-2027), who manages the Village's wastewater system. Years five to ten in the lifecycle expenditure forecast have been left blank for wastewater facilities because a forecast for these years is not currently available. No replacements of wastewater mains are expected over the forecast period based on their age and expected useful life.

Average annual lifecycle costs for the wastewater linear assets were estimated by assuming an 80-year lifespan. For wastewater facilities, the mid-point of the recommended reinvestment rate range (2.1%) in the 2016 Canadian Infrastructure Report Card was used to estimate average annual lifecycle costs. Based on these assumptions and the Village's inventory of wastewater assets, the average annual lifecycle cost to achieve the proposed levels of service in the long-run is estimated to be $720,000.

The 10-year lifecycle expenditure forecast for wastewater infrastructure is summarized in Figure 3-2 and is provided in tabular form in Table 3-6. Average annual expenditures over the forecast period have been estimated at approximately $1,600. These expenditures are related to replacement of components at the wastewater treatment plant and the two pumping stations. The difference between planned investments over the 10-year forecast period and the average annual lifecycle cost is partly due to no wastewater mains being replaced because they are not yet near end of life. Large future capital expenditures can be expected when the wastewater mains eventually do need to be replaced. In preparation for the larger capital expenditures expected beyond the 10-year forecast period, the Village should begin setting money aside in lifecycle reserve funds, and this approach is reflected in the Financial Strategy section of the asset management plan.

Figure 3-2: Lifecycle Expenditure Forecast for Wastewater Infrastructure (2023$)

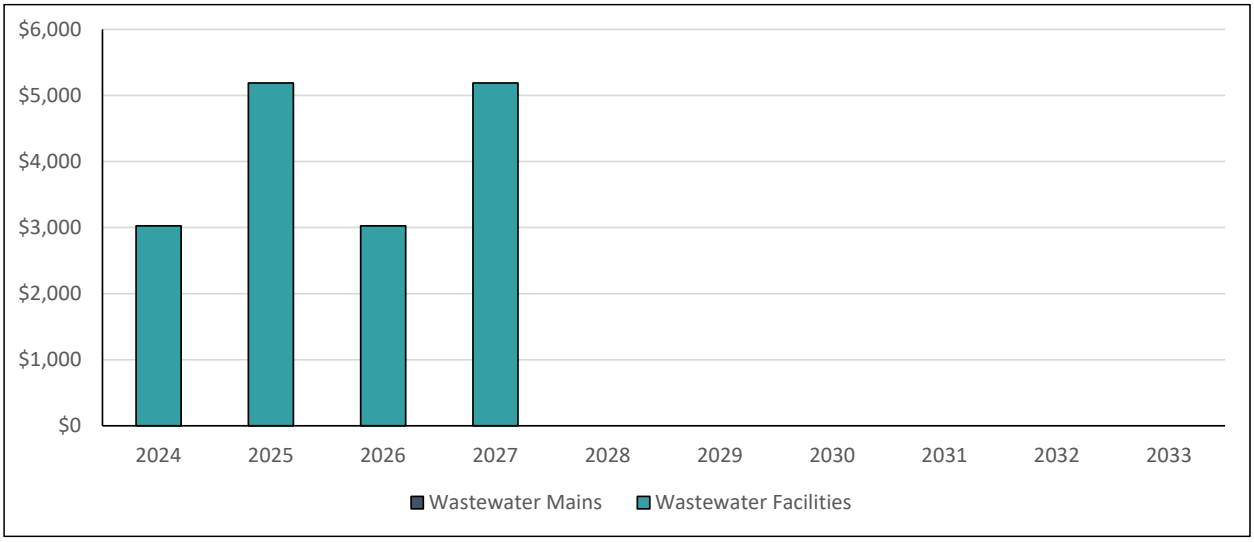


Table 3-6: Lifecycle Expenditure Forecast for Wastewater Infrastructure (2023$)

Asset Class	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Wastewater Mains	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Wastewater Facilities	$3,027	$5,188	$3,027	$5,188						
Total	**$3,027**	**$5,188**	**$3,027**	**$5,188**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

3.4 Stormwater Services

This section presents an estimate of the costs associated with achieving the proposed levels of service for stormwater. The estimate for stormwater mains is based on age and expected useful life. No lifecycle expenditures are expected for stormwater mains over the next 10 years.

Average annual lifecycle costs for the stormwater assets were estimated by assuming an 80 year lifespan for the stormwater mains. Based on this assumption and the Village's inventory of stormwater assets, the average annual lifecycle cost to achieve the proposed levels of service in the long-run is estimated to be $51,000.

3.5 Facilities

This section presents an estimate of the costs associated with achieving the proposed levels of service for facilities. For Village managed facilities, the 10-year capital plan was prepared based on observations Village staff made while assessing the condition of facility components (as described in Section 2.5.2). A variety of sources were used to estimate component replacement costs. The identified component replacements were scheduled in the 10-year capital plan based on year ranges provided by Village staff and an overall objective of distributing costs evenly over the 10-year forecast. The 10-year capital plan for shared service assets managed by the Township of Strong is based on the township's 2021 asset management plan.

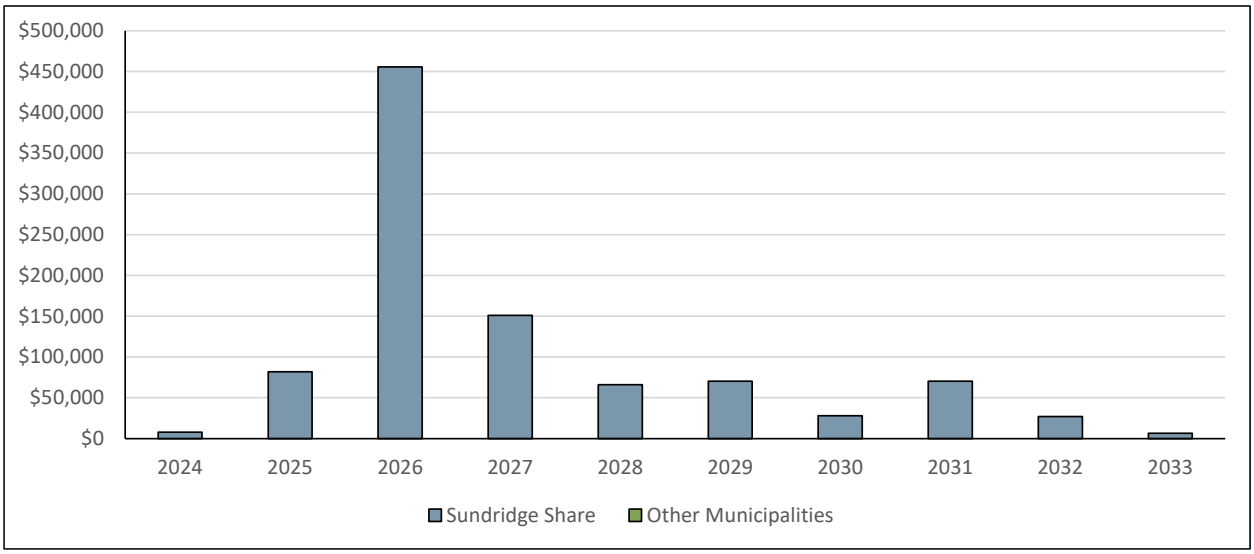
Average annual lifecycle costs for facilities were estimated based on the mid-point of the recommended reinvestment rate range (2.1%) in the 2016 Canadian Infrastructure Report Card. Based on this assumption and the inventory of facilities, the average annual lifecycle cost to achieve the proposed levels of service in the long-run is estimated to be $563,000. A few of the Village's facilities are managed through shared service agreements. The lifecycle expenditure analysis has been separated to show the Village's share and the share funded by other municipalities. The Village's share of the average annual lifecycle cost is $299,000.

The 10-year lifecycle expenditure forecast for facilities is summarized in Figure 3-3 and is further broken down in Table 3-7[1]. Average annual expenditures over the forecast period have been estimated at approximately $232,000. Of the average annual capital costs of $232,000, the Village's share is $98,000 (40%).

Table 3-7 has the following sections:

- Gross Capital Expenditures: This section shows Village capital expenditures related to the component replacements identified.
- Capital Recoveries: This section shows the contributions partner municipalities will be expected to make to support facility component replacement for shared services facilities managed by the Village (Fire and the Medical Centre).
- Net Capital Expenditures: This section shows the net capital expenditures that the Village needs to fund within its financial strategy. They represent the difference between Gross Capital Expenditures and Capital Recoveries.

Figure 3-3: Lifecycle Expenditure Forecast for Facilities (2023$)



[1] No capital expenditures have been identified for facilities supporting shared services managed by the Village (the Medical Centre parking lot project planned for 2024 is assumed to have been funded as part of the larger renovation project that was completed in 2023).

Table 3-7: Lifecycle Expenditure Forecast for Facilities (2023$)

Category	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Gross Capital Expenditures										
General Government	$750	$0	$45,000	$0	$0	$2,500	$8,250	$3,500	$3,500	$0
Public Works	$3,000	$7,500	$0	$0	$0	$0	$0	$0	$0	$0
Parks	$0	$4,000	$0	$0	$0	$0	$0	$0	$0	$0
Fire	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Medical Centre	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Arena (Sundridge Share)	$4,020	$70,347	$410,800	$150,994	$66,076	$67,834	$19,737	$66,829	$23,616	$6,532
Total Gross Capital Expenditures	**$7,770**	**$81,847**	**$455,800**	**$150,994**	**$66,076**	**$70,334**	**$27,987**	**$70,329**	**$27,116**	**$6,532**
Capital Recoveries										
Fire (Township of Strong)	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Medical Centre (Township of Strong)	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Medical Centre (Township of Joly)	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Capital Recoveries	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Net Capital Expenditures										
General Government	$750	$0	$45,000	$0	$0	$2,500	$8,250	$3,500	$3,500	$0
Public Works	$3,000	$7,500	$0	$0	$0	$0	$0	$0	$0	$0
Parks	$0	$4,000	$0	$0	$0	$0	$0	$0	$0	$0
Fire	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Medical Centre	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Arena (Sundridge Share)	$4,020	$70,347	$410,800	$150,994	$66,076	$67,834	$19,737	$66,829	$23,616	$6,532
Total Net Capital Expenditures	**$7,770**	**$81,847**	**$455,800**	**$150,994**	**$66,076**	**$70,334**	**$27,987**	**$70,329**	**$27,116**	**$6,532**

3.6 Vehicles

This section presents an estimate of the costs associated with achieving the proposed levels of service for vehicles. The lifecycle expenditure forecasts are based on ages and expected useful lives of vehicles. Similar to transportation, this methodology led to a spike in investment being required in 2024 because several vehicles have reached their expected useful life. These vehicles were reviewed with Village staff to identify if some replacements could be deferred. Based on this input, replacement of two vehicles (2014 Freightliner - plow truck and FL80 Pumper) was deferred in order to reduce the need for debt financing. This could result in the proposed levels of service not being achieved over the next couple of years.

Average annual lifecycle costs for vehicles were estimated based on replacement cost and expected useful life. Based on this approach and the Village's inventory of vehicles, the average annual lifecycle cost to achieve the proposed levels of service in the long-run is estimated to be $120,000. Many of the Village's vehicles are managed through shared-service agreements. The lifecycle expenditure analysis has been separated to show the Village's share and the share funded by other municipalities. The Village's share of average annual lifecycle costs is $70,000.

The 10-year lifecycle expenditure forecast for vehicles is summarized in Figure 3-4 and is further broken down in Table 3-8. Average annual expenditures over the forecast period have been estimated at approximately $135,000. Of this amount, the Village's share is $75,000 (55%). Table 3-8 is structured in the same way as Table 3-7.

Figure 3-4: Lifecycle Expenditure Forecast for Vehicles (2023$)

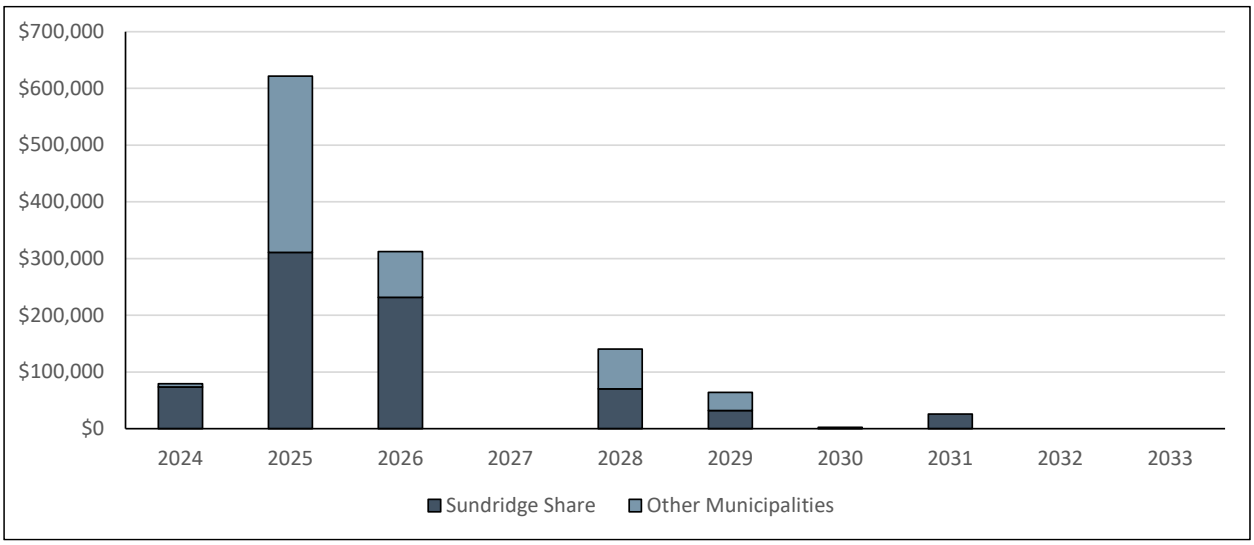


Table 3-8: Lifecycle Expenditure Forecast for Vehicles (2023$)

Category	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Gross Capital Expenditures										
Public Works	$25,905	$0	$151,327	$0	$0	$0	$0	$25,905	$0	$0
Fire	$12,252	$621,522	$160,675	$0	$140,464	$64,163	$0	$0	$0	$0
Arena (Sundridge Share)	$41,291	$0	$0	$0	$0	$0	$0	$0	$0	$0
Joint Building Committee (Sundridge Share)	$0	$0	$0	$0	$0	$0	$2,615	$0	$0	$0
Total Gross Capital Expenditures	**$79,448**	**$621,522**	**$312,002**	**$0**	**$140,464**	**$64,163**	**$2,615**	**$25,905**	**$0**	**$0**
Capital Recoveries										
Fire (Township of Strong)	$6,126	$310,761	$80,337	$0	$70,232	$32,081	$0	$0	$0	$0
Total Capital Recoveries	**$6,126**	**$310,761**	**$80,337**	**$0**	**$70,232**	**$32,081**	**$0**	**$0**	**$0**	**$0**
Net Capital Expenditures										
Public Works	$25,905	$0	$151,327	$0	$0	$0	$0	$25,905	$0	$0
Fire	$6,126	$310,761	$80,337	$0	$70,232	$32,081	$0	$0	$0	$0
Arena	$41,291	$0	$0	$0	$0	$0	$0	$0	$0	$0
Joint Building Committee	$0	$0	$0	$0	$0	$0	$2,615	$0	$0	$0
Total Net Capital Expenditures	**$73,322**	**$310,761**	**$231,665**	**$0**	**$70,232**	**$32,081**	**$2,615**	**$25,905**	**$0**	**$0**

3.7 Equipment and Land Improvements

This section presents an estimate of the costs associated with achieving the proposed levels of service for equipment and land improvement assets. The lifecycle expenditure forecasts are based on ages and expected useful lives of these assets. Some of the assets are managed through shared-service agreements. The lifecycle expenditure forecasts have been separated between the Village's share and the share funded by other municipalities.

Average annual lifecycle costs for equipment and land improvements were estimated based on the replacement cost and expected useful life of each asset. Based on this approach and the Village's inventory of equipment and land improvements, the average annual lifecycle cost to achieve the proposed levels of service in the long-run is estimated to be $126,000. Many of the Village's vehicles are managed through shared-service agreements. The lifecycle expenditure analysis has been separated to show the Village's share and the share funded by other municipalities. The Village's share of average annual lifecycle costs is $110,000.

The 10-year lifecycle expenditure forecast for equipment and land improvements is summarized in Figure 3-5 and is provided in tabular form in Table 3-9. Average annual expenditures over the forecast period have been estimated at approximately $96,000. Of this amount, the Village's share is $75,000 (79%). Table 3-9 is structured in the same way as Table 3-7.

Figure 3-5: Lifecycle Expenditure Forecast for Equipment and Land Improvements (2023$)

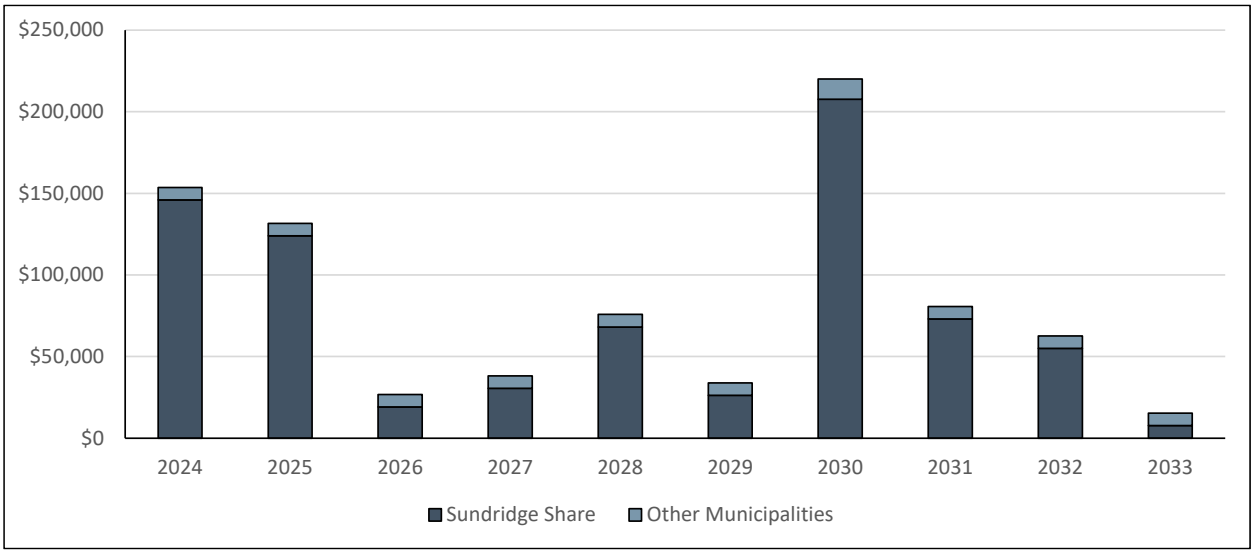


Table 3-9: Lifecycle Expenditure Forecast for Equipment and Land Improvements (2022$)

Category	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Gross Capital Expenditures										
General Government	$6,551	$0	$11,439	$6,697	$0	$6,551	$12,751	$0	$6,697	$0
Public Works	$0	$116,296	$0	$16,142	$0	$0	$173,442	$17,155	$9,393	$0
Parks	$109,535	$0	$0	$0	$0	$11,983	$0	$0	$31,346	$0
Planning	$0	$0	$0	$0	$0	$0	$0	$48,291	$0	$0
Emergency	$0	$0	$0	$0	$0	$0	$8,968	$0	$0	$0
Fire	$15,241	$15,241	$15,241	$15,241	$15,241	$15,241	$24,969	$15,241	$15,241	$15,241
Arena (Sundridge Share)	$7,134	$0	$0	$0	$0	$0	$0	$0	$0	$0
High Rock Park (Sundridge Share)	$15,133	$0	$0	$0	$60,531	$0	$0	$0	$0	$0
Total Gross Capital Expenditures	**$153,594**	**$131,537**	**$26,680**	**$38,080**	**$75,772**	**$33,775**	**$220,131**	**$80,687**	**$62,677**	**$15,241**
Capital Recoveries										
Fire (Township of Strong)	$7,620	$7,620	$7,620	$7,620	$7,620	$7,620	$12,484	$7,620	$7,620	$7,620
Total Capital Recoveries	**$7,620**	**$7,620**	**$7,620**	**$7,620**	**$7,620**	**$7,620**	**$12,484**	**$7,620**	**$7,620**	**$7,620**
Net Capital Expenditures										
General Government	$6,551	$0	$11,439	$6,697	$0	$6,551	$12,751	$0	$6,697	$0
Public Works	$0	$116,296	$0	$16,142	$0	$0	$173,442	$17,155	$9,393	$0
Parks	$109,535	$0	$0	$0	$0	$11,983	$0	$0	$31,346	$0
Planning	$0	$0	$0	$0	$0	$0	$0	$48,291	$0	$0
Emergency	$0	$0	$0	$0	$0	$0	$8,968	$0	$0	$0
Fire	$7,620	$7,620	$7,620	$7,620	$7,620	$7,620	$12,484	$7,620	$7,620	$7,620
Arena	$7,134	$0	$0	$0	$0	$0	$0	$0	$0	$0
High Rock Park	$15,133	$0	$0	$0	$60,531	$0	$0	$0	$0	$0
Total Net Capital Expenditures	**$145,973**	**$123,917**	**$19,059**	**$30,460**	**$68,151**	**$26,154**	**$207,647**	**$73,066**	**$55,057**	**$7,620**

Chapter 4
Financial Strategy

4. Financial Strategy

4.1 Introduction

This chapter outlines the financing strategy that would sustainably fund the lifecycle management strategies presented in Chapter 3. This financing strategy focuses on examining how the Village can fund the lifecycle activities required to achieve the proposed levels of service, as identified in Chapter 2. The strategy presented is a suggested approach which should be examined and re-evaluated during the annual budgeting processes to ensure the sustainability of the Village's financial position as it relates to its assets.

O. Reg. 588/17 requires at minimum a 10-year capital plan that forecasts the costs of implementing the lifecycle management strategy and the lifecycle activities required therein. The financing strategy in this asset management plan has been developed for a 10-year forecast period to be in compliance with this requirement.

Various financing options, including reserve funds, debt, and grants, were considered during the process of developing the financing strategy and are described in more detail in section 4.4 below.

4.2 Annual Contribution and Lifecycle Funding Target

An annual lifecycle funding target describes the amount of funding that would be required annually to fully finance a lifecycle management strategy over the long term. By planning to achieve this annual funding level, the Village would theoretically be able to fully fund capital works as they arise. In practice, capital expenditures often fluctuate year-to-year based on the asset replacement and renewal/rehabilitation projects being undertaken in a particular year. By planning to achieve the lifecycle funding target over the long term, however, the periods of relatively low capital needs would allow for the building up of lifecycle reserve funds that could be drawn upon in times of relatively high capital needs. The annual lifecycle funding target for tax levy supported assets is the Village share of long-run average annual lifecycle costs shown in Table 4-1[1],

[1] The estimates of average annual lifecycle costs are compiled from the amounts identified for each asset class througout Chapter 3.

$1,035,000. For wastewater assets that are funded from wastewater charges, the target is $720,000, the average annual lifecycle cost shown in section 3.3. These are the amounts that has been built into the financial strategy outlined below.

Table 4-1: Average Annual Lifecycle Cost – Tax Supported Assets

Asset Class	Total	Village Share
Transportation	$506,000	$506,000
Stormwater	$51,000	$51,000
Facilities	$563,000	$298,000
Fleet	$120,000	$70,000
Equipment and Land Improvements	$126,000	$110,000
Total	**$1,366,000**	**$1,035,000**

In comparison, the Village budgeted to contribute approximately $441,000 from the tax levy and other current revenue sources towards capital-related needs in 2023. Included in this are budgeted contributions to capital projects in the current year, contributions to capital-related reserve funds, and ongoing federal and provincial grants (i.e., Canada Community-Building Fund (CCBF), Ontario Community Infrastructure Fund (OCIF), and Northern Ontario Resource Development Support (NORDS). The sum of these components is the amount of funding the Village contributed in 2023 to the provision of capital-related needs.

The difference between the annual lifecycle funding target and current annual contribution is referred to as the lifecycle funding gap. Based on this analysis, the Village is currently facing an annual lifecycle funding gap of approximately $595,000 annually.

4.3 Annual Costs

The 10-year (2024 to 2033) capital expenditure forecast for the Village's assets is presented in Table A-1 in Appendix A. This expenditure forecast is based on the Village's 2023 capital budget and the lifecycle activities identified in preceding sections of this plan for 2024 and onwards (see Chapter 3 for details).

The expenditure forecast presented in Appendix A includes a capital inflation factor of 4.59% annually, which is based on the historical 20-year annual average rate of inflation as witnessed in Statistics Canada's Non-residential Building Construction Price Index.

4.4 Funding

Table A-5 in Appendix A summarizes the recommended strategy to finance the asset lifecycle costs identified in Table A-1. This funding forecast was based on the funding sources identified in the Village's 2023 budget.

The lifecycle costs required to sustain established level of service targets are being recovered through several methods:

- OCIF formula-based funding is identified for years in which the funding amount is known (2023). The Ontario Government more than doubled the Village's OCIF grant in 2022 as part of a five-year initiative to support small, rural, and northern communities that started in 2022. In the financial strategy, the 2023 level of OCIF funding is maintained for the five-year duration of the provincial initiative. It is then reduced back to the 2021 funding level for 2027 to 2033. It is noted that the Ministry of Infrastructure recently shifted from using historical costs to using replacement costs in the formula used for calculating annual OCIF funding allocations. As a result of this formula change, the Village's OCIF allocation may change in the coming years. The amount of OCIF funding will need to be monitored by Village staff and, if a significant variance occurs relative to the estimate provided in this asset management plan, the financial strategy may need to be updated.
- CCBF funding has been shown as a stable and long-term funding source for eligible capital projects. Annual funding estimates are based on the Village's 2023 funding level.
- NORDS funding has been shown as an ongoing funding source for eligible capital projects. Annual funding estimates are based on the Village's 2023 funding level.

This financing strategy has been developed to be fully funded, and therefore no funding shortfall has been identified. This means, however, that if identified grants are not received at expected amounts then shortfalls may present themselves. In such an

event, the difference could be made up through increases to the tax levy/user rates over-and-above those presented hereafter.

It is noted that this fully funded financing strategy phases in annual contributions towards capital such that the Village reaches full lifecycle funding levels by 2033.

4.5 Tax Levy Impact

As discussed in section 4.2, while the annual funding requirement may fluctuate, it is important for the Village to implement a consistent, yet increasing, annual investment in capital so that the excess annual funds can accrue in capital reserve funds. Table A-5 in Appendix A presents a summary of the impacts on the tax levy as a result of this financing strategy.

In order to fund the recommended lifecycle management strategy using the Village's own available funding sources (i.e., using taxation, CCBF funding, OCIF funding, and NORDS funding), an increase in the Village's taxation levy of 7.0% annually would be required from 2024 to 2033.

Consideration for cash flow and positive reserve fund balances has been included in setting the capital reserve transfer amounts. A detailed continuity schedule of all capital-related reserves/reserve funds related to assets other than wastewater can be viewed in Table A-3 in Appendix A.

Layering on assessment increases resulting from new assessment growth, assumed to be 0.53% annually, the impacts on individual property tax bills resultant from the financial strategy are estimated to be increases of 6.5% annually from 2024 to 2033.

The taxation impacts identified above include inflationary adjustments to the Village's operating costs and revenues as identified in its 2023 budget (i.e., general operating inflation of 2% annually). If, however, other funding sources become available (as mentioned above), or if maintenance practices allow for the deferral of capital works, then the impact on the Village's taxation levy would potentially decrease.

Further detail on the Financing Strategy is presented in Appendix A.

4.6 Wastewater User Fee Revenue Impact

As discussed in section 4.2, while the annual funding requirement may fluctuate, it is important for the Village to make consistent, annual investments in capital so that the excess annual funds can accrue in the wastewater capital reserve.

In order to fund the recommended lifecycle management strategy using revenue generated from the Village's wastewater user fees, an increase in the Village's wastewater user fee revenue of 16.6% annually would be required from 2024 to 2033. In addition to the increase in user fee revenue noted above, an amount equal to the debt repayment charge (approximately $110,000 annually) would need to be maintained beyond the terms of the repayment plan and built into wastewater user fees at that point in time.

Consideration for cash flow and positive reserve fund balances has been included in setting the capital reserve transfer amounts. A detailed continuity schedule of capital-related reserves can be viewed in Table A-4 in Appendix A.

The wastewater user fee revenue impacts identified above include inflationary adjustments to the wastewater system's operating costs and revenues as identified in the Village's 2023 budget (i.e., general operating inflation of 2% annually). If, however, other funding sources become available (as mentioned above), or if maintenance practices allow for the deferral of capital works, then the impact on the wastewater user fee revenue would potentially decrease.

Further detail on the Financing Strategy is presented in Appendix A.

4.7 Options for Mitigating Increases to the Tax Levy and Wastewater Rate Revenue

After reviewing the base scenario presented above with Village staff, three options for reducing the impact on the tax levy and wastewater rate revenue were identified.

Option 1: Reduce Lifecycle Funding for Facilities

For facilities, the average annual lifecycle costs would be estimated based on the lower bound of the reinvestment rate recommended in the 2016 Canadian Infrastructure

Report Card (1.7%) instead of the midpoint (2.1%). This change can be justified assuming that some of the lifecycle costs would be managed through the operating budget and therefore do not need to be addressed in the capital plan. Furthermore, savings can be achieved by stretching the lifespans of facility components. This could, however, result in lower levels of overall performance.

Option 2: Incorporate unsecured grants from Federal and Provincial governments

The conservative approach to developing a financial strategy is to only include secure, ongoing grants as revenue sources. This is consistent with guidance in the Ontario Building Together Guide which notes that grants should only be included in the financial strategy if a signed agreement has been executed. Historically, however, the Village has relied on grants from senior levels of government to fund capital projects. Through consultation with Village staff, the extent to which application-based grant funding[1] could be relied on to offset capital expenditures was identified for each asset class. The details of these assumptions are provided in Table 4-2.

Table 4-2: Levels of Application-based Grant Funding by Asset Class

Asset Class	Percentage of Capital Expenditures Assumed to be Covered by Application-based Grants
Transportation	12.5%
Stormwater	12.5%
Facilities	12.5%
Fleet	0%
Equipment and Land Improvements	22.5%
Wastewater	22.5%

[1] I.e., excluding ongoing funding streams such as Canada Community-Building Fund (CCBF), Ontario Community Infrastructure Fund (OCIF), and Northern Ontario Resource Development Support (NORDS).

Relying on unsecured grants creates a risk that needs to be managed. If the Village chooses to rely on unsecured grants, it should consider developing a monitoring strategy to track grants that are received relative to the financial strategy presented herein. If grant revenues are lower than expected, the Village should consider reviewing and potentially revising the asset management plan in light of the lower-than-expected grant revenue.

Option 3: Convert HCB roads to LCB

Option 3 is to convert HCB surfaces to LCB surfaces for all local roads (i.e., all Village roads except Main Street). This conversion would be done when an asphalt road needs to be reconstructed. Maintaining asphalt roads accounts for 42% of the annual lifecycle funding target, making them a good target for identifying options for reducing capital costs. Based on the lifecycle management strategies presented in Section 3.2, average annual lifecycle costs of surface treated roads are 39% of the average annual lifecycle costs of local asphalt roads. Converting all local roads with HCB surfaces to LCB surfaces would generate significant reductions in capital costs. It is noted, however, that changing road surfaces from HCB to LCB would reduce the quality and durability of the roads, potentially making them more difficult to maintain.

4.8 Financial Strategy Scenarios

There are 8 potential scenarios that can be created by considering all possible combinations of the three options described in subsection 4.7. This section presents the results of adding the options sequentially in the order presented to yield three scenarios. The effects of each scenario on the annual tax bills impact and the total debt incurred over the forecast period are shown in Table 4-3.

Table 4-3: Estimated Impacts of Financial Strategy Scenarios on Tax Bills and Debt Incurred Over 10-year Forecast Period

Scenario	Annual Increase to Tax Bills	Debt Incurred over Forecast Period	Location of Detailed Financial Tables
Base Scenario: Base Strategy	6.5%	$2,470,000	Appendix A
Scenario 1: Base Strategy + Option 1	6.2%	$3,005,000	Appendix B
Scenario 2: Base Strategy + Options 1 and 2	5.6%	$2,128,000	Appendix C
Scenario 3: Base Strategy + Options 1, 2, and 3	4.6%	$4,096,000	Appendix D

Chapter 5
Recommendations and Next Steps

5. Recommendations and Next Steps

5.1 Recommendations

The following recommendations are provided for the Village's consideration:

- That the Village of Sundridge Asset Management Plan be received and approved by Council; and
- That consideration be made as part of the annual budgeting process to ensure sufficient capital reserves/reserve funds are available to fund the asset management plan;

5.2 Next Steps

Following the approval of this asset management plan by Council, the Village's asset management journey will transition from developing the plan to its operationalization. The Village will need to establish processes and implement systems to keep asset information (e.g., condition, replacement costs, etc.) updated and relevant, so that it can be relied on to identify capital priorities and inform the annual budget process. Furthermore, the Village will need to establish a format and process for the annual updates to Council on asset management progress, as required by O. Reg. 588/17.

The asset management plan should be updated as the strategic priorities and capital needs of the Village change. This can be accomplished in conjunction with specific legislative requirements (i.e., five-year review of the asset management plan as required by O. Reg. 588/17), as well as the Village's annual budget process.

Appendices

Appendix A
Financial Strategy Table: Base Scenario

Table A-1 Capital Budget Forecast (Inflated $)

Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Capital Expenditures											
Tax Supported											
Roads, Non-structural Culverts, Sidewalks, Steetlights, and Signs	$ 456,000	$ 513,495	$ 583,706	$ 505,085	$ 509,741	$ 1,081,724	$ 475,203	$ 677,383	$ 610,079	$ 1,521,825	$ 1,623,039
Stormwater	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Facilities	$ 19,655	$ 8,126	$ 89,529	$ 521,453	$ 180,668	$ 82,688	$ 92,055	$ 38,311	$ 100,689	$ 40,603	$ 10,230
Fleet	$ 5,000	$ 76,686	$ 339,929	$ 265,034	$ -	$ 87,890	$ 41,989	$ 3,580	$ 37,088	$ -	$ -
Equipment and Land Improvements	$ 23,250	$ 152,670	$ 135,547	$ 21,804	$ 36,446	$ 85,286	$ 34,232	$ 284,242	$ 104,607	$ 82,439	$ 11,934
Total Tax Supported	**$ 503,905**	**$ 750,977**	**$ 1,148,710**	**$ 1,313,376**	**$ 726,855**	**$ 1,337,587**	**$ 643,479**	**$ 1,003,515**	**$ 852,462**	**$ 1,644,867**	**$ 1,645,203**
Wastewater	$ 90,000	$ 3,165	$ 5,675	$ 3,462	$ 6,208	$ -	$ -	$ -	$ -	$ -	$ -
Total Wastewater	**$ 90,000**	**$ 3,165**	**$ 5,675**	**$ 3,462**	**$ 6,208**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Total Capital Expenditures	**$ 593,905**	**$ 754,142**	**$ 1,154,385**	**$ 1,316,838**	**$ 733,063**	**$ 1,337,587**	**$ 643,479**	**$ 1,003,515**	**$ 852,462**	**$ 1,644,867**	**$ 1,645,203**
Capital Financing											
Tax Supported											
Debenture Issuance	$ -	$ -	$ -	$ 747,986	$ 242,338	$ 715,476	$ -	$ 140,273	$ -	$ 344,288	$ 323,453
CCBF Grant	$ 63,607	$ 63,607	$ 63,607	$ 63,607	$ 63,607	$ 63,607	$ 63,607	$ 63,607	$ 63,607	$ 63,607	$ 63,607
OCIF Grant	$ 126,340	$ 126,340	$ 126,340	$ 126,340	$ 73,322	$ 73,322	$ 73,322	$ 73,322	$ 73,322	$ 73,322	$ 73,322
NORDS Grant	$ 68,468	$ 68,468	$ 68,468	$ 68,468	$ 68,468	$ 68,468	$ 68,468	$ 68,468	$ 68,468	$ 68,468	$ 68,468
One-time Grants	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Transfer from Operating	$ 93,623	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Transfer from Capital R.F.s	$ 151,867	$ 492,562	$ 890,295	$ 306,974	$ 279,120	$ 416,714	$ 438,082	$ 657,845	$ 647,065	$ 1,095,182	$ 1,116,353
Total Tax Supported	**$ 503,905**	**$ 750,977**	**$ 1,148,710**	**$ 1,313,376**	**$ 726,855**	**$ 1,337,587**	**$ 643,479**	**$ 1,003,515**	**$ 852,462**	**$ 1,644,867**	**$ 1,645,203**
Wastewater											
Debenture Issuance	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
One-time Grants	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Transfer from Capital R.F.s	$ 90,000	$ 3,165	$ 5,675	$ 3,462	$ 6,208	$ -	$ -	$ -	$ -	$ -	$ -
Total Wastewater	**$ 90,000**	**$ 3,165**	**$ 5,675**	**$ 3,462**	**$ 6,208**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Total Capital Financing	**$ 593,905**	**$ 754,142**	**$ 1,154,385**	**$ 1,316,838**	**$ 733,063**	**$ 1,337,587**	**$ 643,479**	**$ 1,003,515**	**$ 852,462**	**$ 1,644,867**	**$ 1,645,203**

Table A-2 Schedule of Debenture Repayments - Tax Supported

Year		Principal	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
2023		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
2024		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
2025		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
2026		$ 747,986	$ -	$ -	$ -	$ 95,962	$ 95,962	$ 95,962	$ 95,962	$ 95,962	$ 95,962	$ 95,962
2027		$ 242,338	$ -	$ -	$ -	$ -	$ 31,091	$ 31,091	$ 31,091	$ 31,091	$ 31,091	$ 31,091
2028		$ 715,476	$ -	$ -	$ -	$ -	$ -	$ 91,792	$ 91,792	$ 91,792	$ 91,792	$ 91,792
2029		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
2030		$ 140,273	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 17,996	$ 17,996	$ 17,996
2031		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
2032		$ 344,288	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 44,170
2033		$ 323,453	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Annual Payment			**$ -**	**$ -**	**$ -**	**$ 95,962**	**$ 127,053**	**$ 218,844**	**$ 218,844**	**$ 236,841**	**$ 236,841**	**$ 281,011**

Table A-3 Tax Supported Capital Reserve Funds Continuity

Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Opening Balance	$ 1,391,836	$ 1,295,773	$ 838,804	$ 72,269	$ -	$ -	$ -	$ 31,825	$ -	$ 133,409	$ -
Transfer from Operating	$ 30,397	$ 19,145	$ 122,343	$ 234,705	$ 279,120	$ 416,714	$ 469,282	$ 626,020	$ 777,858	$ 961,773	$ 1,116,353
Transfer to Capital	$ 151,867	$ 492,562	$ 890,295	$ 306,974	$ 279,120	$ 416,714	$ 438,082	$ 657,845	$ 647,065	$ 1,095,182	$ 1,116,353
Closing Balance	$ 1,270,366	$ 822,357	$ 70,852	$ -	$ -	$ -	$ 31,201	$ -	$ 130,793	$ -	$ -
Interest	$ 25,407	$ 16,447	$ 1,417	$ -	$ -	$ -	$ 624	$ -	$ 2,616	$ -	$ -

Table A-4 Wastewater Capital Reserve Funds Continuity

Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Opening Balance	$ 411,043	$ 322,207	$ 365,027	$ 459,374	$ 620,816	$ 857,099	$ 1,192,235	$ 1,637,384	$ 2,212,968	$ 2,942,751	$ 3,854,618
Transfer from Operating	$ -	$ 38,829	$ 91,016	$ 152,731	$ 225,685	$ 311,759	$ 413,043	$ 532,192	$ 672,082	$ 836,286	$ 1,028,849
Transfer to Capital	$ 90,000	$ 3,165	$ 5,675	$ 3,462	$ 6,208	$ -	$ -	$ -	$ -	$ -	$ -
Transfer to Operating	$ 5,154										
Closing Balance	$ 315,889	$ 357,870	$ 450,367	$ 608,643	$ 840,293	$ 1,168,858	$ 1,605,278	$ 2,169,576	$ 2,885,050	$ 3,779,037	$ 4,883,467
Interest	$ 6,318	$ 7,157	$ 9,007	$ 12,173	$ 16,806	$ 23,377	$ 32,106	$ 43,392	$ 57,701	$ 75,581	$ 97,669

Table A-5 Operating Budget Forecast (Inflated $)

Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Expenditures											
Operating Expenditures											
Tax Supported											
03: General Government	$ 956,602	$ 975,700	$ 995,200	$ 1,015,200	$ 1,035,500	$ 1,056,200	$ 1,077,300	$ 1,098,800	$ 1,120,800	$ 1,143,200	$ 1,166,100
04: Protection to Persons and Propoerty	$ 405,681	$ 413,800	$ 422,100	$ 430,500	$ 439,100	$ 447,900	$ 456,900	$ 466,000	$ 475,300	$ 484,800	$ 494,500
05: Transportation	$ 593,400	$ 605,300	$ 617,400	$ 629,700	$ 642,300	$ 655,200	$ 668,300	$ 681,600	$ 695,300	$ 709,200	$ 723,400
06: Environmental Services	$ 167,370	$ 170,700	$ 174,100	$ 177,600	$ 181,200	$ 184,800	$ 188,500	$ 192,300	$ 196,100	$ 200,000	$ 204,000
07: Health Services	$ 134,008	$ 136,700	$ 139,400	$ 142,200	$ 145,100	$ 148,000	$ 150,900	$ 153,900	$ 157,000	$ 160,200	$ 163,400
08: Social & Family Services	$ 86,182	$ 87,900	$ 89,700	$ 91,500	$ 93,300	$ 95,200	$ 97,100	$ 99,000	$ 101,000	$ 103,000	$ 105,100
09: Recreation & Cultural Services	$ 278,822	$ 284,400	$ 290,100	$ 295,900	$ 301,800	$ 307,800	$ 314,000	$ 320,300	$ 326,700	$ 333,200	$ 339,900
10: Planning & Development	$ 31,144	$ 31,800	$ 32,400	$ 33,100	$ 33,700	$ 34,400	$ 35,100	$ 35,800	$ 36,500	$ 37,200	$ 38,000
Total Tax Supported	**$ 2,653,209**	**$ 2,706,300**	**$ 2,760,400**	**$ 2,815,700**	**$ 2,872,000**	**$ 2,929,500**	**$ 2,988,100**	**$ 3,047,700**	**$ 3,108,700**	**$ 3,170,800**	**$ 3,234,400**
Wastewater	$ 320,290	$ 326,700	$ 333,200	$ 339,900	$ 346,700	$ 353,600	$ 360,700	$ 367,900	$ 375,300	$ 382,800	$ 390,400
Total Wastewater	**$ 320,290**	**$ 326,700**	**$ 333,200**	**$ 339,900**	**$ 346,700**	**$ 353,600**	**$ 360,700**	**$ 367,900**	**$ 375,300**	**$ 382,800**	**$ 390,400**
Capital-related Expenditures											
Tax Supported											
Transfers to Capital Res./R.F.s	$ 30,397	$ 19,145	$ 122,343	$ 234,705	$ 279,120	$ 416,714	$ 469,282	$ 626,020	$ 777,858	$ 961,773	$ 1,116,353
Repayment of Royal Bank Loan	$ 58,405	$ 53,992	$ 53,992	$ 53,992	$ 35,941	$ -	$ -	$ -	$ -	$ -	$ -
Repayment of Medical Centre Loan		$ 18,841	$ 18,841	$ 18,841	$ 18,841	$ 18,841	$ 18,841	$ 18,841	$ 18,841	$ 18,841	$ 18,841
Repayment of New Debt	$ -	$ -	$ -	$ -	$ 95,962	$ 127,053	$ 218,844	$ 218,844	$ 236,841	$ 236,841	$ 281,011
Transfer to Capital	$ 93,623	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Tax Supported	**$ 182,425**	**$ 91,978**	**$ 195,176**	**$ 307,538**	**$ 429,865**	**$ 562,608**	**$ 706,968**	**$ 863,705**	**$ 1,033,540**	**$ 1,217,455**	**$ 1,416,205**
Wastewater											
Transfers to Capital Res./R.F.s	$ -	$ 38,829	$ 91,016	$ 152,731	$ 225,685	$ 311,759	$ 413,043	$ 532,192	$ 672,082	$ 836,286	$ 1,028,849
Repayment of Existing Debt	$ 98,500	$ 98,451	$ 98,451	$ 98,451	$ 98,451	$ 98,451	$ 98,451	$ 98,451	$ 98,451	$ 98,451	$ 98,451
Total Wastewater	**$ 98,500**	**$ 137,279**	**$ 189,467**	**$ 251,181**	**$ 324,136**	**$ 410,210**	**$ 511,494**	**$ 630,642**	**$ 770,533**	**$ 934,737**	**$ 1,127,300**
Total Expenditures	**$ 3,254,423**	**$ 3,262,258**	**$ 3,478,243**	**$ 3,714,319**	**$ 3,972,701**	**$ 4,255,917**	**$ 4,567,262**	**$ 4,909,948**	**$ 5,288,072**	**$ 5,705,791**	**$ 6,168,305**

Table A-5 Operating Budget Forecast (Inflated $) - continued

Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Revenues											
Tax Supported											
11: Opening surplus	$ 111,373	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
12: Income from Investments	$ 108,200	$ 74,700	$ 76,200	$ 77,700	$ 79,200	$ 80,800	$ 82,400	$ 84,100	$ 85,800	$ 87,500	$ 89,200
13: Other General Revenue	$ 511,822	$ 501,700	$ 511,700	$ 522,000	$ 532,400	$ 543,100	$ 553,900	$ 565,000	$ 576,300	$ 587,800	$ 599,600
14: General Government	$ 11,607	$ 11,800	$ 12,100	$ 12,300	$ 12,600	$ 12,800	$ 13,100	$ 13,300	$ 13,600	$ 13,900	$ 14,100
15: Protection to Persons and Propoerty	$ 3,475	$ 3,500	$ 3,600	$ 3,700	$ 3,800	$ 3,800	$ 3,900	$ 4,000	$ 4,100	$ 4,200	$ 4,200
16: Transportation	$ 124,090	$ 126,600	$ 129,100	$ 131,700	$ 134,300	$ 137,000	$ 139,700	$ 142,500	$ 145,400	$ 148,300	$ 151,300
17: Environmental Services	$ 18,800	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
18: Parks & Recreation	$ 23,592	$ 24,100	$ 24,500	$ 25,000	$ 25,500	$ 26,000	$ 26,600	$ 27,100	$ 27,600	$ 28,200	$ 28,800
19: Planning & Development	$ 5,084	$ 5,200	$ 5,300	$ 5,400	$ 5,500	$ 5,600	$ 5,700	$ 5,800	$ 6,000	$ 6,100	$ 6,200
20: Other Revenue	$ 35,000	$ 35,700	$ 36,400	$ 37,100	$ 37,900	$ 38,600	$ 39,400	$ 40,200	$ 41,000	$ 41,800	$ 42,700
Total Tax Supported	**$ 953,043**	**$ 783,300**	**$ 798,900**	**$ 814,900**	**$ 831,200**	**$ 847,700**	**$ 864,700**	**$ 882,000**	**$ 899,800**	**$ 917,800**	**$ 936,100**
Wastewater											
Rate Revenue	$ 303,732	$ 354,075	$ 412,763	$ 481,177	$ 560,932	$ 653,906	$ 762,290	$ 888,638	$ 1,035,929	$ 1,207,633	$ 1,407,796
Debt Repayment Levy	$ 109,904	$ 109,904	$ 109,904	$ 109,904	$ 109,904	$ 109,904	$ 109,904	$ 109,904	$ 109,904	$ 109,904	$ 109,904
Transfer from Capital Res./R.F.s	$ 5,154	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Wastewater	**$ 418,790**	**$ 463,979**	**$ 522,667**	**$ 591,081**	**$ 670,836**	**$ 763,810**	**$ 872,194**	**$ 998,542**	**$ 1,145,833**	**$ 1,317,537**	**$ 1,517,700**
Total Revenues	**$ 1,371,833**	**$ 1,247,279**	**$ 1,321,567**	**$ 1,405,981**	**$ 1,502,036**	**$ 1,611,510**	**$ 1,736,894**	**$ 1,880,542**	**$ 2,045,633**	**$ 2,235,337**	**$ 2,453,800**
Tax Levy Analysis											
Tax Revenues Required	$ 1,882,591	$ 2,014,978	$ 2,156,676	$ 2,308,338	$ 2,470,665	$ 2,644,408	$ 2,830,368	$ 3,029,405	$ 3,242,440	$ 3,470,455	$ 3,714,505
Prior Year Tax Levy		$ 1,882,591	$ 2,014,978	$ 2,156,676	$ 2,308,338	$ 2,470,665	$ 2,644,408	$ 2,830,368	$ 3,029,405	$ 3,242,440	$ 3,470,455
Add: Tax Revenues from Incremental Assessment		$ 10,011	$ 10,715	$ 11,469	$ 12,275	$ 13,138	$ 14,062	$ 15,051	$ 16,110	$ 17,242	$ 18,455
Tax Revenues at 0% Tax Rate Increase		$ 1,892,602	$ 2,025,693	$ 2,168,145	$ 2,320,613	$ 2,483,803	$ 2,658,470	$ 2,845,419	$ 3,045,515	$ 3,259,682	$ 3,488,910
Additional Increase in Tax Levy		$ 122,377	$ 130,982	$ 140,193	$ 150,052	$ 160,604	$ 171,898	$ 183,986	$ 196,925	$ 210,773	$ 225,595
Total Tax Revenues		$ 2,014,978	$ 2,156,676	$ 2,308,338	$ 2,470,665	$ 2,644,408	$ 2,830,368	$ 3,029,405	$ 3,242,440	$ 3,470,455	$ 3,714,505
Estimated Impact on Tax Bills		6.5%	6.5%	6.5%	6.5%	6.5%	6.5%	6.5%	6.5%	6.5%	6.5%

Appendix B
Financial Strategy Tables: Scenario 1

Table B-1 Capital Budget Forecast (Inflated $)

Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Capital Expenditures											
Tax Supported											
Roads, Non-structural Culverts, Sidewalks, Steetlights, and Signs	$ 456,000	$ 513,495	$ 583,706	$ 505,085	$ 509,741	$ 1,081,724	$ 475,203	$ 677,383	$ 610,079	$ 1,521,825	$ 1,623,039
Stormwater	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Facilities	$ 19,655	$ 8,126	$ 89,529	$ 521,453	$ 180,668	$ 82,688	$ 92,055	$ 38,311	$ 100,689	$ 40,603	$ 10,230
Fleet	$ 5,000	$ 76,686	$ 339,929	$ 265,034	$ -	$ 87,890	$ 41,989	$ 3,580	$ 37,088	$ -	$ -
Equipment and Land Improvements	$ 23,250	$ 152,670	$ 135,547	$ 21,804	$ 36,446	$ 85,286	$ 34,232	$ 284,242	$ 104,607	$ 82,439	$ 11,934
Total Tax Supported	**$ 503,905**	**$ 750,977**	**$ 1,148,710**	**$ 1,313,376**	**$ 726,855**	**$ 1,337,587**	**$ 643,479**	**$ 1,003,515**	**$ 852,462**	**$ 1,644,867**	**$ 1,645,203**
Wastewater	$ 90,000	$ 3,165	$ 5,675	$ 3,462	$ 6,208	$ -	$ -	$ -	$ -	$ -	$ -
Total Wastewater	**$ 90,000**	**$ 3,165**	**$ 5,675**	**$ 3,462**	**$ 6,208**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Total Capital Expenditures	**$ 593,905**	**$ 754,142**	**$ 1,154,385**	**$ 1,316,838**	**$ 733,063**	**$ 1,337,587**	**$ 643,479**	**$ 1,003,515**	**$ 852,462**	**$ 1,644,867**	**$ 1,645,203**
Capital Financing											
Tax Supported											
Debenture Issuance	$ -	$ -	$ -	$ 780,474	$ 270,380	$ 755,144	$ 22,580	$ 238,892	$ -	$ 540,270	$ 466,084
CCBF Grant	$ 63,607	$ 63,607	$ 63,607	$ 63,607	$ 63,607	$ 63,607	$ 63,607	$ 63,607	$ 63,607	$ 63,607	$ 63,607
OCIF Grant	$ 126,340	$ 126,340	$ 126,340	$ 126,340	$ 73,322	$ 73,322	$ 73,322	$ 73,322	$ 73,322	$ 73,322	$ 73,322
NORDS Grant	$ 68,468	$ 68,468	$ 68,468	$ 68,468	$ 68,468	$ 68,468	$ 68,468	$ 68,468	$ 68,468	$ 68,468	$ 68,468
One-time Grants	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Transfer from Operating	$ 93,623	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Transfer from Capital R.F.s	$ 151,867	$ 492,562	$ 890,295	$ 274,487	$ 251,078	$ 377,046	$ 415,502	$ 559,226	$ 647,065	$ 899,201	$ 973,722
Total Tax Supported	**$ 503,905**	**$ 750,977**	**$ 1,148,710**	**$ 1,313,376**	**$ 726,855**	**$ 1,337,587**	**$ 643,479**	**$ 1,003,515**	**$ 852,462**	**$ 1,644,867**	**$ 1,645,203**
Wastewater											
Debenture Issuance	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
One-time Grants	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Transfer from Capital R.F.s	$ 90,000	$ 3,165	$ 5,675	$ 3,462	$ 6,208	$ -	$ -	$ -	$ -	$ -	$ -
Total Wastewater	**$ 90,000**	**$ 3,165**	**$ 5,675**	**$ 3,462**	**$ 6,208**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Total Capital Financing	**$ 593,905**	**$ 754,142**	**$ 1,154,385**	**$ 1,316,838**	**$ 733,063**	**$ 1,337,587**	**$ 643,479**	**$ 1,003,515**	**$ 852,462**	**$ 1,644,867**	**$ 1,645,203**

Table B-2 Schedule of Debenture Repayment - Tax Supported

Year		Principal	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
2023		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
2024		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
2025		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
2026		$ 780,474	$ -	$ -	$ -	$ 100,130	$ 100,130	$ 100,130	$ 100,130	$ 100,130	$ 100,130	$ 100,130
2027		$ 270,380	$ -	$ -	$ -	$ -	$ 34,688	$ 34,688	$ 34,688	$ 34,688	$ 34,688	$ 34,688
2028		$ 755,144	$ -	$ -	$ -	$ -	$ -	$ 96,881	$ 96,881	$ 96,881	$ 96,881	$ 96,881
2029		$ 22,580	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,897	$ 2,897	$ 2,897	$ 2,897
2030		$ 238,892	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 30,648	$ 30,648	$ 30,648
2031		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
2032		$ 540,270	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 69,313
2033		$ 466,084	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Annual Payment			**$ -**	**$ -**	**$ -**	**$ 100,130**	**$ 134,818**	**$ 231,699**	**$ 234,596**	**$ 265,244**	**$ 265,244**	**$ 334,558**

Table B-3 Tax Supported Capital Reserve Funds Continuity

Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Opening Balance	$ 1,391,836	$ 1,295,773	$ 833,821	$ 56,531	$ -	$ -	$ -	$ -	$ -	$ 40,830	$ -
Transfer from Operating	$ 30,397	$ 14,260	$ 111,898	$ 217,956	$ 251,078	$ 377,046	$ 415,502	$ 559,226	$ 687,093	$ 858,371	$ 973,722
Transfer to Capital	$ 151,867	$ 492,562	$ 890,295	$ 274,487	$ 251,078	$ 377,046	$ 415,502	$ 559,226	$ 647,065	$ 899,201	$ 973,722
Closing Balance	$ 1,270,366	$ 817,472	$ 55,423	$ -	$ -	$ -	$ -	$ -	$ 40,029	$ -	$ -
Interest	$ 25,407	$ 16,349	$ 1,108	$ -	$ -	$ -	$ -	$ -	$ 801	$ -	$ -

Table B-4 Wastewater Capital Reserve Funds Continuity

Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Opening Balance	$ 411,043	$ 322,207	$ 365,027	$ 459,374	$ 620,816	$ 857,099	$ 1,192,235	$ 1,637,384	$ 2,212,968	$ 2,942,751	$ 3,854,618
Transfer from Operating	$ -	$ 38,829	$ 91,016	$ 152,731	$ 225,685	$ 311,759	$ 413,043	$ 532,192	$ 672,082	$ 836,286	$ 1,028,849
Transfer to Capital	$ 90,000	$ 3,165	$ 5,675	$ 3,462	$ 6,208	$ -	$ -	$ -	$ -	$ -	$ -
Transfer to Operating	$ 5,154										
Closing Balance	$ 315,889	$ 357,870	$ 450,367	$ 608,643	$ 840,293	$ 1,168,858	$ 1,605,278	$ 2,169,576	$ 2,885,050	$ 3,779,037	$ 4,883,467
Interest	$ 6,318	$ 7,157	$ 9,007	$ 12,173	$ 16,806	$ 23,377	$ 32,106	$ 43,392	$ 57,701	$ 75,581	$ 97,669

Table B-5 Operating Budget Forecast (Inflated $)

Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Expenditures											
Operating Expenditures											
Tax Supported											
03: General Government	$ 956,602	$ 975,700	$ 995,200	$ 1,015,200	$ 1,035,500	$ 1,056,200	$ 1,077,300	$ 1,098,800	$ 1,120,800	$ 1,143,200	$ 1,166,100
04: Protection to Persons and Propoerty	$ 405,681	$ 413,800	$ 422,100	$ 430,500	$ 439,100	$ 447,900	$ 456,900	$ 466,000	$ 475,300	$ 484,800	$ 494,500
05: Transportation	$ 593,400	$ 605,300	$ 617,400	$ 629,700	$ 642,300	$ 655,200	$ 668,300	$ 681,600	$ 695,300	$ 709,200	$ 723,400
06: Environmental Services	$ 167,370	$ 170,700	$ 174,100	$ 177,600	$ 181,200	$ 184,800	$ 188,500	$ 192,300	$ 196,100	$ 200,000	$ 204,000
07: Health Services	$ 134,008	$ 136,700	$ 139,400	$ 142,200	$ 145,100	$ 148,000	$ 150,900	$ 153,900	$ 157,000	$ 160,200	$ 163,400
08: Social & Family Services	$ 86,182	$ 87,900	$ 89,700	$ 91,500	$ 93,300	$ 95,200	$ 97,100	$ 99,000	$ 101,000	$ 103,000	$ 105,100
09: Recreation & Cultural Services	$ 278,822	$ 284,400	$ 290,100	$ 295,900	$ 301,800	$ 307,800	$ 314,000	$ 320,300	$ 326,700	$ 333,200	$ 339,900
10: Planning & Development	$ 31,144	$ 31,800	$ 32,400	$ 33,100	$ 33,700	$ 34,400	$ 35,100	$ 35,800	$ 36,500	$ 37,200	$ 38,000
Total Tax Supported	**$ 2,653,209**	**$ 2,706,300**	**$ 2,760,400**	**$ 2,815,700**	**$ 2,872,000**	**$ 2,929,500**	**$ 2,988,100**	**$ 3,047,700**	**$ 3,108,700**	**$ 3,170,800**	**$ 3,234,400**
Wastewater	$ 320,290	$ 326,700	$ 333,200	$ 339,900	$ 346,700	$ 353,600	$ 360,700	$ 367,900	$ 375,300	$ 382,800	$ 390,400
Total Wastewater	**$ 320,290**	**$ 326,700**	**$ 333,200**	**$ 339,900**	**$ 346,700**	**$ 353,600**	**$ 360,700**	**$ 367,900**	**$ 375,300**	**$ 382,800**	**$ 390,400**
Capital-related Expenditures											
Tax Supported											
Transfers to Capital Res./R.F.s	$ 30,397	$ 14,260	$ 111,898	$ 217,956	$ 251,078	$ 377,046	$ 415,502	$ 559,226	$ 687,093	$ 858,371	$ 973,722
Repayment of Royal Bank Loan	$ 58,405	$ 53,992	$ 53,992	$ 53,992	$ 35,941	$ -	$ -	$ -	$ -	$ -	$ -
Repayment of Medical Centre Loan		$ 18,841	$ 18,841	$ 18,841	$ 18,841	$ 18,841	$ 18,841	$ 18,841	$ 18,841	$ 18,841	$ 18,841
Repayment of New Debt	$ -	$ -	$ -	$ -	$ 100,130	$ 134,818	$ 231,699	$ 234,596	$ 265,244	$ 265,244	$ 334,558
Transfer to Capital	$ 93,623	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Tax Supported	**$ 182,425**	**$ 87,093**	**$ 184,731**	**$ 290,789**	**$ 405,991**	**$ 530,705**	**$ 666,042**	**$ 812,663**	**$ 971,179**	**$ 1,142,456**	**$ 1,327,121**
Wastewater											
Transfers to Capital Res./R.F.s	$ -	$ 38,829	$ 91,016	$ 152,731	$ 225,685	$ 311,759	$ 413,043	$ 532,192	$ 672,082	$ 836,286	$ 1,028,849
Repayment of Existing Debt	$ 98,500	$ 98,451	$ 98,451	$ 98,451	$ 98,451	$ 98,451	$ 98,451	$ 98,451	$ 98,451	$ 98,451	$ 98,451
Total Wastewater	**$ 98,500**	**$ 137,279**	**$ 189,467**	**$ 251,181**	**$ 324,136**	**$ 410,210**	**$ 511,494**	**$ 630,642**	**$ 770,533**	**$ 934,737**	**$ 1,127,300**
Total Expenditures	**$ 3,254,423**	**$ 3,257,372**	**$ 3,467,797**	**$ 3,697,570**	**$ 3,948,827**	**$ 4,224,015**	**$ 4,526,336**	**$ 4,858,905**	**$ 5,225,712**	**$ 5,630,793**	**$ 6,079,221**

Table B-5 Operating Budget Forecast (Inflated $) - continued

Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Revenues											
Tax Supported											
11: Opening surplus	$ 111,373	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
12: Income from Investments	$ 108,200	$ 74,700	$ 76,200	$ 77,700	$ 79,200	$ 80,800	$ 82,400	$ 84,100	$ 85,800	$ 87,500	$ 89,200
13: Other General Revenue	$ 511,822	$ 501,700	$ 511,700	$ 522,000	$ 532,400	$ 543,100	$ 553,900	$ 565,000	$ 576,300	$ 587,800	$ 599,600
14: General Government	$ 11,607	$ 11,800	$ 12,100	$ 12,300	$ 12,600	$ 12,800	$ 13,100	$ 13,300	$ 13,600	$ 13,900	$ 14,100
15: Protection to Persons and Propoerty	$ 3,475	$ 3,500	$ 3,600	$ 3,700	$ 3,800	$ 3,800	$ 3,900	$ 4,000	$ 4,100	$ 4,200	$ 4,200
16: Transportation	$ 124,090	$ 126,600	$ 129,100	$ 131,700	$ 134,300	$ 137,000	$ 139,700	$ 142,500	$ 145,400	$ 148,300	$ 151,300
17: Environmental Services	$ 18,800	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
18: Parks & Recreation	$ 23,592	$ 24,100	$ 24,500	$ 25,000	$ 25,500	$ 26,000	$ 26,600	$ 27,100	$ 27,600	$ 28,200	$ 28,800
19: Planning & Development	$ 5,084	$ 5,200	$ 5,300	$ 5,400	$ 5,500	$ 5,600	$ 5,700	$ 5,800	$ 6,000	$ 6,100	$ 6,200
20: Other Revenue	$ 35,000	$ 35,700	$ 36,400	$ 37,100	$ 37,900	$ 38,600	$ 39,400	$ 40,200	$ 41,000	$ 41,800	$ 42,700
Total Tax Supported	**$ 953,043**	**$ 783,300**	**$ 798,900**	**$ 814,900**	**$ 831,200**	**$ 847,700**	**$ 864,700**	**$ 882,000**	**$ 899,800**	**$ 917,800**	**$ 936,100**
Wastewater											
Rate Revenue	$ 303,732	$ 354,075	$ 412,763	$ 481,177	$ 560,932	$ 653,906	$ 762,290	$ 888,638	$ 1,035,929	$ 1,207,633	$ 1,407,796
Debt Repayment Levy	$ 109,904	$ 109,904	$ 109,904	$ 109,904	$ 109,904	$ 109,904	$ 109,904	$ 109,904	$ 109,904	$ 109,904	$ 109,904
Transfer from Capital Res./R.F.s	$ 5,154	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Wastewater	**$ 418,790**	**$ 463,979**	**$ 522,667**	**$ 591,081**	**$ 670,836**	**$ 763,810**	**$ 872,194**	**$ 998,542**	**$ 1,145,833**	**$ 1,317,537**	**$ 1,517,700**
Total Revenues	**$ 1,371,833**	**$ 1,247,279**	**$ 1,321,567**	**$ 1,405,981**	**$ 1,502,036**	**$ 1,611,510**	**$ 1,736,894**	**$ 1,880,542**	**$ 2,045,633**	**$ 2,235,337**	**$ 2,453,800**
Tax Levy Analysis											
Tax Revenues Required	$ 1,882,591	$ 2,010,093	$ 2,146,231	$ 2,291,589	$ 2,446,791	$ 2,612,505	$ 2,789,442	$ 2,978,363	$ 3,180,079	$ 3,395,456	$ 3,625,421
Prior Year Tax Levy		$ 1,882,591	$ 2,010,093	$ 2,146,231	$ 2,291,589	$ 2,446,791	$ 2,612,505	$ 2,789,442	$ 2,978,363	$ 3,180,079	$ 3,395,456
Add: Tax Revenues from Incremental Assessment		$ 10,011	$ 10,689	$ 11,413	$ 12,186	$ 13,011	$ 13,893	$ 14,833	$ 15,838	$ 16,911	$ 18,056
Tax Revenues at 0% Tax Rate Increase		$ 1,892,602	$ 2,020,782	$ 2,157,644	$ 2,303,775	$ 2,459,802	$ 2,626,398	$ 2,804,276	$ 2,994,201	$ 3,196,990	$ 3,413,512
Additional Increase in Tax Levy		$ 117,491	$ 125,449	$ 133,945	$ 143,017	$ 152,703	$ 163,045	$ 174,087	$ 185,878	$ 198,467	$ 211,908
Total Tax Revenues		$ 2,010,093	$ 2,146,231	$ 2,291,589	$ 2,446,791	$ 2,612,505	$ 2,789,442	$ 2,978,363	$ 3,180,079	$ 3,395,456	$ 3,625,421
Estimated Impact on Tax Bills		6.2%	6.2%	6.2%	6.2%	6.2%	6.2%	6.2%	6.2%	6.2%	6.2%

Appendix C
Financial Strategy Tables: Scenario 2

Table C-1 Capital Budget Forecast (Inflated $)

Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Capital Expenditures											
Tax Supported											
Roads, Non-structural Culverts, Sidewalks, Steetlights, and Signs	$ 456,000	$ 513,495	$ 583,706	$ 505,085	$ 509,741	$ 1,081,724	$ 475,203	$ 677,383	$ 610,079	$ 1,521,825	$ 1,623,039
Stormwater	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Facilities	$ 19,655	$ 8,126	$ 89,529	$ 521,453	$ 180,668	$ 82,688	$ 92,055	$ 38,311	$ 100,689	$ 40,603	$ 10,230
Fleet	$ 5,000	$ 76,686	$ 339,929	$ 265,034	$ -	$ 87,890	$ 41,989	$ 3,580	$ 37,088	$ -	$ -
Equipment and Land Improvements	$ 23,250	$ 152,670	$ 135,547	$ 21,804	$ 36,446	$ 85,286	$ 34,232	$ 284,242	$ 104,607	$ 82,439	$ 11,934
Total Tax Supported	**$ 503,905**	**$ 750,977**	**$ 1,148,710**	**$ 1,313,376**	**$ 726,855**	**$ 1,337,587**	**$ 643,479**	**$ 1,003,515**	**$ 852,462**	**$ 1,644,867**	**$ 1,645,203**
Wastewater	$ 90,000	$ 3,165	$ 5,675	$ 3,462	$ 6,208	$ -	$ -	$ -	$ -	$ -	$ -
Total Wastewater	**$ 90,000**	**$ 3,165**	**$ 5,675**	**$ 3,462**	**$ 6,208**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Total Capital Expenditures	**$ 593,905**	**$ 754,142**	**$ 1,154,385**	**$ 1,316,838**	**$ 733,063**	**$ 1,337,587**	**$ 643,479**	**$ 1,003,515**	**$ 852,462**	**$ 1,644,867**	**$ 1,645,203**
Capital Financing											
Tax Supported											
Debenture Issuance	$ -	$ -	$ -	$ 504,359	$ 197,119	$ 620,988	$ -	$ 118,037	$ -	$ 372,176	$ 363,506
CCBF Grant	$ 63,607	$ 63,607	$ 63,607	$ 63,607	$ 63,607	$ 63,607	$ 63,607	$ 63,607	$ 63,607	$ 63,607	$ 63,607
OCIF Grant	$ 126,340	$ 126,340	$ 126,340	$ 126,340	$ 73,322	$ 73,322	$ 73,322	$ 73,322	$ 73,322	$ 73,322	$ 73,322
NORDS Grant	$ 68,468	$ 68,468	$ 68,468	$ 68,468	$ 68,468	$ 68,468	$ 68,468	$ 68,468	$ 68,468	$ 68,468	$ 68,468
One-time Grants	$ -	$ 99,553	$ 114,652	$ 133,223	$ 94,502	$ 164,741	$ 78,609	$ 153,416	$ 112,382	$ 213,852	$ 206,844
Transfer from Operating	$ 93,623	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Transfer from Capital R.F.s	$ 151,867	$ 393,008	$ 775,642	$ 417,378	$ 229,838	$ 346,461	$ 359,472	$ 526,665	$ 534,682	$ 853,442	$ 869,456
Total Tax Supported	**$ 503,905**	**$ 750,977**	**$ 1,148,710**	**$ 1,313,376**	**$ 726,855**	**$ 1,337,587**	**$ 643,479**	**$ 1,003,515**	**$ 852,462**	**$ 1,644,867**	**$ 1,645,203**
Wastewater											
Debenture Issuance	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
One-time Grants	$ -	$ 791	$ 1,419	$ 866	$ 1,552	$ -	$ -	$ -	$ -	$ -	$ -
Transfer from Capital R.F.s	$ 90,000	$ 3,165	$ 5,675	$ 3,462	$ 6,208	$ -	$ -	$ -	$ -	$ -	$ -
Total Wastewater	**$ 90,000**	**$ 3,957**	**$ 7,094**	**$ 4,328**	**$ 7,760**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Total Capital Financing	**$ 593,905**	**$ 754,933**	**$ 1,155,804**	**$ 1,317,704**	**$ 734,615**	**$ 1,337,587**	**$ 643,479**	**$ 1,003,515**	**$ 852,462**	**$ 1,644,867**	**$ 1,645,203**

Table C-2 Schedule of Debenture Repayment - Tax Supported

Year		Principal	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
2023		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
2024		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
2025		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
2026		$ 504,359	$ -	$ -	$ -	$ 64,706	$ 64,706	$ 64,706	$ 64,706	$ 64,706	$ 64,706	$ 64,706
2027		$ 197,119	$ -	$ -	$ -	$ -	$ 25,289	$ 25,289	$ 25,289	$ 25,289	$ 25,289	$ 25,289
2028		$ 620,988	$ -	$ -	$ -	$ -	$ -	$ 79,669	$ 79,669	$ 79,669	$ 79,669	$ 79,669
2029		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
2030		$ 118,037	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 15,143	$ 15,143	$ 15,143
2031		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
2032		$ 372,176	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 47,748
2033		$ 363,506	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Annual Payment			**$ -**	**$ -**	**$ -**	**$ 64,706**	**$ 89,996**	**$ 169,665**	**$ 169,665**	**$ 184,808**	**$ 184,808**	**$ 232,556**

Table C-3 Tax Supported Capital Reserve Funds Continuity

Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Opening Balance	$ 1,391,836	$ 1,295,773	$ 923,391	$ 239,342	$ -	$ -	$ -	$ 22,163	$ -	$ 89,006	$ -
Transfer from Operating	$ 30,397	$ 2,520	$ 86,900	$ 178,037	$ 229,838	$ 346,461	$ 381,200	$ 504,502	$ 621,943	$ 764,436	$ 869,456
Transfer to Capital	$ 151,867	$ 393,008	$ 775,642	$ 417,378	$ 229,838	$ 346,461	$ 359,472	$ 526,665	$ 534,682	$ 853,442	$ 869,456
Closing Balance	$ 1,270,366	$ 905,285	$ 234,649	$ -	$ -	$ -	$ 21,728	$ -	$ 87,261	$ -	$ -
Interest	$ 25,407	$ 18,106	$ 4,693	$ -	$ -	$ -	$ 435	$ -	$ 1,745	$ -	$ -

Table C-4 Wastewater Capital Reserve Funds Continuity

Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Opening Balance	$ 411,043	$ 322,207	$ 357,049	$ 432,842	$ 561,940	$ 748,140	$ 1,010,611	$ 1,354,598	$ 1,793,319	$ 2,341,792	$ 3,017,305
Transfer from Operating	$ -	$ 31,007	$ 72,981	$ 121,542	$ 177,739	$ 242,655	$ 317,426	$ 403,558	$ 502,556	$ 616,350	$ 747,024
Transfer to Capital	$ 90,000	$ 3,165	$ 5,675	$ 3,462	$ 6,208	$ -	$ -	$ -	$ -	$ -	$ -
Transfer to Operating	$ 5,154										
Closing Balance	$ 315,889	$ 350,048	$ 424,355	$ 550,922	$ 733,471	$ 990,795	$ 1,328,037	$ 1,758,156	$ 2,295,875	$ 2,958,142	$ 3,764,329
Interest	$ 6,318	$ 7,001	$ 8,487	$ 11,018	$ 14,669	$ 19,816	$ 26,561	$ 35,163	$ 45,917	$ 59,163	$ 75,287

Table C-5 Operating Budget Forecast (Inflated $)

Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Expenditures											
Operating Expenditures											
Tax Supported											
03: General Government	$ 956,602	$ 975,700	$ 995,200	$ 1,015,200	$ 1,035,500	$ 1,056,200	$ 1,077,300	$ 1,098,800	$ 1,120,800	$ 1,143,200	$ 1,166,100
04: Protection to Persons and Propoerty	$ 405,681	$ 413,800	$ 422,100	$ 430,500	$ 439,100	$ 447,900	$ 456,900	$ 466,000	$ 475,300	$ 484,800	$ 494,500
05: Transportation	$ 593,400	$ 605,300	$ 617,400	$ 629,700	$ 642,300	$ 655,200	$ 668,300	$ 681,600	$ 695,300	$ 709,200	$ 723,400
06: Environmental Services	$ 167,370	$ 170,700	$ 174,100	$ 177,600	$ 181,200	$ 184,800	$ 188,500	$ 192,300	$ 196,100	$ 200,000	$ 204,000
07: Health Services	$ 134,008	$ 136,700	$ 139,400	$ 142,200	$ 145,100	$ 148,000	$ 150,900	$ 153,900	$ 157,000	$ 160,200	$ 163,400
08: Social & Family Services	$ 86,182	$ 87,900	$ 89,700	$ 91,500	$ 93,300	$ 95,200	$ 97,100	$ 99,000	$ 101,000	$ 103,000	$ 105,100
09: Recreation & Cultural Services	$ 278,822	$ 284,400	$ 290,100	$ 295,900	$ 301,800	$ 307,800	$ 314,000	$ 320,300	$ 326,700	$ 333,200	$ 339,900
10: Planning & Development	$ 31,144	$ 31,800	$ 32,400	$ 33,100	$ 33,700	$ 34,400	$ 35,100	$ 35,800	$ 36,500	$ 37,200	$ 38,000
Total Tax Supported	**$ 2,653,209**	**$ 2,706,300**	**$ 2,760,400**	**$ 2,815,700**	**$ 2,872,000**	**$ 2,929,500**	**$ 2,988,100**	**$ 3,047,700**	**$ 3,108,700**	**$ 3,170,800**	**$ 3,234,400**
Wastewater	$ 320,290	$ 326,700	$ 333,200	$ 339,900	$ 346,700	$ 353,600	$ 360,700	$ 367,900	$ 375,300	$ 382,800	$ 390,400
Total Wastewater	**$ 320,290**	**$ 326,700**	**$ 333,200**	**$ 339,900**	**$ 346,700**	**$ 353,600**	**$ 360,700**	**$ 367,900**	**$ 375,300**	**$ 382,800**	**$ 390,400**
Capital-related Expenditures											
Tax Supported											
Transfers to Capital Res./R.F.s	$ 30,397	$ 2,520	$ 86,900	$ 178,037	$ 229,838	$ 346,461	$ 381,200	$ 504,502	$ 621,943	$ 764,436	$ 869,456
Repayment of Royal Bank Loan	$ 58,405	$ 53,992	$ 53,992	$ 53,992	$ 35,941	$ -	$ -	$ -	$ -	$ -	$ -
Repayment of Medical Centre Loan		$ 18,841	$ 18,841	$ 18,841	$ 18,841	$ 18,841	$ 18,841	$ 18,841	$ 18,841	$ 18,841	$ 18,841
Repayment of New Debt	$ -	$ -	$ -	$ -	$ 64,706	$ 89,996	$ 169,665	$ 169,665	$ 184,808	$ 184,808	$ 232,556
Transfer to Capital	$ 93,623	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Tax Supported	**$ 182,425**	**$ 75,353**	**$ 159,733**	**$ 250,870**	**$ 349,327**	**$ 455,298**	**$ 569,706**	**$ 693,008**	**$ 825,592**	**$ 968,086**	**$ 1,120,853**
Wastewater											
Transfers to Capital Res./R.F.s	$ -	$ 31,007	$ 72,981	$ 121,542	$ 177,739	$ 242,655	$ 317,426	$ 403,558	$ 502,556	$ 616,350	$ 747,024
Repayment of Existing Debt	$ 98,500	$ 98,451	$ 98,451	$ 98,451	$ 98,451	$ 98,451	$ 98,451	$ 98,451	$ 98,451	$ 98,451	$ 98,451
Total Wastewater	**$ 98,500**	**$ 129,458**	**$ 171,432**	**$ 219,993**	**$ 276,190**	**$ 341,106**	**$ 415,877**	**$ 502,009**	**$ 601,007**	**$ 714,801**	**$ 845,475**
Total Expenditures	**$ 3,254,423**	**$ 3,237,810**	**$ 3,424,765**	**$ 3,626,462**	**$ 3,844,216**	**$ 4,079,504**	**$ 4,334,383**	**$ 4,610,616**	**$ 4,910,599**	**$ 5,236,486**	**$ 5,591,128**

Table C-5 Operating Budget Forecast (Inflated $) - continued

Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Revenues											
Tax Supported											
11: Opening surplus	$ 111,373	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
12: Income from Investments	$ 108,200	$ 74,700	$ 76,200	$ 77,700	$ 79,200	$ 80,800	$ 82,400	$ 84,100	$ 85,800	$ 87,500	$ 89,200
13: Other General Revenue	$ 511,822	$ 501,700	$ 511,700	$ 522,000	$ 532,400	$ 543,100	$ 553,900	$ 565,000	$ 576,300	$ 587,800	$ 599,600
14: General Government	$ 11,607	$ 11,800	$ 12,100	$ 12,300	$ 12,600	$ 12,800	$ 13,100	$ 13,300	$ 13,600	$ 13,900	$ 14,100
15: Protection to Persons and Propoerty	$ 3,475	$ 3,500	$ 3,600	$ 3,700	$ 3,800	$ 3,800	$ 3,900	$ 4,000	$ 4,100	$ 4,200	$ 4,200
16: Transportation	$ 124,090	$ 126,600	$ 129,100	$ 131,700	$ 134,300	$ 137,000	$ 139,700	$ 142,500	$ 145,400	$ 148,300	$ 151,300
17: Environmental Services	$ 18,800	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
18: Parks & Recreation	$ 23,592	$ 24,100	$ 24,500	$ 25,000	$ 25,500	$ 26,000	$ 26,600	$ 27,100	$ 27,600	$ 28,200	$ 28,800
19: Planning & Development	$ 5,084	$ 5,200	$ 5,300	$ 5,400	$ 5,500	$ 5,600	$ 5,700	$ 5,800	$ 6,000	$ 6,100	$ 6,200
20: Other Revenue	$ 35,000	$ 35,700	$ 36,400	$ 37,100	$ 37,900	$ 38,600	$ 39,400	$ 40,200	$ 41,000	$ 41,800	$ 42,700
Total Tax Supported	**$ 953,043**	**$ 783,300**	**$ 798,900**	**$ 814,900**	**$ 831,200**	**$ 847,700**	**$ 864,700**	**$ 882,000**	**$ 899,800**	**$ 917,800**	**$ 936,100**
Wastewater											
Rate Revenue	$ 303,732	$ 346,254	$ 394,728	$ 449,989	$ 512,986	$ 584,802	$ 666,673	$ 760,005	$ 866,403	$ 987,697	$ 1,125,971
Debt Repayment Levy	$ 109,904	$ 109,904	$ 109,904	$ 109,904	$ 109,904	$ 109,904	$ 109,904	$ 109,904	$ 109,904	$ 109,904	$ 109,904
Transfer from Capital Res./R.F.s	$ 5,154	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Wastewater	**$ 418,790**	**$ 456,158**	**$ 504,632**	**$ 559,893**	**$ 622,890**	**$ 694,706**	**$ 776,577**	**$ 869,909**	**$ 976,307**	**$ 1,097,601**	**$ 1,235,875**
Total Revenues	**$ 1,371,833**	**$ 1,239,458**	**$ 1,303,532**	**$ 1,374,793**	**$ 1,454,090**	**$ 1,542,406**	**$ 1,641,277**	**$ 1,751,909**	**$ 1,876,107**	**$ 2,015,401**	**$ 2,171,975**
Tax Levy Analysis											
Tax Revenues Required	$ 1,882,591	$ 1,998,353	$ 2,121,233	$ 2,251,670	$ 2,390,127	$ 2,537,098	$ 2,693,106	$ 2,858,708	$ 3,034,492	$ 3,221,086	$ 3,419,153
Prior Year Tax Levy		$ 1,882,591	$ 1,998,353	$ 2,121,233	$ 2,251,670	$ 2,390,127	$ 2,537,098	$ 2,693,106	$ 2,858,708	$ 3,034,492	$ 3,221,086
Add: Tax Revenues from Incremental Assessment		$ 10,011	$ 10,627	$ 11,280	$ 11,974	$ 12,710	$ 13,492	$ 14,321	$ 15,202	$ 16,137	$ 17,129
Tax Revenues at 0% Tax Rate Increase		$ 1,892,602	$ 2,008,979	$ 2,132,513	$ 2,263,643	$ 2,402,837	$ 2,550,589	$ 2,707,427	$ 2,873,909	$ 3,050,629	$ 3,238,214
Additional Increase in Tax Levy		$ 105,751	$ 112,254	$ 119,156	$ 126,483	$ 134,261	$ 142,517	$ 151,280	$ 160,583	$ 170,457	$ 180,939
Total Tax Revenues		$ 1,998,353	$ 2,121,233	$ 2,251,670	$ 2,390,127	$ 2,537,098	$ 2,693,106	$ 2,858,708	$ 3,034,492	$ 3,221,086	$ 3,419,153
Estimated Impact on Tax Bills		5.6%	5.6%	5.6%	5.6%	5.6%	5.6%	5.6%	5.6%	5.6%	5.6%

Appendix D
Financial Strategy Tables: Scenario 3

Table D-1 Capital Budget Forecast (Inflated $)

Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Capital Expenditures											
Tax Supported											
Roads, Non-structural Culverts, Sidewalks, Steetlights, and Signs	$ 456,000	$ 513,495	$ 583,706	$ 505,085	$ 509,741	$ 1,081,724	$ 475,203	$ 677,383	$ 610,079	$ 1,521,825	$ 1,623,039
Stormwater	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Facilities	$ 19,655	$ 8,126	$ 89,529	$ 521,453	$ 180,668	$ 82,688	$ 92,055	$ 38,311	$ 100,689	$ 40,603	$ 10,230
Fleet	$ 5,000	$ 76,686	$ 339,929	$ 265,034	$ -	$ 87,890	$ 41,989	$ 3,580	$ 37,088	$ -	$ -
Equipment and Land Improvements	$ 23,250	$ 152,670	$ 135,547	$ 21,804	$ 36,446	$ 85,286	$ 34,232	$ 284,242	$ 104,607	$ 82,439	$ 11,934
Total Tax Supported	**$ 503,905**	**$ 750,977**	**$ 1,148,710**	**$ 1,313,376**	**$ 726,855**	**$ 1,337,587**	**$ 643,479**	**$ 1,003,515**	**$ 852,462**	**$ 1,644,867**	**$ 1,645,203**
Wastewater	$ 90,000	$ 3,165	$ 5,675	$ 3,462	$ 6,208	$ -	$ -	$ -	$ -	$ -	$ -
Total Wastewater	**$ 90,000**	**$ 3,165**	**$ 5,675**	**$ 3,462**	**$ 6,208**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Total Capital Expenditures	**$ 593,905**	**$ 754,142**	**$ 1,154,385**	**$ 1,316,838**	**$ 733,063**	**$ 1,337,587**	**$ 643,479**	**$ 1,003,515**	**$ 852,462**	**$ 1,644,867**	**$ 1,645,203**
Capital Financing											
Tax Supported											
Debenture Issuance	$ -	$ -	$ -	$ 625,570	$ 300,048	$ 765,149	$ 171,847	$ 389,874	$ 234,727	$ 854,386	$ 863,637
CCBF Grant	$ 63,607	$ 63,607	$ 63,607	$ 63,607	$ 63,607	$ 63,607	$ 63,607	$ 63,607	$ 63,607	$ 63,607	$ 63,607
OCIF Grant	$ 126,340	$ 126,340	$ 126,340	$ 126,340	$ 73,322	$ 73,322	$ 73,322	$ 73,322	$ 73,322	$ 73,322	$ 73,322
NORDS Grant	$ 68,468	$ 68,468	$ 68,468	$ 68,468	$ 68,468	$ 68,468	$ 68,468	$ 68,468	$ 68,468	$ 68,468	$ 68,468
One-time Grants	$ -	$ 99,553	$ 114,652	$ 133,223	$ 94,502	$ 164,741	$ 78,609	$ 153,416	$ 112,382	$ 213,852	$ 206,844
Transfer from Operating	$ 93,623	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Transfer from Capital R.F.s	$ 151,867	$ 393,008	$ 775,642	$ 296,167	$ 126,909	$ 202,301	$ 187,625	$ 254,828	$ 299,955	$ 371,232	$ 369,325
Total Tax Supported	**$ 503,905**	**$ 750,977**	**$ 1,148,710**	**$ 1,313,376**	**$ 726,855**	**$ 1,337,587**	**$ 643,479**	**$ 1,003,515**	**$ 852,462**	**$ 1,644,867**	**$ 1,645,203**
Wastewater											
Debenture Issuance	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
One-time Grants	$ -	$ 791	$ 1,419	$ 866	$ 1,552	$ -	$ -	$ -	$ -	$ -	$ -
Transfer from Capital R.F.s	$ 90,000	$ 3,165	$ 5,675	$ 3,462	$ 6,208	$ -	$ -	$ -	$ -	$ -	$ -
Total Wastewater	**$ 90,000**	**$ 3,957**	**$ 7,094**	**$ 4,328**	**$ 7,760**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Total Capital Financing	**$ 593,905**	**$ 754,933**	**$ 1,155,804**	**$ 1,317,704**	**$ 734,615**	**$ 1,337,587**	**$ 643,479**	**$ 1,003,515**	**$ 852,462**	**$ 1,644,867**	**$ 1,645,203**

Table D-2 Schedule of Debenture Repayment - Tax Supported

Year		Principal	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
2023		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
2024		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
2025		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
2026		$ 625,570	$ -	$ -	$ -	$ 80,257	$ 80,257	$ 80,257	$ 80,257	$ 80,257	$ 80,257	$ 80,257
2027		$ 300,048	$ -	$ -	$ -	$ -	$ 38,494	$ 38,494	$ 38,494	$ 38,494	$ 38,494	$ 38,494
2028		$ 765,149	$ -	$ -	$ -	$ -	$ -	$ 98,164	$ 98,164	$ 98,164	$ 98,164	$ 98,164
2029		$ 171,847	$ -	$ -	$ -	$ -	$ -	$ -	$ 22,047	$ 22,047	$ 22,047	$ 22,047
2030		$ 389,874	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 50,019	$ 50,019	$ 50,019
2031		$ 234,727	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 30,114	$ 30,114
2032		$ 854,386	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 109,613
2033		$ 863,637	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Annual Payment			**$ -**	**$ -**	**$ -**	**$ 80,257**	**$ 118,751**	**$ 216,916**	**$ 238,963**	**$ 288,981**	**$ 319,095**	**$ 428,708**

Table D-3 Tax Supported Capital Reserve Funds Continuity

Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Opening Balance	$ 1,391,836	$ 1,295,773	$ 904,500	$ 180,155	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Transfer from Operating	$ 30,397	-$ 16,000	$ 47,765	$ 116,013	$ 126,909	$ 202,301	$ 187,625	$ 254,828	$ 299,955	$ 371,232	$ 369,325
Transfer to Capital	$ 151,867	$ 393,008	$ 775,642	$ 296,167	$ 126,909	$ 202,301	$ 187,625	$ 254,828	$ 299,955	$ 371,232	$ 369,325
Closing Balance	$ 1,270,366	$ 886,765	$ 176,623	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Interest	$ 25,407	$ 17,735	$ 3,532	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -

Table D-4 Wastewater Capital Reserve Funds Continuity

Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Opening Balance	$ 411,043	$ 322,207	$ 357,049	$ 432,842	$ 561,940	$ 748,140	$ 1,010,611	$ 1,354,598	$ 1,793,319	$ 2,341,792	$ 3,017,305
Transfer from Operating	$ -	$ 31,007	$ 72,981	$ 121,542	$ 177,739	$ 242,655	$ 317,426	$ 403,558	$ 502,556	$ 616,350	$ 747,024
Transfer to Capital	$ 90,000	$ 3,165	$ 5,675	$ 3,462	$ 6,208	$ -	$ -	$ -	$ -	$ -	$ -
Transfer to Operating	$ 5,154										
Closing Balance	$ 315,889	$ 350,048	$ 424,355	$ 550,922	$ 733,471	$ 990,795	$ 1,328,037	$ 1,758,156	$ 2,295,875	$ 2,958,142	$ 3,764,329
Interest	$ 6,318	$ 7,001	$ 8,487	$ 11,018	$ 14,669	$ 19,816	$ 26,561	$ 35,163	$ 45,917	$ 59,163	$ 75,287

Table D-5 Operating Budget Forecast (Inflated $)

Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Expenditures											
Operating Expenditures											
Tax Supported											
03: General Government	$ 956,602	$ 975,700	$ 995,200	$ 1,015,200	$ 1,035,500	$ 1,056,200	$ 1,077,300	$ 1,098,800	$ 1,120,800	$ 1,143,200	$ 1,166,100
04: Protection to Persons and Propoerty	$ 405,681	$ 413,800	$ 422,100	$ 430,500	$ 439,100	$ 447,900	$ 456,900	$ 466,000	$ 475,300	$ 484,800	$ 494,500
05: Transportation	$ 593,400	$ 605,300	$ 617,400	$ 629,700	$ 642,300	$ 655,200	$ 668,300	$ 681,600	$ 695,300	$ 709,200	$ 723,400
06: Environmental Services	$ 167,370	$ 170,700	$ 174,100	$ 177,600	$ 181,200	$ 184,800	$ 188,500	$ 192,300	$ 196,100	$ 200,000	$ 204,000
07: Health Services	$ 134,008	$ 136,700	$ 139,400	$ 142,200	$ 145,100	$ 148,000	$ 150,900	$ 153,900	$ 157,000	$ 160,200	$ 163,400
08: Social & Family Services	$ 86,182	$ 87,900	$ 89,700	$ 91,500	$ 93,300	$ 95,200	$ 97,100	$ 99,000	$ 101,000	$ 103,000	$ 105,100
09: Recreation & Cultural Services	$ 278,822	$ 284,400	$ 290,100	$ 295,900	$ 301,800	$ 307,800	$ 314,000	$ 320,300	$ 326,700	$ 333,200	$ 339,900
10: Planning & Development	$ 31,144	$ 31,800	$ 32,400	$ 33,100	$ 33,700	$ 34,400	$ 35,100	$ 35,800	$ 36,500	$ 37,200	$ 38,000
Total Tax Supported	**$ 2,653,209**	**$ 2,706,300**	**$ 2,760,400**	**$ 2,815,700**	**$ 2,872,000**	**$ 2,929,500**	**$ 2,988,100**	**$ 3,047,700**	**$ 3,108,700**	**$ 3,170,800**	**$ 3,234,400**
Wastewater	$ 320,290	$ 326,700	$ 333,200	$ 339,900	$ 346,700	$ 353,600	$ 360,700	$ 367,900	$ 375,300	$ 382,800	$ 390,400
Total Wastewater	**$ 320,290**	**$ 326,700**	**$ 333,200**	**$ 339,900**	**$ 346,700**	**$ 353,600**	**$ 360,700**	**$ 367,900**	**$ 375,300**	**$ 382,800**	**$ 390,400**
Capital-related Expenditures											
Tax Supported											
Transfers to Capital Res./R.F.s	$ 30,397	-$ 16,000	$ 47,765	$ 116,013	$ 126,909	$ 202,301	$ 187,625	$ 254,828	$ 299,955	$ 371,232	$ 369,325
Repayment of Royal Bank Loan	$ 58,405	$ 53,992	$ 53,992	$ 53,992	$ 35,941	$ -	$ -	$ -	$ -	$ -	$ -
Repayment of Medical Centre Loan		$ 18,841	$ 18,841	$ 18,841	$ 18,841	$ 18,841	$ 18,841	$ 18,841	$ 18,841	$ 18,841	$ 18,841
Repayment of New Debt	$ -	$ -	$ -	$ -	$ 80,257	$ 118,751	$ 216,916	$ 238,963	$ 288,981	$ 319,095	$ 428,708
Transfer to Capital	$ 93,623	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Tax Supported	**$ 182,425**	**$ 56,833**	**$ 120,598**	**$ 188,846**	**$ 261,948**	**$ 339,893**	**$ 423,382**	**$ 512,632**	**$ 607,777**	**$ 709,168**	**$ 816,874**
Wastewater											
Transfers to Capital Res./R.F.s	$ -	$ 31,007	$ 72,981	$ 121,542	$ 177,739	$ 242,655	$ 317,426	$ 403,558	$ 502,556	$ 616,350	$ 747,024
Repayment of Existing Debt	$ 98,500	$ 98,451	$ 98,451	$ 98,451	$ 98,451	$ 98,451	$ 98,451	$ 98,451	$ 98,451	$ 98,451	$ 98,451
Total Wastewater	**$ 98,500**	**$ 129,458**	**$ 171,432**	**$ 219,993**	**$ 276,190**	**$ 341,106**	**$ 415,877**	**$ 502,009**	**$ 601,007**	**$ 714,801**	**$ 845,475**
Total Expenditures	**$ 3,254,423**	**$ 3,219,290**	**$ 3,385,630**	**$ 3,564,438**	**$ 3,756,838**	**$ 3,964,099**	**$ 4,188,058**	**$ 4,430,241**	**$ 4,692,784**	**$ 4,977,569**	**$ 5,287,149**

Table D-5 Operating Budget Forecast (Inflated $) - continued

Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Revenues											
Tax Supported											
11: Opening surplus	$ 111,373	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
12: Income from Investments	$ 108,200	$ 74,700	$ 76,200	$ 77,700	$ 79,200	$ 80,800	$ 82,400	$ 84,100	$ 85,800	$ 87,500	$ 89,200
13: Other General Revenue	$ 511,822	$ 501,700	$ 511,700	$ 522,000	$ 532,400	$ 543,100	$ 553,900	$ 565,000	$ 576,300	$ 587,800	$ 599,600
14: General Government	$ 11,607	$ 11,800	$ 12,100	$ 12,300	$ 12,600	$ 12,800	$ 13,100	$ 13,300	$ 13,600	$ 13,900	$ 14,100
15: Protection to Persons and Propoerty	$ 3,475	$ 3,500	$ 3,600	$ 3,700	$ 3,800	$ 3,800	$ 3,900	$ 4,000	$ 4,100	$ 4,200	$ 4,200
16: Transportation	$ 124,090	$ 126,600	$ 129,100	$ 131,700	$ 134,300	$ 137,000	$ 139,700	$ 142,500	$ 145,400	$ 148,300	$ 151,300
17: Environmental Services	$ 18,800	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
18: Parks & Recreation	$ 23,592	$ 24,100	$ 24,500	$ 25,000	$ 25,500	$ 26,000	$ 26,600	$ 27,100	$ 27,600	$ 28,200	$ 28,800
19: Planning & Development	$ 5,084	$ 5,200	$ 5,300	$ 5,400	$ 5,500	$ 5,600	$ 5,700	$ 5,800	$ 6,000	$ 6,100	$ 6,200
20: Other Revenue	$ 35,000	$ 35,700	$ 36,400	$ 37,100	$ 37,900	$ 38,600	$ 39,400	$ 40,200	$ 41,000	$ 41,800	$ 42,700
Total Tax Supported	**$ 953,043**	**$ 783,300**	**$ 798,900**	**$ 814,900**	**$ 831,200**	**$ 847,700**	**$ 864,700**	**$ 882,000**	**$ 899,800**	**$ 917,800**	**$ 936,100**
Wastewater											
Rate Revenue	$ 303,732	$ 346,254	$ 394,728	$ 449,989	$ 512,986	$ 584,802	$ 666,673	$ 760,005	$ 866,403	$ 987,697	$ 1,125,971
Debt Repayment Levy	$ 109,904	$ 109,904	$ 109,904	$ 109,904	$ 109,904	$ 109,904	$ 109,904	$ 109,904	$ 109,904	$ 109,904	$ 109,904
Transfer from Capital Res./R.F.s	$ 5,154	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Wastewater	**$ 418,790**	**$ 456,158**	**$ 504,632**	**$ 559,893**	**$ 622,890**	**$ 694,706**	**$ 776,577**	**$ 869,909**	**$ 976,307**	**$ 1,097,601**	**$ 1,235,875**
Total Revenues	**$ 1,371,833**	**$ 1,239,458**	**$ 1,303,532**	**$ 1,374,793**	**$ 1,454,090**	**$ 1,542,406**	**$ 1,641,277**	**$ 1,751,909**	**$ 1,876,107**	**$ 2,015,401**	**$ 2,171,975**
Tax Levy Analysis											
Tax Revenues Required	$ 1,882,591	$ 1,979,833	$ 2,082,098	$ 2,189,646	$ 2,302,748	$ 2,421,693	$ 2,546,782	$ 2,678,332	$ 2,816,677	$ 2,962,168	$ 3,115,174
Prior Year Tax Levy		$ 1,882,591	$ 1,979,833	$ 2,082,098	$ 2,189,646	$ 2,302,748	$ 2,421,693	$ 2,546,782	$ 2,678,332	$ 2,816,677	$ 2,962,168
Add: Tax Revenues from Incremental Assessment		$ 10,011	$ 10,528	$ 11,072	$ 11,644	$ 12,245	$ 12,878	$ 13,543	$ 14,243	$ 14,978	$ 15,752
Tax Revenues at 0% Tax Rate Increase		$ 1,892,602	$ 1,990,361	$ 2,093,170	$ 2,201,290	$ 2,314,994	$ 2,434,571	$ 2,560,325	$ 2,692,575	$ 2,831,655	$ 2,977,920
Additional Increase in Tax Levy		$ 87,231	$ 91,737	$ 96,476	$ 101,459	$ 106,700	$ 112,211	$ 118,007	$ 124,102	$ 130,513	$ 137,254
Total Tax Revenues		$ 1,979,833	$ 2,082,098	$ 2,189,646	$ 2,302,748	$ 2,421,693	$ 2,546,782	$ 2,678,332	$ 2,816,677	$ 2,962,168	$ 3,115,174
Estimated Impact on Tax Bills		4.6%	4.6%	4.6%	4.6%	4.6%	4.6%	4.6%	4.6%	4.6%	4.6%